



**Lititz Christian School
Board of Directors Manual**



LITITZ CHRISTIAN SCHOOL

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MISSION

Lititz Christian School partners with Christian families to provide a biblical, academic education which prepares students to honor Jesus Christ in scholarship, vocation, and lifestyle.

VISION

The focus of Lititz Christian School emphasizes the individual student's spiritual and academic development. Therefore, we desire to enhance the quality of Christian education available to our students rather than simply to increase enrollment. Our vision is to enrich curricula and experiential opportunities for those whom God sends us and to maintain a level of excellence that honors Jesus Christ.



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Board of Directors Responsibilities & Expectations

TITLE: Member of the Board of Directors

LENGTH OF TERM: Three years. No time off required prior to additional terms.

REPORTS TO: The Chair of the Governance Committee

The board of directors is legally and ethically responsible for all activities of the organization. To that end, it:

- Provides strategic direction through long & short-range planning
- Adopts annual budget and provides fiscal oversight
- Recruits, orients, and develops board members
- Hires and evaluates the performance of the Senior Administrator
- Evaluates its own performance and overall performance of LCS in achieving the mission

RESPONSIBILITIES:

- Understand and promote Lititz Christian School's mission
- Be familiar with Lititz Christian School's educational programs, policies, and operations
- Attend board meetings and appropriate committee meetings
- Actively serve on at least one committee and offer to take on special assignments
- Review agenda and supporting documents prior to meetings
- Participate in fundraising activities and special events

TIME COMMITMENT (approximate):

- Attend and actively participate in at least 75% of board meetings (10 monthly board meetings, approximately 2 hours in length, on the 3rd Monday of the month, except when otherwise noted)
- Attend and actively participate in committee meetings and related work (variable)
- Attend special events
- Meet with potential donors (as opportunities arise)
- Financial and Resource Development Expectations:
- Make an annual gift in order to achieve 100% board giving
- Promote fundraising events
- Identify and cultivate potential donors



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BOARD SUBCOMMITTEES & DESCRIPTIONS

Subcommittees exist to support the overall functioning of the Board, creating efficiencies through progressing initiatives and reporting to the Board as appropriate. They include existing Board members and may include non-Board members who are skilled in individual areas of service. It is recommended that committees meet at least three times/year.

EDUCATION

The education committee exists to provide leadership and support to the school in the area of educational philosophy and curriculum.

FINANCE & LOGISTICS

The role of the finance committee is to provide financial oversight for LCS. Typical task areas include budgeting and financial planning, financial reporting, and the creation and monitoring of internal controls and accountability policies.

GOVERNANCE

The purpose of the governance committee is to enhance the engagement and participation of the Board, and to ensure the effective operation of the leadership structure. This includes a process for board self-evaluation, voting processes, ensuring a pipeline for board leadership, etc.

DEVELOPMENT

The development committee assures LCS has effective fundraising strategies, alumni relations, and marketing/communications programs in place to maximize philanthropic support for LCS.

PERSONNEL

The personnel committee provides guidance, oversight, and support to management as it develops and implements employee staffing, performance management and compensation systems. This committee provides leadership in conducting the head of school evaluation.

EXECUTIVE COMMITTEE

The executive committee is made up of the board president, vice president, secretary and treasurer.



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BOARD OF EDUCATION RECRUITMENT PROCESS

1. Planning

- The Board identifies background & qualifications required for new members based on key Board initiatives and gaps in current skill set.

2. Recruiting & Vetting

- The Board submits names of potential members.
- Board chair provides statement of faith and other critical documents (e.g., strategic initiatives, philosophy, etc.) to prospective Board member.
- Board chair vets potential members through a phone call or in-person meeting and submits his/her recommendation to the group along with Volunteer Clearances and signed school Statement of Faith.
- Prospective member attends a meeting. Appropriate introduction of prospect including brief Q&A included in agenda for meeting.
- Board votes on membership at subsequent meeting. Assuming a positive vote, Board chair offers formal invitation to prospect.
- Communicate new Board membership with school family

3. Onboarding

- Provide key documents: org chart, list of committees, financials, etc.
- Invite committee participation/intros to committee members
- Provide list of Board members, professional background, terms, contact info
- Provide Board meeting dates, times, locations
- Welcome at first meeting



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BY-LAWS

ARTICLE I - OFFICES

1. The registered office of the corporation shall be 501 W Lincoln Ave, Lititz, PA 17543
2. The corporation may also have offices at such other places as the Board of Directors may from time to time appoint or the activities of the corporation may require.

ARTICLE II - SEAL

The corporate seal shall have inscribed thereon the name of the corporation, the year of its organization, and the words "Corporate Seal, Pennsylvania".

ARTICLE III - MEMBERS

1. Members shall be comprised of all school parents in good standing.
2. The Board of Directors, by affirmative vote of two-thirds of all of the members of the Board, may suspend or expel a member for cause after an appropriate hearing, and may, by a majority vote of those present at any regularly constituted meeting, terminate the membership of any member who becomes ineligible for membership, or suspend or expel any member who shall be in default in the payment of any dues or assessments.
3. Upon written request signed by a former member and filed with the Secretary, the Board of Directors may, by the affirmative vote of two-thirds of the members of the Board, reinstate such former member to membership upon such terms as the Board of Directors may deem appropriate.
4. Membership in this corporation is not transferable or assignable.

ARTICLE IV - MEETINGS OF MEMBERS



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1. Meetings of the members shall be held at 300 West Orange Street, Lititz or at such other place or places, either within or without the Commonwealth of Pennsylvania, as may from time to time be fixed by the Board of Directors.

2. The annual meeting of the members shall be held prior to September 30 of each new school year. At this time, they shall elect a Board of Directors and transact such other business as may properly be brought before the meeting. If the annual meeting shall not be called and held within six months after the designated time, any member may call such a meeting.

3. Special meetings of the members may be called at any time by the President, or the Board of Directors, or members entitled to cast at least ten percent (10%) of the votes that all members are entitled to cast at the particular meeting. At any time, upon written request of any person who has called a special meeting, it shall be the duty of the Secretary to fix the time of the meeting, which shall be held not more than sixty days after the receipt of the request. If the Secretary shall neglect or refuse to fix the time of the meeting, the person or persons calling the meeting may do so. Business transacted at all special meetings shall be confined to the objects stated in the call and matters germane thereto.

4. Written notice of every meeting of the members, stating the time, place, and object thereof, shall be given by, or at the direction of, the Secretary to each member of record entitled to vote at the meeting, at least 21 days prior to the day named for the meeting, unless a greater period of notice is required by statute in a particular case. If the Secretary shall neglect or refuse to give notice of the meeting, the person or persons calling the meeting may do so. In the case of a special meeting, the notice shall specify the general nature of the business to be transacted.

5. Persons authorized or required to give notice of a meeting of members may, in lieu of any written notice of a meeting of members required to be given, give notice of such meeting by



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causing notice of such meeting to be officially published. If eighty percent (80%) of the members of record entitled to vote at the meeting do not have addresses of record within the territory of general circulation of the newspapers required for official publication, the notice shall also be published in newspapers that have an aggregate territory or general circulation which includes the addresses of record of at least eighty percent (80%) of such members of record.

6. A meeting of members duly called shall not be organized for the transaction of business unless a quorum is present. The presence in person of at least ten percent (10%) of the members entitled to vote shall constitute a quorum at all meetings of the members for the transaction of business except as may be otherwise provided by law or by the Articles of Incorporation. The members present at a duly organized meeting can continue to do business until adjournment, notwithstanding the withdrawal of enough members to leave less than a quorum. If a meeting cannot be organized because a quorum has not attended, those present may, except as otherwise provided by statute, adjourn the meeting to such time and place as they may determine, but in the case of any meeting called for the election of directors, those who attend the second of such adjourned meetings, although less than a quorum, shall nevertheless constitute a quorum for the purpose of electing directors. In the case of any meeting called for any other purpose, those who attend the second of such adjourned meetings, although less than a quorum, shall nevertheless constitute a quorum for the purpose of acting upon any resolution or other matter set forth in the notice of the meeting, if written notice of such second adjourned meeting, stating that those members who attend shall constitute a quorum for the purpose of acting upon such resolution or other matter, is given to each member of record entitled to vote at such second adjourned meeting at least ten days prior to the day named for



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the second adjourned meeting.

7. Any action that may be taken at a meeting of the members or of a class of members may be taken without a meeting if a consent or consents in writing, setting forth the action so taken, shall be signed by all of the members who would be entitled to vote at a meeting for such purpose and shall be filed with the Secretary of the corporation.

8. Every member of the corporation shall be entitled to one vote. No member shall sell his vote for money or anything of value. Upon request of a member, the books, or records of membership shall be produced at any regular or special meeting of the corporation. If at any meeting the right of a person to vote is challenged, the presiding officer shall require such books or records to be produced as evidence of the right of the person challenged to vote and all persons who appear by such books or records to be members entitled to vote may vote. The right of a member to vote, and his right, title, and interest in or to the corporation of its property, shall cease on the termination of membership.

9. Voting may be by ballot, mail, or any reasonable means determined by the Board of Directors. Elections for directors need not be by ballot except upon demand made by a member at the election and before the voting begins.

10. In advance of any meeting of members, the Board of Directors may appoint judges of election, who need not be members, to act at such meeting or any adjournment thereof. If judges of election are not so appointed, the presiding officer of any such meeting may, and on the request of any member shall, make such appointment at the meeting. The number of judges shall be one or three. No person who is a candidate for office shall act as a judge.



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ARTICLE V - DIRECTORS

1. The business and affairs of this corporation shall be managed by its Board of Directors, nine (9) – twelve (12) in number, who shall be natural persons of full age and who need not be residents of this Commonwealth. They shall be elected by the members at the annual meeting of members of the corporation, and each director shall be elected for a three (3) year term and until his/her successor shall be elected and shall qualify.

2. In addition to the powers and authorities by these By-Laws expressly conferred upon them, the Board of Directors may exercise all such powers of the corporation and do all such lawful acts and things as are not by statute or by the Articles or by these By-Laws directed or required to be exercised or done by the members.

3. The meetings of the Board of Directors may be held at such times and at such place or places within this Commonwealth or elsewhere as a majority of the directors may from time to time appoint or as may be designated in the notice calling the meeting.

4. Written or personal notice of every meeting of the Board of Directors shall be given to each director at least twenty-one (21) days prior to the day named for the meeting.

5. A majority of the directors in office shall be necessary to constitute a quorum for the transaction of business and the acts of a majority of the directors present at a meeting at which a quorum is present shall be the acts of the Board of Directors. Any action that may be taken at a meeting of the directors may be taken without a meeting if a consent or consents in writing setting forth the action so taken shall be signed by all of the directors in office and shall be filed with the Secretary of the corporation.

6. The Board of Directors may, by resolution adopted by a majority of the directors in office, establish one or more committees to consist of one or more directors of the corporation. Any



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such committee, to the extent provided in the resolution of the Board of Directors or in the By-Laws, shall have and may exercise all of the powers and authority of the Board of Directors, except that no such committee shall have any power or authority as to the following:

- a. The submission to members of any action required by statute to be submitted to the members for their approval.
- b. The filling of vacancies in the Board of Directors.
- c. The adoption, amendment, or repeal of the By-Laws.
- d. The amendment or repeal of any resolution of the Board.
- e. Action on matters committed by the By-Laws or resolution of the Board of Directors to another committee of the Board.

7. The Board may designate one or more directors as alternate members of any committee, who may replace any absent or disqualified member at any meeting of the committee. In the absence or disqualification of a member of a committee, the member or members thereof present at any meeting and not disqualified from voting, whether or not he, she, or they constitute a quorum, may unanimously appoint another director to act at the meeting in the place of any such absent or disqualified member. Each committee of the Board shall serve at the pleasure of the Board.

8. The entire Board of Directors, or a class of the Board, where the Board is classified with respect to the power to select directors, or any individual director, may be removed from office without assigning any cause by the vote of members entitled to cast at least a majority of the Votes, which all members present would be entitled to cast at any annual or other regular election of the directors or of such class of directors. In case the Board or such a class of the Board or any one or more directors are so removed, new directors may be elected at the same



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meeting. If members are entitled to vote cumulatively for the Board or a class of the Board, no individual director shall be removed unless the entire Board or class of the Board is removed in case sufficient votes are cast against the resolution for his removal, which, if cumulatively voted at an annual or other regular election of directors, would be sufficient to elect one or more Directors to the Board or to the class.

9. The Board of Directors may declare vacant the office of a director if he is declared of unsound mind by an order of court or is convicted of felony, or if within sixty days after notice of his selection he does not accept such office either in writing or by attending a meeting of the Board of Directors, and fulfill such other requirements of qualification as the By-Laws may specify.

10. A director of the corporation shall stand in a fiduciary relation to the corporation and shall perform his duties as a director, including his duties as a member of any committee of the board upon which he may serve, in good faith, in a manner he reasonably believes to be in the best interests of the corporation, and with such care, including reasonable inquiry, skill, and diligence, as a person of ordinary prudence would use under similar circumstances. In performing his duties, a director shall be entitled to rely in good faith on information, opinions, reports, or statements, including financial statements and other financial data, in each case prepared by any of the following:

- a. One or more officers or employees of the corporation whom the director reasonably believes to be reliable and competent in the matters presented.
- b. Counsel, public accountants, or other persons as to matters which the director reasonably believes to be within the professional or expert competence of such person.
- c. A committee of the board upon which he does not serve, duly designated in accordance with law, as to matters within its designated authority, which the director reasonably



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believes to merit confidence.

11. A director shall not be considered to be acting in good faith if he has knowledge concerning the matter in question that would cause his reliance to be unwarranted. In discharging the duties of their respective positions, the board of directors, committees of the board, and individual directors may, in considering the best interests of the corporation, consider the effects of any action upon employees, upon suppliers, and customers of the corporation and upon communities in which offices or other establishments of the corporation are located, and all other pertinent factors. The consideration of those factors shall not constitute a violation of this section. Absent breach of fiduciary duty, lack of good faith, or self-dealing, actions taken as a director or any failure to take any action shall be presumed to be in the best interests of the corporation. A director of the corporation shall not be personally liable for monetary damages as such for any action taken, or any failure to take any action, unless:

- a. The director has breached or failed to perform the duties of his office under this section.
- b. The breach or failure to perform constitutes self-dealing, willful misconduct, or recklessness.

12. The provisions of this section shall not apply to:

- a. The responsibility or liability of a director pursuant to any criminal statute; or
- b. The liability of a director for the payment of taxes pursuant to local, State, or Federal law.

13. Directors as such shall not receive any stated salary for their services, but by resolution of the Board a fixed sum and expenses of attendance, if any, may be allowed for attendance at each regular or special meeting of the Board PROVIDED that nothing herein contained shall be



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construed to preclude any director from serving the corporation in any other capacity and receiving compensation therefore.

ARTICLE VI - OFFICERS

1. The executive officers of the corporation shall be chosen by the members of the corporation, and shall be a President, Vice President, Secretary, Treasurer, and such other officers and assistant officers as the needs of the corporation may require. The President and Secretary shall be natural persons of full age; the Treasurer, however, may be a corporation, but if a natural person, shall be of full age. They shall hold their offices for a term of one year and shall have such authority and shall perform such duties as are provided by the By-Laws. It shall not be necessary for the officers to be directors, and any number of offices may be held by the same person. The Board of Directors may secure the fidelity of any or all such officers by bond or otherwise.

2. Any officer or agent may be removed by the Board of Directors whenever in its judgment the best interests of the corporation will be served thereby, but such removal shall be without prejudice to the contract rights of any person so removed.

3. The President shall be the chief executive officer of the corporation; he shall preside at all meetings of the members and directors; he shall have general and active management of the affairs of the corporation; he/she shall see that all orders and resolutions of the Board are carried into effect, subject, however, to the right of the directors to delegate any specific powers, except such as may be by statute exclusively conferred on the President, to any other officer or officers of the corporation. He shall execute bonds, mortgages, and other documents requiring a seal, under the seal of the corporation. He shall be EX-OFFICIO a member of all



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committees and shall have the general powers and duties of supervision and management usually vested in the office of President.

4. The Vice President shall act in all cases for and as the President in the latter's absence or incapacity and shall perform such other duties as he may be required to do from time to time.

5. The Secretary shall attend all sessions of the Board and all meetings of the members and act as clerk thereof, and record all the votes of the corporation and the minutes of all its

Transactions in a book to be kept for that purpose; and shall perform like duties for all committees of the Board of Directors when required. He shall give, or cause to be given, notice of all meetings of the members and of the Board of Directors and shall perform such other duties

as may be prescribed by the Board of Directors or President under whose supervision he shall be. He shall keep in safe custody the corporate seal of the corporation and, when authorized by the Board, affix the same to any instrument requiring it.

6. The Treasurer shall have custody of the corporate funds and securities and shall keep full and accurate accounts of receipts and disbursements in books belonging to the corporation and shall keep the moneys of the corporation in a separate account to the credit of the corporation. He shall disburse the funds of the corporation as may be ordered by the Board, taking proper vouches for such disbursements, and shall render to the President and directors, at the regular meetings of the Board, or whenever they may require it, an account of all his transactions as Treasurer and of the financial condition of the corporation.



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ARTICLE VII - VACANCIES

1. If the office of any officer or agent, one or more, becomes vacant for any reason, the Board of Directors may choose a successor or successors, who shall hold office for the unexpired term in respect of which such vacancy occurred.

2. Vacancies in the Board of Directors, including vacancies resulting from an increase in the number of directors, shall be filled by a majority of the remaining members of the Board, though less than a quorum, and each person so elected shall be a director until his successor is elected by the members, who may make such election at the next annual meeting of the members, or at any special meeting duly called for that purpose and held prior thereto.

ARTICLE VIII - BOOKS AND RECORDS

1. The corporation shall keep an original or duplicate record of the proceedings of the members and the directors, the original or a copy of its By-Laws, including all amendments thereto to date, certified by the Secretary of the corporation, and an original or a duplicate membership register giving the names of the members and showing their respective addresses and the class and other details of the membership of each. The corporation shall also keep appropriate, complete, and accurate books or records of account. The records provided for herein shall be kept at either the registered office of the corporation in this Commonwealth, or at its principal place of business, wherever situated.

2. Every member shall, upon written demand under oath stating the purpose thereof, have a right to examine, in person or by agent or attorney, during the usual hours for business for any proper purpose, the membership register, books and records of account, and records of the proceedings of the members and directors, and to make copies or extracts therefrom. A proper



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purpose shall mean a purpose reasonably related to the interest of such person as a member. In every instance where an attorney or other agent shall be the person who seeks the right to inspection, the demand under oath shall be accompanied by a power of attorney or such other writing that authorizes the attorney or other agent to so act on behalf of the member. The demand under oath shall be directed to the corporation at its registered office in this Commonwealth or at its principal place of business wherever situated.

ARTICLE IX - MEMBERSHIP CERTIFICATES

1. Membership in the corporation may be evidenced by Certificates of Membership, in which case they shall be in such form and style as the Board of Directors may determine. The fact that the corporation is a nonprofit corporation shall be noted conspicuously on the face of each certificate.
2. They shall be signed by the President or a Vice President and by the Secretary or an Assistant Secretary, and shall bear the corporate seal.

ARTICLE X - TRANSACTION OF BUSINESS

1. The corporation shall make no purchase of real property, nor sell, mortgage, lease away, or otherwise dispose of its real property, unless authorized by a vote of two-thirds of the members in office of the Board of Directors, except that whenever there are twenty-one or more directors, the vote of a majority of the members in office shall be sufficient. Unless otherwise restricted in these By-Laws, no vote or consent of the members shall be required to make effective such action by the Board. If the real property is subject to a trust, the conveyance away shall be free of trust and the trust shall be impinged upon the proceeds of such



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conveyance.

2. Whenever the lawful activities of the corporation involve among other things the charging of fees or prices for its services or products, it shall have the right to receive such income and, in so doing, may make an incidental profit. All such incidental profits shall be applied to the maintenance and operation of the lawful activities of the corporation, and in no case shall be divided or distributed in any manner whatsoever among the members, directors, or officers of the corporation.

3. All checks or demands for money and notes of the corporation shall be signed by such officer or officers as the Board of Directors may from time to time designate.

ARTICLE XI - ANNUAL REPORT

1. The Board of Directors shall present annually to the members a report, verified by the President and Treasurer or by a majority of the directors, showing in appropriate detail the following:

a. The assets and liabilities, including the trust funds, of the corporation as of the end of the fiscal year immediately preceding the date of the report.

b. The principal changes in assets and liabilities including trust funds, during the year immediately preceding the date of the report.

c. The revenue or receipts of the corporation, both unrestricted and restricted to particular purposes, for the year immediately preceding the date of the report, including separate data with respect to each trust fund held by or for the corporation.

d. The expenses or disbursements of the corporation, for both general and restricted purposes, during the year immediately preceding the date of the report, including



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separate data with respect to each trust fund held by or for the corporation.

e. The number of members of the corporation as of the date of the report, together with a statement of increase or decrease in such number during the year immediately preceding the date of the report, and a statement of the place where the names and addresses of the current members may be found.

2. This report shall be filed with the minutes of the meeting of members.

ARTICLE XII - NOTICES

Whenever written notice is required to be given to any person, it may be given to such person, either personally or by sending a copy thereof by first class mail, postage prepaid, or by telegram, charges prepaid, to his address appearing on the books of the corporation, or, in the case of directors, supplied by him to the corporation for the purpose of notice. If the notice is sent by mail or by telegraph, it shall be deemed to have been given to the person entitled thereto when deposited in the United States mail or with a telegraph office for transmission to such person. A notice of meeting shall specify the place, day, and hour of the meeting and any other information required by statute of these By-Laws. When a special meeting is adjourned it shall not be necessary to give any notice of the adjourned meeting or of the business to be transacted at an adjourned meeting, other than by announcement at the meeting at which such adjournment is taken. Whenever any written notice is required to be given under the provisions of the statute or the Articles or By-Laws of this corporation, a waiver thereof in writing, signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice. Except as otherwise required by statute, neither the business to be transacted at nor the purpose of a meeting need be specified in the



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waiver of notice of such meeting. In the case of a special meeting of members, such waiver of notice shall specify the general nature of the business to be transacted. Attendance of a person at any meeting shall constitute a waiver of notice of such meeting, except where a person attends a meeting for the express purpose of objecting, at the beginning of the meeting, to the transaction of any business because the meeting was not lawfully called or convened.

ARTICLE XIII - MISCELLANEOUS PROVISIONS

1. The fiscal year of the corporation shall begin on the first day of July.
2. One or more persons may participate in a meeting of the Board or of the members by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other. Participation in a meeting pursuant to this section shall constitute presence in person at such meeting.
3. So long as the corporation shall continue to be organized on a non-stock basis, the Board of Directors shall have authority to provide for the members to make capital contributions in such amounts and upon such terms as are fixed by the directors in accordance with the provisions of section 5541 of the Nonprofit Corporation Law of 1988.
4. The Board of Directors, by resolution, may authorize the corporation to accept subventions from members or nonmembers on terms and conditions not inconsistent with the provisions of section 5542 of the Nonprofit Corporation Law of 1988 and to issue certificates therefor.

ARTICLE XIV- INDEMNIFICATION

1. The corporation shall indemnify each of its directors, officers, and employees, whether or not then in service as such (and his or her executor, administrator, and heirs), against all reasonable



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expenses actually and necessarily incurred by him or her in connection with the defense of any litigation to which the individual may have been a party because he or she is or was a director, officer, or employee of the corporation. The individual shall have no right to reimbursement, however, in relation to matters as to which he or she has been adjudged liable to the Corporation for negligence or misconduct in the performance of his or her duties, or was derelict in the performance of his or her duty as director, officer, or employee by reason of willful misconduct, bad faith, gross negligence, or reckless disregard of the duties of his or her office or employment. The right to indemnity for expenses shall also apply to the expenses of suits that are compromised or settled if the court having jurisdiction of the matter shall approve such settlement.

2. The foregoing right of indemnification shall be in addition to, and not exclusive of, all other rights to that which such director, officer, or employee may be entitled.

ARTICLE XV - AMENDMENTS

By-Laws may be adopted, amended or repealed by the vote of members entitled to cast at least a majority of the votes which all members present are entitled to cast thereon at any regular or special meeting duly convened after notice to the members of that purpose.



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ANNUAL EVENTS

Lititz Christian School hosts events annually. While Board attendance is not required at all events, members are encouraged to attend as many as possible. Events marked with an asterisk (*) are very strongly encouraged.

Typically the Board of Directors is invited to walk at Graduation.

August – *Back to School Night/Member meeting

October – Harvest Festival

November - National Honor Society Induction Ceremony, Fall fundraiser

December - Christmas Concert

March - Fete en Bleu (spring fundraiser)

April – spring musical

May - *Commencement/Graduation



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BOARD OF DIRECTORS CHILD ABUSE CLEARANCE REQUIREMENT

Providing Child Abuse Clearance documentation is required for members of the LCS Board of Directors prior to joining the Board and throughout the members tenure. Additional assistance is available from School administration if required.

BOARD OF DIRECTORS MEETING SCHEDULE

The full Board meets about every other month on the 3rd Monday between 7-9 PM. On alternating months, Board members are expected to meet in their committees as required. On occasion, a monthly cadence for full Board meetings is required.

DESCRIPTION OF NEED FOR CONTINUING BOARD EDUCATION

The best practice for Board function is a program of ongoing education. To that end, the Board of Directors will implement a regular educational program to enhance performance as the governing Board of LCS.

STATEMENT OF INSURANCE FOR BOARD MEMBERS

Lititz Christian School carries liability coverage for its Board of Directors as part of it's insurance policy.



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GENDER AND SEXUALITY STATEMENT

Purpose Statement

The purpose of this statement is to express Lititz Christian School's view on human sexuality and gender. In articulating these beliefs, Lititz Christian affirms the inerrancy and infallibility of God's Word. Lititz Christian aligns with the Church universal, who, from the beginning, has affirmed that gender differentiation between male and female are part of a divine design that God intended from creation.

At the same time, we affirm these truths, we also must repent of any of the unintentional pain the Church has wrongfully caused towards those who identify same-sex desires and/or identify with a gender other than their gender assigned at birth. There is no one who is more entitled to the grace of Jesus Christ than any other person. Any sexual acts that disrupt God's covenant design for marriage are no more deserving of condemnation and no less in need of the saving grace of Jesus Christ.

Furthermore, Lititz Christian believes that it is dehumanizing to compel anyone to base his or her identity solely on sexual desires. We harm people when we make the nature of their sexual desires their primary identifying characteristic. Rather, all of us can find healing and direction through more deeply understanding and affirming our genders as women and men made in God's image.

Expectations for Lititz Christian

At all times, whether at the Lititz Church of the Brethren location or offsite for athletics or events, LCS community members will interact with one another according to their biological sex. All LCS restrooms will be designated and used according to the community members' biological sex. LCS will provide separate and private areas designated according to biological sex.

Any LC student who expresses same sex attraction or does not identify with their biological sex can feel safe to share their journey with staff and administration at the school and know that an open dialogue with the student and the student's family will be met with grace, support and love while upholding the values of our statement of faith. Lititz Christian seeks to lovingly present this generation with the life-changing gospel of Jesus Christ. This process of gospel change takes different forms for different people, but Lititz Christian is here to provide an environment of grace that allows failure alongside the challenge to grow.



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SEXUAL HARASSMENT POLICY

Lititz Christian is committed to maintaining an educational environment where all individuals are treated with dignity and respect. We are committed to an environment that is free from all forms of intimidation, exploitation, and harassment.

For the purposes of this policy, the following definitions apply:

- **Sexual violence:** A number of different acts can fall into the category of sexual violence, including rape, sexual assault, sexual exploitation, sexual abuse, and sexual coercion.
- **Gender-based harassment:** unwelcome conduct based on an individual's actual or perceived sex, including harassment based on gender identity or nonconformity with sex stereotypes, and not necessarily involving conduct of a sexual nature.
- Unwelcome sexual conduct of this type can include a wide range of verbal, visual or physical conduct of a sexual nature. Among the types of conduct that would violate this policy are the following:
 - Unwanted sexual advances or propositions
 - Offering academic benefits in exchange for sexual favors
 - Making or threatening reprisals after a negative response to sexual advances
 - Visual conduct such as leering, making sexual gestures, displaying sexually suggestive objects or pictures, cartoons, or posters
 - Verbal conduct such as making or using derogatory comments, epithets, slurs, and jokes
 - Verbal abuse of a sexual nature, graphic verbal commentaries about an individual's body, sexually degrading words used to describe an individual, suggestive or obscene letters, notes or invitations
 - Physical conduct such as touching, assaulting, impeding or blocking movements

Lititz Christian will maintain confidentiality as much as possible with any and all sexual harassment reports.

For any gender-based harassment, sexual violence or sexual harassment issues involving a faculty or staff member, Human Resources may be involved. Any report of sexual harassment that is reported to an Administrator will be investigated and resolved. The decision maker for sexual harassment reports is the Head of School, Allyson Harmon. All appeals of a determination of responsibility will be decided by the School Board. Please see below for the internal process.

If a student wishes to report an issue confidentially while at school, they may do so with the following resources:

- **School Counselors from IU13: Current School Counselors are:**
Elizabeth J. T. Valdez, elizabeth_valdez@lcstaff.net or elizabeth_valdez@iu13.org
Lori Casanova, lori.casanova@lcstaff.net or lorraine_casanova@iu13.org



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If a student, faculty or staff member wish to report an issue confidentially outside of the school, they may do so with the following resources:

- [Safe to Say PA provides an anonymous reporting option](#)
- **Sexual Assault Forensic Examination (SAFE) - Lancaster General Hospital – Emergency Room** – 555 N. Duke Street, Lancaster, PA 17602, 717.544.5122
- **YWCA Lancaster Sexual Assault Prevention & Counseling Center 24/7 Hotline** – 717.392.7273
- **Sexual Assault Forensic Examination (SAFE) - Penn State Hershey Medical Center – Emergency Room** – 500 University Dr., Hershey, PA 17033, 717.531.8333
- **Domestic Violence Services 24-Hour Hotline – Community Action Program of Lancaster County** – 299.1249 (collect calls accepted)

When child abuse is suspected, a mandated reporter under the Child Protective Services Law must immediately call the Childline & Abuse Registry (1-800-932-0313), and complete a report of suspected child abuse form (obtained from the county children and youth agency) within 48 hours.

Lititz Christian will offer support and accommodations including but limited to counseling services with the IU; resources for off campus support; extensions, modifications, or other course-related adjustments; changes in working conditions; leave of absences; or other similar measures.

Any student, faculty or staff member, or parent/guardian may make a good faith report regarding sexual harassment or gender-based harassment to Human Resources (if regarding an employee) or a School Administrator. Once a report is made, the following action steps will occur:

- Upon receiving a report, a School Administrator will put the other party(parties) on notice of the report as soon as possible. Parent notification will occur after the report and initial notice but before a formal investigation may begin. Support will be offered to the victim of the reported behavior.
- The School Administrators will gather information and write a report summarizing the findings from the investigation.
- The Decision Maker (Head of School) will review the information, make additional inquiries if necessary, and determine responsibility in the situation.
- If the reported behavior is in violation of a Lititz Christian School employee or student policy, the appropriate party will follow protocol and procedures outlined in Lititz Christian student or faculty handbooks.



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- If a student is found responsible to be in violation of a Lititz Christian policy, possible sanctions could include dismissal, suspension, an educational training, and/or notifying law enforcement.
- Any decision of responsibility may be appealed by either party. All appeals will be reviewed and decided by the School Board.



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SCHOOL ABUSE AND MOLESTATION POLICY

Prohibiting the Abuse or Mistreatment of Consumers

Lititz Christian has **zero tolerance** for abuse and will not tolerate the mistreatment or abuse of individuals in its programs. Any mistreatment or abuse by an employee or volunteer will result in disciplinary action, up to and including termination of employment or volunteer service and cooperation with law enforcement.

Prohibiting the Abuse or Mistreatment of One Consumer by Another Consumer

Lititz Christian has **zero tolerance** for abuse, mistreatment, or sexual activity among individuals within the organization. This organization is committed to providing all individuals with a safe environment and will not tolerate the mistreatment or abuse of one individual by another individual. Conduct by individuals that rises to the level of abuse, mistreatment, or sexual activity will result in intervention or disciplinary action, up to and including, dismissal from the program.

In addition, our organization will not tolerate any behavior that is classified under the definition of bullying, and to the extent that such actions are disruptive, the organization will take the necessary steps to eliminate such behavior.

Consumer Code of Conduct

The Code of Conduct outlines specific expectations of consumers:

Abuse or Mistreatment

Keeping individuals safe in our organization is a priority of Lititz Christian. Any form of abuse or mistreatment of children, employees, and volunteers is prohibited. Individuals shall not abuse or mistreat employees, volunteers, or other individuals in any way. Use of abusive language, obscene or profane language, including racial, religious or sexual references directed at other people will not be tolerated. It is important to treat others as you would like to be treated.

Individuals shall not engage in the verbal or emotional abuse or mistreatment of other individuals, employees, or volunteers.



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| <i>Appropriate Verbal Interactions for Adolescent and Teenage Consumer</i> | <i>Inappropriate Verbal Interactions for Adolescent and Teenage Consumer</i> |
|--|--|
| <ul style="list-style-type: none"> • Appropriate jokes • Encouragement • Praise | <ul style="list-style-type: none"> • Name-calling • Bullying • Ridicule or humiliation • Discussing sexual encounters • Cursing • Hazing • Off-color or sexual jokes • Shaming • Belittling • Harsh language that may frighten, threaten or humiliate other consumers. • Inappropriate games like Truth or Dare |

Individuals shall not engage in the physical abuse or mistreatment of other consumers, employees, or volunteers.

| <i>Appropriate Physical Interactions for Adolescent and Teenage Consumer</i> | <i>Inappropriate Physical Interactions for Adolescent and Teenage Consumer</i> |
|---|---|
| <ul style="list-style-type: none"> ▪ Side hugs ▪ Shoulder-to-shoulder or “temple” hugs ▪ Pats on the shoulder or back ▪ Handshakes ▪ High-fives and hand slapping ▪ Verbal praise | <ul style="list-style-type: none"> • Full-frontal hugs • Kisses • Showing affection in isolated areas • Lap sitting • Wrestling • Piggyback rides • Tickling • Exposing oneself • Any type of massage given by or to an |



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| | |
|--|---|
| <ul style="list-style-type: none">▪ Pats on the head when culturally appropriate▪ Touching hands, shoulders, and arms▪ Arms around shoulders | <p>individual</p> <ul style="list-style-type: none">• Any form of affection that is unwanted by the consumer or the staff or volunteer.• Compliments relating to physique or body development.• Touching bottom, chest or genital areas.• Hitting• Spanking• Shaking• Slapping• Unnecessary restraints• Viewing or showing others pornographic materials. |
|--|---|

One-on-one Interactions

Most abuse occurs when an adult is alone with a student, or when a student is alone with another student. Our organization aims to eliminate or reduce these situations and discourages private one-on-one interactions but understands that there are times it may be necessary (tutoring etc.) During a one-on-one interaction the classroom door should remain open. If you observe one-on-one interactions with the door closed between employees and consumers, you should report this to the current Head of School.

Electronic Communication

All communication between employees/volunteers and students must be in an open electronic environment. The “Rule of Three” must be observed in all electronic communications between students and employees/volunteers. For example, there should be two employees/volunteers included in text messages and emails with consumers. This does not apply to emails sent through Renweb since administration has access to all communication sent through Renweb. Teachers should use Renweb to communicate directly with students.

Students will comply with Lititz Christian’s policies governing the use of personal mobile communication devices. Students are not permitted to share cell phones with other students.

Alcohol, Drugs, and Tobacco

Possession and/or use of alcoholic beverages, drugs and tobacco products while at Lititz Christian is strictly prohibited. Students will not be permitted to participate in any program while under the influence of alcohol, drugs, or illicit substances. Parents/guardians will be notified as appropriate.

Weapons



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We want our organization to be a safe place for children, and families. Weapons and items that may be considered weapons are prohibited. Anyone found to be in possession of such items will be required to leave and the items will be confiscated. Parents/guardians, and/or the authorities will be notified as appropriate.

Violence

Lititz Christian seeks to provide a safe environment for individuals in our community. Violence and threats of violence will not be tolerated at *Lititz Christian*, on our grounds, in organization facilities, in other facilities being utilized by our organization, or during *Lititz Christian* sponsored activities and events. Employees are available to assist in the resolution of differences.

Disruptive Behavior

We take pride in the appearance of our organization and we always want to ensure members are safe. Inappropriate or disruptive behavior is not permitted at Lititz Christian. This includes, but is not limited to, graffiti, littering, spitting, or throwing objects that could intentionally or unintentionally harm others or cause disorder.

Bullying

Our organization will not tolerate the mistreatment or abuse of one student by another student. Bullying is aggressive behavior that is intentional, is repeated over time, and involves an imbalance of power or strength. Bullying can take on various forms including:

1. *Physical bullying* – when one person engages in physical force against another person, such as by hitting, punching, pushing, kicking, pinching, or restraining another.
2. *Verbal bullying* – when someone uses their words to hurt another, such as by belittling or calling another hurtful name.
3. *Nonverbal or relational bullying* – when one person manipulates a relationship or desired relationship to harm another person. This includes social exclusion, friendship manipulation, or gossip. This type of bullying also includes intimidating another person by using gestures.
4. *Cyberbullying* – the intentional and overt act of aggression toward another person by way of any technological tool, such as email, instant messages, text messages, digital pictures or images, or website postings (including blogs). Cyberbullying can involve:
 1. Sending mean, vulgar, or threatening messages or images.
 2. Posting sensitive, private information about another person.
 3. Pretending to be someone else in order to make that person look bad
 4. Intentionally excluding someone from an online group.
5. *Hazing* – an activity expected of someone joining or participating in a group that humiliates, degrades, abuses, or endangers that person regardless of that person's willingness to participate.



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6. *Sexualized bullying* – when bullying involves behaviors that are sexual in nature. Examples of sexualized bullying behaviors include sexting, bullying that involves exposures of private body parts, and verbal bullying involving sexualized language or innuendos.

Anyone who sees an act of bullying, and who then encourages it, is engaging in bullying. This policy applies to all students, employees, and volunteers.

Reporting

Because our organization is dedicated to maintaining zero tolerance for abuse, it is imperative that everyone, including students, actively participates in the protection of others. In the event that consumers observe any suspicious or inappropriate behaviors and/or policy violations on the part of other employees, volunteers, or other consumers, it is their personal responsibility to immediately report their observations. Remember, at our organization, the policies apply to everyone.

| <i>Examples of Suspicious or Inappropriate Behaviors Between Employees/Volunteers and Students</i> |
|--|
| <ul style="list-style-type: none">• Violation of any abuse prevention policies outlined by the organization• Seeking private time or one-on-one time with student• Buying gifts for individual student• Making suggestive comments to student• Picking favorites |

Consumers are encouraged to report concerns or complaints about other employees and volunteers, other adults, or consumers to the current Head of School.

Defining Appropriate and Inappropriate Physical Contact

Lititz Christian's physical contact policy promotes a positive, nurturing environment while protecting students, employees and volunteers. Our organization encourages appropriate physical contact with students and prohibits inappropriate displays of physical contact. Any inappropriate physical contact by employees or volunteers towards students in the organization's programs will result in disciplinary action, up to and including termination of employment.

The organization's policies for appropriate and inappropriate physical interactions include but are not limited to:



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| <i>Appropriate Physical Interactions</i> | <i>Inappropriate Physical Interactions</i> |
|--|---|
| <p>Contact initiated by the student such as:</p> <ul style="list-style-type: none"> • Side hugs • Shoulder-to-shoulder hugs • Pats on the shoulder or back • Handshakes • High-fives and hand slapping • Pats on the head when culturally appropriate • Touching hands, shoulders, and arms • Arms around shoulders • Holding hands (with young children in escorting situations) | <ul style="list-style-type: none"> • Full-frontal hugs • Kisses • Showing affection in isolated areas or while one-on-one • Lap sitting • Wrestling • Piggyback rides • Tickling • Allowing a student to cling to an employee’s or volunteer’s leg • Allowing consumers, older than kindergarten, to sit on an employee or volunteer’s lap • Any type of massage • Any form of affection that is unwanted by the student or the employee or volunteer • Touching bottom, chest, or genital areas that is outside authorized and documented personal care assistance |

Defining Appropriate and Inappropriate Verbal Interactions

- Employees and volunteers are prohibited from speaking to consumers in a way that is, or could be construed by any observer, as harsh, coercive, threatening, intimidating, shaming, derogatory, demeaning, or humiliating.
- Employees and volunteers must not initiate sexually oriented conversations with consumers. Employees and volunteers are not permitted to discuss their own sexual activities with consumers.
- Our organization’s policies for appropriate and inappropriate verbal interactions include but are not limited to:



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| <i>Appropriate Verbal Interactions</i> | <i>Inappropriate Verbal Interactions</i> |
|--|---|
| <ul style="list-style-type: none"> • Positive reinforcement • Appropriate jokes • Encouragement • Praise • Strength-based conversations | <ul style="list-style-type: none"> • Name-calling • Discussing sexual encounters or in any way involving consumers in the personal problems or issues of employees and volunteers • Secrets • Cursing • Off-color or sexual jokes • Shaming, belittling • Oversharing personal history • Derogatory remarks • Harsh language that may frighten, threaten or humiliate consumers • Derogatory remarks about the consumer or his/her family • Compliments relating to physique or body development |

Managing One-on-One Interactions Between Employees, Volunteers, and Consumers

One-on-one interactions may occur as part of Lititz Christian’s programming under authorized circumstances. The purpose of this policy is to ensure the organization clearly communicates expectations for employees and volunteers and gives examples of appropriate behavior when one-on-one interactions may occur. In those situations where one-on-one interactions are necessary employees and volunteers should observe the following guidelines to limit the risk of abuse or false allegations of abuse:

- Meet students in a public place where you are in full view of others.
- Avoid physical affection during one-on-one interactions. If unavoidable, ensure physical and verbal interactions align with Lititz Christian’s established policies and are limited to the task at hand.



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- If meeting in a room or office, leave the door open or move to an area that can be easily observed by others passing by.
- Inform other employees and volunteers that you are alone with a student and encourage them to randomly drop in or pass by the interaction.
- Document and immediately report any unusual incidents, including disclosures of abuse or maltreatment, behavior problems and how they were handled, injuries, or any interactions that might be misinterpreted.

Policy for Managing Interactions between Employees, Volunteers, and Consumers Outside the Organization

Lititz Christian places a strong emphasis on nurturing relationships within our community. We encourage our families to develop meaningful connections with one another. However, we also value the safety and well-being of all individuals involved, especially during activities outside our regular programming. Therefore, Lititz Christian promotes the following guidelines for our employees and volunteers:

Prioritizing Caution: We urge our employees and volunteers to exercise caution when interacting with consumers who lack preexisting familial or social ties (e.g., children who are friends at school or families who attend the same religious institution).

Maintaining Boundaries: In situations where interactions with consumers outside of our standard program activities are necessary, our organization emphasizes the importance of maintaining proper boundaries. Employees and volunteers are expected to ensure a clear distinction between their roles within the organization and their personal relationships. This includes the following measures:

Addressing the Employee by Title: During our programming, consumers should refer to the employee by their official title. This practice reinforces the boundaries and underscores the distinct role of the employee within the organization.

Transportation: Employees who share a personal relationship with a family may provide transportation for a child as long as another responsible individual is present in the vehicle to maintain a safe and accountable environment.

Playdates and One-on-One Interaction: When organizing playdates for employee children or one-on-one interactions with students, it is crucial to adhere to our "One-on-One Interaction Policy."

At Lititz Christian, we believe that fostering relationships is essential, but we are equally committed to safeguarding the welfare of everyone involved in our



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community. These guidelines aim to strike a balance between encouraging connections and ensuring the security and professionalism of our employees and volunteers.

Electronic Communication and Social Media Policy

The terms “electronic communication” and “social media” or “social network” refer to activities that integrate technology, telecommunications, and social interaction through the use of words, images, video or audio tools. Examples include, but are not limited to: social websites, blogs, message boards, wikis, podcasts, image- and video-sharing sites, text and voice chat platforms for gaming, live webcasting, and real-time web communities. Additionally, sending text messages between two or more mobile phones or fixed or portable devices over a phone or wireless network is included within these definitions.

Lititz Christian encourages employees and volunteers to use caution with electronic communication and/or social media use with consumers. If these interactions are part of programming or otherwise unavoidable, this organization offers the following guidelines:

- a. Require employees, volunteers, consumers, parents/guardians to sign a Social Media Code of Conduct that includes guidelines about appropriate and inappropriate communication with consumers. *[This allows parents/guardians to play a role in monitoring consumer’s interactions with employees and volunteers. In addition, it teaches consumers how to interact appropriately through social media sites.]* This code of conduct will be distributed in conjunction with the technology policy at the beginning of the year. . The code of conduct includes

- Prohibit comments that are, or could be construed by any observer to be, harsh, coercive, threatening, intimidating, shaming, derogatory, demeaning, or humiliating.
- Prohibit sexually oriented conversations or discussions about sexual activities.
- Strongly discourages private messages between employees and volunteers and consumers. Employees and volunteers should include another individual when messaging a student
- Prohibit posting inappropriate pictures or inappropriate comments on pictures.

- b. Program administrators create a public social media page for Lititz Christian. Employees, volunteers, and consumers are instructed to communicate through this public page instead of through individual personal profiles. This approach allows the administrators to monitor communication and ensures that employees and volunteers do not have private conversations with consumers.

- The organization monitors its social media pages and removes any posts that violate the organization’s policies for



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appropriate behavior.

- c. The organization informs parents/guardians of any such prohibited posts or online behavior.
- d. If a private message is received from a consumer an employee or volunteer will only respond when they have added an additional individual to the message thread.
- e. Lititz Christian does allow private communications with consumers within a mentor or advocate relationship.
 - Before using electronic communication employees or volunteers should consult with supervisor for approval.
 - Employee or volunteer should receive permission from the parent or guardian to communicate with the consumer.

Policy Governing Mandatory Reporting Requirements for Employees and Volunteers

Professionals that engage in regular contact with children are considered “mandatory reporters.” Employees or volunteers who know or suspect inappropriate behavior are required by law to make a report. After filing a report with Childline, employees are asked to communicate the report to the Assistant Head of School or Head of School.

Policy Requiring Cooperation with Investigations

Lititz Christian takes every allegation of abuse or misconduct seriously and will fully cooperate with the authorities to investigate all cases of alleged abuse or misconduct. Employees and volunteers shall cooperate with any external investigation by outside authorities or internal investigations conducted by the organization or persons given investigative authority by the organization.

Cooperation with investigations includes, but is not limited to:

- Promptly acknowledging and responding to requests for information;
- Making oneself available for meetings with investigating officials; Providing full, accurate, and truthful information;
- Keeping confidential information learned or transmitted during the investigation, unless directed by legal authorities
- Preserving relevant information and documents.

An employee or volunteer’s failure to cooperate with an investigation will result in disciplinary action up to and including termination of employment or dismissal from the organization.



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Screening and Selection

Code of Conduct for Employees and Volunteers

- Our employees and volunteers will exhibit the highest ethical best practices and personal integrity.
- Our employees and volunteers will provide a professional work environment that is free from physical, psychological, written or verbal intimidation or harassment.
- Our employees and volunteers will not physically, sexually or emotionally abuse or neglect a Consumer or adult.
- Our employees and volunteers will share concerns about suspicious or inappropriate behavior with their supervisors or administrator.
- Our employees and volunteers will report any suspected abuse or neglect of a consumer to the state authorities.
- Our employees and volunteers will accept their personal responsibility to protect consumers and adults from all forms of abuse.

Code of Conduct with Consumers

The following policies are intended to assist employees and volunteers in making decisions about interactions with consumers. For clarification of any guideline, or to inquire about behaviors not addressed here, contact your supervisor.

The organization provides our consumers with the highest quality services available. We are committed to creating an environment for consumers that is safe, nurturing, empowering, and that promotes growth and success.

Abuse of any kind will not be tolerated, and confirmed abuse will result in immediate dismissal from this organization. The organization will fully cooperate with authorities if allegations of abuse are made that require an investigation.

The Conduct with Consumers outlines specific expectations of employees and volunteers as we strive to accomplish our mission together.

1. Consumers will be treated with respect at all times.
2. Consumers will be treated fairly regardless of race, sex, sexual orientation, age, gender, or religious preference.
3. Employees and volunteers will adhere to uniform best practices of displaying affection as outlined by the organization.
4. Employees and volunteers will avoid affection with consumers that cannot be observed by others.
5. Employees and volunteers will adhere to uniform best practices of appropriate and inappropriate verbal interactions as outlined by our organization.
6. Employees and volunteers will not stare at or comment on consumers'



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- bodies.
7. Employees and volunteers will not date or become romantically involved with consumers.
 8. Employees and volunteers will not use or be under the influence of alcohol or illegal drugs in the presence of consumers.
 9. Employees and volunteers will not have sexually oriented materials, including printed or online pornography, on our organization's property.
 10. Employees and volunteers will not have secrets with consumers and will only give gifts in accordance with organizational policies.
 11. Employees and volunteers will comply with our organization's policies regarding interactions with consumers outside of our programs.
 12. Employees and volunteers will adhere to organizational policies regarding electronic communication and social media with consumers.
 13. Employees and volunteers will adhere to organizational policies regarding working one-on-one with consumers in a private setting.
 14. Employees and volunteers will not abuse consumers in anyway including (but not limited to) the following:
 - a. Physical abuse: hitting, spanking, shaking, slapping, unnecessary restraints
 - b. Verbal abuse: degrading, threatening, cursing
 - c. *Sexual abuse*: inappropriate touch, exposing oneself, sexually oriented conversations
 - d. *Mental abuse*: shaming, humiliation, cruelty
 - e. *Neglect*: withholding food, water, shelter

The organization will not tolerate the mistreatment or abuse of one consumer by another consumer. In addition, our organization will not tolerate any behavior that is classified under the definition of bullying, and to the extent that such actions are disruptive, we will take steps needed to eliminate such behavior. Anyone who sees an act of bullying, and who then encourages it, is engaging in bullying. This policy applies to all consumers, employees, and volunteers.

Employees and volunteers will report concerns or complaints about other employees and volunteers, other adults, or consumers to the current Head of School or to *Safe to Say* at 1-844-723-2729.

Employees and volunteers will report allegations or incidents of abuse to the proper state authority through Child Line.



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Acknowledgement

I read the policy that describes and explains the organizational policies for the protection of minors adopted by Lititz Christian. I understand and voluntarily agree to abide by these policies.

Please Print:

Date: _____

Name: _____

Title _____

Signature _____

Policy Requiring Sex-Offender Registry Screening for Employees and Volunteers

Lititz Christian will complete a National Sex Offender Registry check on all employees and volunteers upon hire, re-hire, return from seasonal absence or furlough longer than six months, and prior to working or volunteering with consumers. The applicant must be screened through the National Sex Offender Registry.

Procedures for Pre-Employment Criminal History Review

Criminal Background Screening Procedures For Employment Candidates

In the interests of preserving the safety and security of employees, clients, and members of the public, as well as ensuring a high-quality workforce, Lititz Christian operates a background screening program. This document outlines the steps that the Organization's management and human resources employees are expected to take to facilitate criminal background checks.

Step #1: Make each offer of employment contingent upon the results of a criminal background check.

Step #2: Once a candidate has received a conditional offer of employment, arrange for the candidate to: (1) receive all necessary background screening disclosures and (2) provide written consent for the background check to be run.

Step #3: Wait for the background screening firm to prepare the background screening report.

Step #4: Once the screening report has been returned to the Organization, assess whether the report reflects any criminal convictions.

a. If it does, move to Step #5.

b. If it does not, continue with the hiring process.

Step #5: If the screening report contains a criminal conviction, assess whether any federal, state, or local laws require the candidate to be automatically disqualified (e.g., state law indicates that an individual in X position cannot have a conviction for Y).

a. If federal, state, or local law requires automatic disqualification, move to Step #8.



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b. If not, move to Step #6

Step #6: If the screening report contains a criminal conviction, but it does not result in automatic disqualification under federal, state or local law, make a preliminary assessment of whether there is a substantial relationship between the job and the crime. To make this assessment, analyze: (1) the nature of the job, (2) the nature of the crime, and (3) the amount of time that has passed since the conviction.

a. If there appears to be a substantial relationship between the job and the crime, move to Step #7.

b. If there does not appear to be a substantial relationship between the job and the crime, continue with the hiring process.

Step #7: If a substantial relationship between the job and crime exists, double-check that there are no federal, state, or local laws that preclude the Organization from making a decision based on the criminal conviction at issue (e.g., based on the amount of time that has passed since the offense).

a. If there is no legal restriction prohibiting the Organization from making a decision based upon the criminal conviction, move on to Step #8.

b. If there is a legal restriction prohibiting the Organization from making a decision based upon the criminal conviction, continue with the hiring process.

Step #8: If the Organization's preliminary review finds that the candidate likely needs to be disqualified, send the candidate: (1) a pre-adverse-action letter, (2) the relevant background screening report, (3) a governmental notice entitled "A Summary of your Rights Under the Fair Credit Reporting Act," and (4) a written questionnaire/invitation for the candidate to provide the Organization more context about the potentially disqualifying criminal matter as well as additional information about how he or she has grown/matured/functioned since the time of the crime.

Step #9: Wait at least five business days from the date of the pre-adverse-action letter to allow the candidate to dispute the accuracy of the report and/or provide the Organization additional information related to the matters covered in the report.

Step #10: After the waiting period has elapsed, assess whether the candidate has disputed the accuracy of the report.

a. If the candidate has disputed the accuracy of the report, allow the screening firm to reinvestigate the information and resolve the dispute before taking any further steps.

b. If the candidate has not disputed the accuracy of the report, move to Step #11.

Step #11: Review any additional information submitted by the candidate about the crime and his/her actions since the crime.

a. If the additional information submitted by the candidate sufficiently allays concerns related to the crime, continue with the hiring process.

b. If not, move to Step #12.

Step #12: If the Organization reaches a final determination that the candidate will not be



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hired, send the candidate an adverse action letter communicating the decision.

Step #13: Document the reason why the candidate was not hired (e.g., “Candidate has criminal conviction that is substantially related to the job. Criminal Conviction Questionnaire responses did not reflect reduced risk.”)

Sample Screening Checklist for Employees and High-Access Volunteers

Applicant Name: _____ Date ____/____/____

Application

- Standard application submitted.
- Application reviewed for 100% completion.
- Application reviewed for High-Risk indicators.

Reviewed by: _____

Items for Follow-up:

Background Checks

- Applicant informed that background checks will be conducted.
- Appropriate paperwork utilized to obtain written consent for background checks from the applicant where check is done through a third-party provider.
- Criminal background check completed.
- Driver’s license check completed (where appropriate).

Reviewed by: _____



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Items for Follow-up:

Interviews

- Applicant interviewed.
- Standard interview questions used.
- Interview responses documented.
- High risk responses from the application addressed in the interview
- Interview responses reviewed for High Risk Indicators.

Interviewer 1: _____

Interviewer 2: _____

Reviewed by: _____

Items for Follow-up:

References

- Required number of references contacted.
- Reference forms completed for each reference.
- Reference information reviewed for High Risk indicators.
- Interpretive guide used to evaluate reference information.

Reviewed by: _____ **Date:** ____/____/____

Items for Follow-up:



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Final Evaluation

- Screening processes fully completed.
- Risk Evaluation completed.
- Information reviewed by at least two people:

Reviewed by: _____ **Date:** ____/____/____

Reviewed by: _____ **Date:** ____/____/____

- Applicant informed of the decision.
- Screening documentation properly filed.

Signature of Screening Manager

Dat

Reviewed by: _____ **Date :** ____/____/____

High-Risk Indicators Checklist for Application:

- Application has gaps in dates for employment, education, or residence.
- Application includes conflicting or incorrect information.
- Application has omitted or incomplete information.
- Applicant has an unstable work history.
- Applicant provides vague reasons for leaving previous jobs.
- Applicant is unwilling to use former supervisors as references.
- Applicant is overeducated or overqualified for this or other positions with minors.
- Applicant is moving to a lesser-paying job.
- Application shows a pattern of work and volunteer positions with same type of minors.
- Work pattern shows themes of problems with authority.
- Applicant found out about position through dropping in on the program.
- Applicant describes minors as helpless, vulnerable, or perfect.



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High-Risk Indicators Checklist for Interview:

- Applicant gave higher risk responses.
- Applicant gave defensive/angry responses.
- Applicant gave evasive responses.
- Applicant described patterns or themes of gaining access to minors.
- Applicant described preferences for particular minors with no reasonable explanation.
- Applicant described patterns or themes of problems with authority.
- Applicant is not applying for a specific position and is willing to accept positions which vary significantly in pay and/or responsibilities.

High-Risk Indicators Checklist for References:

- References were reluctant.
- References did not know the applicant well.
- References have short-term relationships with the applicant.
- References refused to answer particular questions.
- Reference information differed from the applicant's account.
- References described applicant as having high-risk characteristics.
- References provided evasive responses.
- References reported specific concerns about the applicant.

General High-Risk Indicators Checklist for Characteristics:

- Social isolation or difficulty interacting with adults.
- Uses excessive physical affection, particularly tickling or wrestling.
- Difficulty working as a team player or working with authority figures.
- Allows minors get away with things their parents/guardians would not approve of.
- Fails to set limits with minors.
- Held numerous positions that relate to the same type of minors.
- Overqualified for positions held
- Poor judgment with minors
- Difficulty handling stress or managing stressful situations



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- Presents a poor role model for minors
- Uses harsh forms of discipline
- Excessively involved with individual minors
- Gives gifts to minors
- Gets overly involved in the lives of minors

Training

Policy Requiring Training of All Employees and High-Access Volunteers Prior to Having Access to Consumers

This organization requires that employees and high-access volunteers are trained on the following foundational abuse prevention topics prior to having access to consumers:

- The organization's policies related to preventing and responding to abuse
- How to maintain appropriate boundaries with consumers
- Definitions of abuse
- Types of offenders
- How offenders operate
- How to manage high-risk activities (i.e. bathroom and locker room activities, diapering and toileting, transportation, camps, etc.)
- How to prevent false allegations
- How to recognize and respond to suspicious or inappropriate behaviors and policy violations
- How to recognize and respond to suspicions or allegations of abuse

All employees and high-access volunteers will receive this training upon hire or prior to having access to consumers. The organization keeps documentation of training records for all employees and high-access volunteers.

Content Points for Responding to Red Flag Behaviors and Incidents of Abuse

Responding to Suspicious or Inappropriate Behaviors

Creating a safe environment goes a long way toward preventing all types of abuse and responding to suspicious or inappropriate behaviors is an organization's first line of defense against abuse. Suspicious or inappropriate behaviors can include policy violations, boundary violations, and



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red flag behaviors that mimic the way an offender typically interacts with consumers.

Training should include information on how to respond to suspicious or inappropriate behaviors within an organization, including:

- How to recognize red flags and boundary violations
- High-risk circumstances for boundary violations
- Steps for how employees and volunteers should respond to boundary violations, suspicious or inappropriate interactions, or policy violations
- How to prevent false allegations

Responding to Allegations or Incidents of Abuse

Training should include information on how to respond to allegations or incidents of abuse within an organization, including:

- Why reporting suspected abuse or neglect is critical
- Who is a mandated reporter of suspected abuse and neglect
- What types of conduct must be reported
- The responsibilities of a mandated reporter
- How to respond if a consumer discloses abuse or neglect

Content Points for Training on Effective Supervision Practices

Individuals in supervisory positions over employees or volunteers must be trained in effective supervision practices to oversee and support their program teams. Supervisor training should be provided to individuals who initially enter into a supervisory position upon hire as well as employees who are internally promoted into a supervisory position.

Require training for supervisors who oversee employees or volunteers on effective supervision practices related to abuse risk management, including:

- Overview of supervisor's role in abuse prevention
- Supervision strategies that can reduce risk
- Importance of having increased presence and observation of programs and locations



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- Using teaching moments in supervision
- How to provide corrective feedback

For supervisors who respond to suspicious or inappropriate behaviors or allegations of abuse, the training should also address:

- How to create a culture for responding and reporting, and
- Steps to take when employees or volunteers report suspicious or inappropriate behaviors

Monitoring and Supervision

Employee, Volunteer, and Visitor Identification Badge Policy

Employees and Volunteers

Every employee and volunteer of this organization is required to wear an identification badge at all times while present at Lititz Christian. The identification badge must be worn on the person's clothing at or above the waist level and in such a fashion to be clearly visible to other employees, volunteers, and security personnel at all time.

Visitors

When a visitor arrives at the facility without an authorized identification badge, he or she will be received by a receptionist who will offer assistance. The receptionist shall verify a visitor's identity by inspection of a form of photograph identification, and run their license through the Raptor program. This program will run a background check and alert the receptionist to any concerns. If the person is admitted into the building a temporary badge with their picture will print.. Visitors are required to wear a temporary identification badge at all times while in the facility. Visitors must sign out of the building and return their badge to the receptionship when they are leaving the facility.

Procedures for Supervisors and Administrators Monitoring Employees and Volunteers at On-Site Programs

Our supervisors and administrators use scheduled and random observations of all programs, program locations and buildings; engage in spontaneous and scheduled conversations with employees, volunteers and consumers; conduct group and individual supervision and training meetings; and review program documentation, to ensure that safety standards are always in place.

Keep a record. Document your supervision visits. Include information like your arrival and departure times, which consumers and parents/guardians were present, and a summary of the



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information collected. Provide employees and volunteers with feedback about visits.

Vary your observation times. Do not develop a predictable pattern of observation. Drop in at different times each day. Occasionally leave and come back immediately.

Arrive before employees and volunteers. Check punctuality and the routine that employees and volunteers follow to prepare for the consumers to arrive.

Survey the physical environment. Is this a suitable location for the activity (e.g. size of area for number of consumers, ability to supervise all areas used by consumers, landscaping that may inhibit supervision)?

Watch activities. Are they planned and organized? Are the employees and volunteers actively involved? Ask to see the schedule of activities and compare with what is happening on at a given time.

Observe bathroom and locker room activities. Observe bathroom and locker room activities to ensure that the employees and volunteers are complying with the established policies and procedures.

Observe employee and volunteer interactions with consumers.

- Do employees and volunteers use the proper voice tone with consumers?
- Do employees and volunteers give praise to consumers?
- Do employees and volunteers follow the physical affection guidelines?
- Do employees and volunteers know the consumers by first and last name?
- Do employees and volunteers sound enthusiastic?
- Do employees and volunteers set limits and boundaries with consumers?
- Do employees and volunteers interact with all consumers?
- Do employees and volunteers pay undue attention to any consumers?
- Do employees and volunteers listen to the consumers when they make reports or express concerns?

Observe employees and volunteers' interactions with each other.

- Do employees and volunteers pay more attention to the consumers than to each other?
- Are employees and volunteers spread out and monitoring the entire facility?
- Do employees and volunteers know who is supervising which consumers?
- Do employees and volunteers communicate to each other when one must leave the area?
- Do employees and volunteers use polite voice tones with one another?
- Do employees and volunteers share responsibilities around the program?



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Observe employees and volunteers' interactions with parents/guardians.

- Do employees and volunteers greet the parents/guardians?
- Do employees and volunteers know the parents/guardians by name?
- Do employees and volunteers provide adequate information to the parents/guardians?
- Do employees and volunteers ask the parents if they have any questions?
- Do employees and volunteers spend too much time with any particular parent/guardian?

Ask parents/guardians questions, such as:

- Are you satisfied with the care your child is receiving here?
- What can we do to make it better?
- Does your child ever say anything about his or her (title of employees and volunteers)?
- Have employees and volunteers ever contacted you or your child about anything other than the program?
- Do you ever have a chance to observe your child at the program?
- What does your child say about the time he/she spends here?

Ask employees and volunteers how they would respond to “what if” situations that you describe, such as:

- A consumer is not picked up by a parent/guardians at the end of the program
- Another employee or volunteer shakes a consumer for hitting another consumer
- A parent/guardian confides in you that he/she thinks one of the employees or volunteers does not have appropriate boundaries with consumers

Procedures for Supervisors and Administrators Monitoring Employees and Volunteers at Off-Site Programs

Off-site activities and programs present unique risks for the safety of consumers and are among the most common settings where adult-to-consumer and consumer-to-consumer sexual misconduct occurs. Some of the special circumstances which cause these to be high risk environments are that large groups are difficult to monitor, consumers may be more likely to act out in a less structured environment, organizations cannot screen all other adults who may have access to consumers off-site, and many off-site programs (like community based care) include one-on-one interactions. It is important that supervisors and administrators are aware of these risks and take measures to minimize them through effective monitoring and supervision practices.

Our supervisors and administrators use scheduled and random observations of all off-site activities and programs; engage in spontaneous and scheduled conversations with employees, volunteers,



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consumers, and other stakeholders; conduct group and individual supervision and training meetings before and after offsite activities or programs; and review relevant program documentation and records, to ensure that safety standards are always in place.

Supervisors and administrators are encouraged to adhere to the following guidelines:

Keep a record. Supervisors must approve all off-site and overnight activities, programs, or outings. Document your supervision observations and program visits. Include information like your arrival and departure times, which consumers and parent/guardians were present, and a summary of the information gathered. Provide employees and volunteers with feedback about visits.

Survey the physical environment. Is this a safe and suitable location to take consumers and for the activity (e.g. size of area for number of consumers, ability to supervise all areas used by consumers)?

Watch activities. Are the employees and volunteers actively involved? Ask to see the schedule of activities and compare with what is happening on at a given time.

Observe bathroom and locker room activities. Observe bathroom and locker room activities to ensure that the employees and volunteers are complying with the established policies and procedures even when off-site.

Observe employees and volunteers' interaction with consumers.

- Do employees and volunteers use the proper voice tone with consumers?
- Do employees and volunteers give praise to consumers?
- Do employees and volunteers follow the physical affection guidelines?
- Do employees and volunteers know the consumers by first and last name?
- Do employees and volunteers sound enthusiastic?
- Do employees and volunteers set limits and boundaries with consumers?
- Do employees and volunteers interact with all consumers?
- Does an employee or volunteer pay undue attention to any consumers?
- Do employees and volunteers listen to the consumers when they make reports or express concerns?

Observe employees and volunteers' interactions with each other.

- Do employees and volunteers pay more attention to the consumers than to each other?
- Are employees and volunteers spread out and monitoring the entire location or facility?
- Do employees and volunteers know who is supervising which consumers?
- Do employees and volunteers communicate to each other when one must leave the area?
- Do employees and volunteers use polite voice tones with one another?
- Do employees and volunteers share responsibilities around the program?

Consider specific monitoring and supervision recommendations based on the location and type of activity (for example, restaurant, amusement park, water park, arcade, sporting event, etc.). If the offsite activity or program is held at a location where consumers will be interacting in a large space and/or it is not possible to assign specific employees and volunteers to specific groups



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of consumers, then:

- Set boundaries at the location. Tell consumers where they may and may not go. Then post employees and volunteers around the boundaries and at the entrance and exit points.
- Assign remaining employees and volunteers to monitor specific areas. Post at least one employee or volunteer near the bathrooms.
- Ensure consumers should check in at designated meeting points at least once every hour if age appropriate..

Policy Requiring Programs to Adhere to Specific Adult-to Consumer Ratios

Specific -to-consumer ratios help define the level of supervision necessary to be effective and safe. Ratios also enable employees, volunteers, and supervisors to easily identify when additional personnel are necessary. This organization will ensure all programs adhere to the following specific -to-consumer ratios:

[Ratios will be well established, known, and followed consistently by all employees and volunteers. Programs governed by external regulations will follow required ratios from their governing bodies or lower ratios as required by our organization. Criteria to consider when setting ratios are: external legal or regulatory agency standards, age, program type, location/facility, high risk activity, and age of employees/volunteers charged with supervising consumers. Supervisors will consistently supervise programs to ensure ratios are followed and follow up with employees and volunteers if ratios are not followed. Ratios will vary depending on the age of consumers in the program and employees and volunteers will always follow the lowest possible ratio when working with mixed-age groups.]

- PA state licensing requirements will be adhered to in the Early Learning Center.
- A teacher will not be responsible for more than 30 students within the building in the K-12 program.
- A chaperone will be required for every 10 students during a field trip.

Monitoring Guidelines when Consumers Enter and Exit Programs

Standard procedures for monitoring consumers help organizations identify who is present in programming and allow employees and volunteers to document when and with whom consumers exit programming. Such procedures allow employees to quickly identify any consumer who may be missing and decrease opportunities for consumers to be left unsupervised.

Guidelines for monitoring consumer entry/exit from facilities or programming include:

- The organization will have a procedure defining expectations for consumer sign in/out of programming.
- When possible, create a single point of entry and exit in the facility or program.
- If there is more than one entrance or exit, ensure these other points of access are consistently monitored.
- Consumers must check in with the front desk, or with the employee/volunteer they are meeting at the facility or program.
- Utilize headcounts or conduct attendance checks to ensure continuous awareness of which



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consumers are in programming.

- Maintain written or electronic documentation of attendance in programming. The Early learning Center will utilize Brightwheel for documentation.

Guidelines for Monitoring and Supervising Consumer-to Consumer Interactions

Employees and volunteers must effectively monitor and supervise consumer-to-consumer interactions to prevent consumer-to-consumer inappropriate behaviors and abuse. When supervising consumers, it is important to remember that adult employee and volunteer behavior sets the tone, and consumers should not determine what is and is not acceptable behavior.

Employees and volunteers should ensure:

1. Consumer interactions are age and developmentally appropriate.
2. Consumers respect each other's boundaries.
3. Consumers are not bullying, teasing, dominating, or displaying sexualized behaviors toward others.
4. Consumers solve problems without fighting.

Employees and volunteers will utilize monitoring and supervision best practices such as line of sight supervision, zone monitoring and listening and observing for inappropriate behaviors between consumers. Using these methods, employees and volunteers consistently monitor high-risk areas where sexual behavior between consumers is most likely to occur including:

For children and youth consumers:

1. Naptime/Sleeping areas
 - Employees, volunteers, and consumers should not sit or lie on anyone's bed or be in anyone else's sleeping bag
 - Encourage consumers to draw an imaginary line around their sleeping space and encourage them to report violations to an employee or volunteer.
 - Employees and volunteers will not leave consumers alone during nap time
 - Do not let consumers share a sleeping mat, blanket, or sleeping bag.
 - Pay attention to who is sleeping next to whom.
 - Arrange sleeping areas with as much space as possible between each consumer.
 - Do not let consumers nap in areas not visible to employees and volunteers.
2. Playgrounds/Recreational Spaces



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- If the space is too large or has obstructions, such as a building corner or a tool shed, limit the play area to where you can see.
- If you are working with a colleague, make sure you each know the area or which consumer you are watching.
- Don't get distracted visiting with each other or looking at your phone.

3. Bathrooms and locker rooms

- Require frequent supervision of consumers in locker rooms. If visual supervision compromises consumer privacy or is otherwise not feasible, ensure auditory supervision in/near the locker room.
- Make it a point to walk through the locker room and let your presence be known, make noise, say hello, or sing a song.
- Enter the locker room with consumers or let them know you are standing outside the door waiting for them.
- Limit the number of consumers who enter to the same number of stalls or urinals.
- Use the "Rule of Three," where you send three or more consumers as a group. The consumers stand outside the door while each consumer uses the bathroom, one-at-a-time.
- Require consumers to ask permission prior to leaving program space to use the restroom (if age appropriate).

4. Secluded areas

- Lock doors to unused or seldom used rooms and spaces.
- Use signage to deter consumers from trying to access secluded areas.
- Ensure employees and volunteers frequently monitor secluded areas like stairwells and hallways.

Policy Addressing Employee and Volunteer Cell Phone Use During Program Hours

Employees and volunteers may bring personal electronic communication devices to work but these devices must not be in view or in use when the individual is expected to be supervising consumers. Program leadership may establish exceptions to this requirement include during approved breaks and/or emergency situations. Internet use, text messaging, and/or emailing consumers is subject to the requirements defined in this organization's electronic communication and social media policy. Failure to adhere to the policy will result in progressive discipline.



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Guidelines for Supervising Off-Site Activities

Off-site activities, field trips, and outings present unique risks for the safety of consumers and are among the most common settings where adult-to-consumer and consumer-to-consumer sexual misconduct occurs. Some of the special circumstances which cause these to be high-risk environments are that large groups are difficult to monitor, consumers may be more likely to act out in a less structured environment, and organizations cannot screen all other adults who may have access to consumers off-site. It is important that employees and volunteers are aware of these risks and take measures to minimize them.

Special guidelines for off-site activities, field trips, and outings include:

- Visit the destination in advance, when possible, to assist with planning
- Require prior supervisor approval for all off-site activities
- Require written parental/guardian approval by disseminating permission slips, including rules for consumers to follow, prior to each off-site activity. Employees and volunteers should keep permission slips on hand during the activity
- Determine appropriate employee/volunteer-to-consumer ratios before the activity and schedule employees and volunteers accordingly
 - Considerations for ratios should include:
 - age and number of consumers involved
 - special or unique consumer needs
 - the nature of the activity
- Require employees, volunteers, and consumers to be easily identifiable (using lanyards, badges, shirts, etc.)
- Review rules and boundaries with consumers prior to the activity, including how to report concerns
- Assign each employee or volunteer to a specific group of consumers to supervise. Groups should be separated according to age, gender, and/or behavior of consumers.
- Train employees and volunteers on active supervision techniques:
 - Position themselves to be able to see and hear all consumers to whom they are assigned
 - Anticipate what consumers will do and redirect when necessary
 - Listen and notice changes in sound or absence of sound
 - Remain engaged with consumers rather than socializing with other employees or volunteers
- Each employee or volunteer must maintain a roll sheet listing all the consumers in his or her group. Name-to-face roll checks should be conducted routinely and whenever moving from one activity or space to another.
- Specific bathroom and locker room procedures for employees and volunteers to follow, as



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applicable to the outing, ensuring minimum ratios can be maintained at all times.

- A means for employees and volunteers to communicate with each other while off-site.
- Prohibit employees and volunteers from using cell phones for personal business while supervising consumers.
- An emergency plan for responding to incidents.
- Instructions for documentation including the purpose of the activity, duration, location, and other critical information.
- Instructions for a supervisor to observe the off-site activities at scheduled times and random intervals.
- Consider specific recommendations based on the location and type of activity (for example, amusement parks, water parks, arcades, etc.). If the trip is to a location where consumers will be interacting in a large space and/or it is not possible to assign specific employees and volunteers to specific groups of consumers, then:
 - o Set boundaries at the location. Tell consumers where they may and may not go then post employees and volunteers around the boundaries and at the entrance and exit points.
 - o Assign remaining employees and volunteers to monitor specific areas. Post at least one employee or volunteer near the bathrooms.
 - o Consumers should check in at designated meeting points at least once every hour if age appropriate.

Procedures for Monitoring Mentoring Relationships

In addition to screening and training mentors, our organization follows these supervision procedures:

- Requiring supervisors to contact mentors at least once a month to monitor progress, safety, check in about goals, and to provide support for mentors.
- Requiring supervisors to contact consumers once a month and their families once a month.
- Requiring supervisors to ask consumers questions relevant to the detection of improper conduct or policy violations on a frequent basis.

Procedures for Monitoring and Supervising Youth Sports Programs

To ensure safety and quality in the various youth sports programs, practices must be monitored and evaluated by an employee who is familiar with policies and procedures.

Keep a record. Document your supervision visits. Include information like your arrival and departure times, which youth and parents/guardians were present, and a summary of the information collected. Provide employees with feedback about visits.

Vary your observation times. Do not develop a predictable pattern of observation. Drop in at different times each day. Occasionally leave and come back immediately.



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Arrive before employees. Check punctuality and the routine that employees follow to prepare for the youth to arrive.

Survey the physical environment. Is this a suitable location for the activity (e.g. size of area for number of youths, ability to supervise all areas used by youth, landscaping that may inhibit supervision)?

Watch activities. Are they planned and organized? Are the employees actively involved? Ask to see the schedule of activities and compare with what is going on at a given time.

Observe bathroom and locker room activities. Observe bathroom and locker room activities to ensure that the employees are complying with the established policies and procedures.

Observe employee interactions with youth.

- *Do employees use the proper voice tone with youth?*
- *Do employees give praise to youth?*
- *Do employees follow the physical affection guidelines?*
- *Do employees know the youth by first and last name?*
- *Do employees sound enthusiastic?*
- *Do employees set limits and boundaries with youth?*
- *Do employees interact with all the youth?*
- *Do any employees pay undue attention to any youth?*
- *Do employees listen to the youth when they make reports or express concerns?*
- *Do employees exhibit inappropriate power dynamics with certain youth?*
- *Are employees aware of and actively supervising high-risk situations (i.e. mixed-age groups, off-site events, isolated areas)?*
- *Are employees prepared for and following organization procedures for transportation? Overnight trips? Large group activities? Free time?*

Observe employee interactions with each other.

- *Do employees pay more attention to the youth than to each other?*
- *Are employees spread out and monitoring the entire facility?*
- *Do employees know who is supervising which youth?*
- *Do employees communicate to each other when one must leave the area?* • *Do employees use polite voice tones with one another?*
- *Do employees share responsibilities around the program?*
- *Do employees have stress management methods that they implement appropriately?*

Observe employee interactions with parents/guardians.

- *Do employees greet the parents/guardians?*
- *Do employees know the parents/guardians by name?*
- *Do employees provide adequate information to the parents/guardians?*
- *Do employees ask the parents/guardians if they have any questions?*
- *Do employees spend too much time with any parent/guardian?*



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Take youth aside (but stay within view) and ask them questions, such as:

- *How do you like coming here?*
- *What kinds of things do you do when you are here?*
- *Is the (title of employees) nice to you?*
- *Have you ever gotten hurt here?*
- *Has anyone ever been mean to you here?*
- *Do you feel that your coach treats you and all other youth fairly?*

Ask parents/guardian questions, such as:

- *Are you satisfied with the care your youth is receiving here?*
- *What can we do to make it better?*
- *Does your youth ever say anything about his or her (title of employees)?*
- *Have employees ever contacted you or your youth about anything other than the program?*
- *Do you ever have a chance to observe your youth at the program?*
- *What does your youth say about the time he/she spends here?*

CLASS SIZE POLICY

Policy Statement

This policy outlines the guidelines for determining the necessity of splitting classes into multiple sections or levels and the criteria for offering or discontinuing classes based on student enrollment numbers.

Class Splitting Guidelines

1. A class will only be divided into two separate sections if the enrollment exceeds 15 students.
2. For classes with enrollment below this threshold, instructors will incorporate an honors component within the same class. The instructors are responsible for clearly delineating expectations and requirements for both on-level and honors students.

Minimum Enrollment Requirements

1. A class will not be offered unless a minimum of 3 students enroll.
2. If enrollment falls below this threshold, the following alternatives will be considered:



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- **Rotating Schedule:** The class may be offered every other year or on an alternative rotation schedule to encourage greater participation.
- **Alternative Options:** The possibility of online dual-credit courses will be explored. These courses will be supervised by Lititz Christian faculty to ensure quality and alignment with our educational standards.

Implementation and Review

This policy will be reviewed annually to assess its effectiveness and make any necessary adjustments. Faculty and administrative staff will be responsible for monitoring enrollment numbers and implementing the guidelines outlined in this policy.

Approval and Adoption

This policy has been reviewed and approved by the Board of Education

HEAD OF SCHOOL PERFORMANCE REVIEW- GUIDELINE

For Review Period: July 2024 – June 30, 2025

Date: Date of actual review preparation

All Goals TBD in collaboration with the Board Governance committee and Head of School with progress reports, by the Head of School, by July 31st for the following School Year. The Head of School is responsible for Setting Organizational Goals as Outlined Below. Goals will be reviewed and Approved by the Board Governance committee and Head of School. Board President will provide a board Governance committee approved, formal Review with Head of School Yearly by July 15th, for previous School Year, with at least one other active Board member present. Head of School will provide timely updates on progress towards goals at regularly scheduled Board Meetings. There should be a semi formal touch point in January.

1. Financial Budget Goals: *Attach Approved Budget & current Financials for July Month end. This would include any fundraising goals, building goals, scholarship funding ect.*

2. Staff & Student Retention Goals: *Attach Year end May enrollment Spreadsheet, Risk assessments.*

3. New Student Growth Goals: *Attach year end monthly account of new student activity*



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4. Staff Engagement/Development Goals: *Formal, informal, mentorships, professional development, team building, employee appreciation*

5. Performance Metrics (Key Performance Indicator) Goals: *test scores, surveys, Staffing levels*

Specific Growth/Development Plans: *Areas where the Head of School wants to address specific plans to Grow/Develop School and/or self.*

Acknowledgement of Formal Review Communication:

Signature of Head of School _____ Date _____

Signature Board President _____ Date _____

Signature 2nd Board Representative _____ Title _____ Date _____

HEAD OF SCHOOL PERFORMANCE REVIEW

For Review Period _____ Date: _____

All Goals TBD in collaboration with the Board Governance committee and Head of School with regular progress reports from the Head of School, by July 31st for the following School Year. Board President will provide a board Governance committee approved, formal Review with Head of School Yearly by July 15th, for previous School Year, with at least one other active Board member present. There should be an informal touch point in January to evaluate any change of direction etc.

1. Financial Budget Goals:

2. Staff & Student Retention Goals:

3. New Student Growth Goals:



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4. Staff Engagement/Development Goals:

5. Performance Metrics (Key Performance Indicator) Goals:

Specific Growth/Development Plans:

Acknowledgement of Formal Review Communication:

Signature of Head of School _____ Date _____

Signature Board President _____ Date _____

Head of School Performance Review

Signature 2nd Board

Representative _____ Title _____ Date _____