

## Organization

### A. Governing Body

- a. Friendship Community is a nonprofit Organization and a Resource Partner Organization of LMC (formerly known as Lancaster Mennonite Conference). LMC is composed of approximately 245 congregations, 23 Resource Partner Organizations and 24 Global Fraternal Organizations. Friendship Community is also a member of the Atlantic Coast Conference.
- b. LMC's office is located at 2160 Lincoln Highway East # 5, Lancaster, PA 17602. Additional information about LMC's structure and programs can be found on the LMC website at <https://lmcchurches.org>.
- c. A Board of Directors, comprised of no more than twelve members, provides support and oversight to Friendship Community. New Board Members are sought by the Board Member Recruitment Committee of the Friendship Community Board of Directors and then are recommended to the full Board for approval. If approved, this candidate is then submitted for final approval by the LMC.
- d. The Board of Directors ensures that the support and services offered by Friendship Community adequately meet the physical, developmental, emotional, mental, spiritual, and social needs of the Individuals and protects their health, safety, comfort, and civil rights. Current names and addresses of the Board of Directors are available at the Friendship Community Corporate Office and current members are listed on the Friendship Community website.

The Board of Directors shall:

- i. Approve any new property agreements
  - ii. Approve capital financing as required
  - iii. Annually adopt operating and capital budgets
  - iv. Annually approve the financial audit
  - v. Develop and approve policy and operating philosophy of the programs
  - vi. Hire a CEO to oversee all operations of the Organization
  - vii. Direct the Board Chair to council with the CEO regarding his/her responsibilities
- e. The Board of Directors meets regularly to gain information and discuss issues related to the strategic plan, long range planning, fiscal and operational reports in order to exercise fiscal responsibility, provide general direction, and establish policies. The Directors establish the qualifications and responsibilities of the CEO. The Board Chair communicates and works directly with the CEO regarding any issues. The Board is responsible for selecting and hiring the CEO, providing regular evaluations and their raises.
  - f. Conflict of Interest Policy
    - i. It is the policy of Friendship Community that any Director serving on the Friendship Community Board of Directors must declare a potential or actual conflict of interest and refrain from any further involvement in the issue or consideration of the issue.
    - ii. A Director shall be considered to have a conflict of interest or the potential for a conflict of interest when:

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1. The opportunity exists for the Director to use the authority, knowledge, or influence of the Board or a committee/task force of the Board to further his/her personal, familial, or corporate interests or the interests of an employee of Friendship Community with whom the Director has a marital, familial, or other relationship; or
  2. The Director serves as a Director, trustee, or officer of another corporation that either (i) competes with Friendship Community; or (ii) is involved or is likely to become involved in any litigation or adversarial proceedings with Friendship Community.
- iii. Directors who have conflicts of interest or the potential for a conflict of interest are expected to disclose such conflicts to the Board Chair at the time of the conflict and on an annual basis. The Board Chair shall disclose their conflict of interest or potential for a conflict of interest to the full Board of Directors.
- iv. On an ongoing, day-to-day basis, Directors who have a conflict of interest or the potential for a conflict of interest with respect to any matter under consideration by the Board or a committee/task force of the Board:
1. Shall declare the nature and extent of the conflict of interest immediately and refrain from taking part in any discussion or vote in relation to the matter; and
  2. May be required to withdraw from any meeting at which the matter is discussed.
- v. Where the Board or a committee/task force of the Board is of the opinion that a conflict of interest exists that has not been declared, the Board or committee/task force may declare by a resolution carried by two-thirds of its members present at the meeting that a conflict of interest exists. A Director thus found to be in conflict shall (i) refrain from taking part in any discussion or vote in relation to the matter; and (ii) withdraw from the meeting when the matter is being discussed.

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### B. Chief Executive Officer

- a. The CEO shall be selected by the Search Committee of the Friendship Community Board of Directors. The appointment of the CEO is subject to a majority vote of the Friendship Community Board and the approval of the LMC.
- b. The CEO is directly accountable to the Friendship Community Board of Directors and shall communicate frequently with the Board Chair.
- c. The CEO shall meet the education and experience requirements set forth in the Regulations, other related licensing entities, and by the Friendship Community Board of Directors.
- d. The CEO's duties shall include oversight responsibility for each Director who is responsible for their respective areas of Friendship Community and any other area of oversight as assigned.

The CEO or appropriate designee shall facilitate and/or participate in the:

- i. Approval or discharge process of Individual admissions and discharges
- ii. Development of general policies for the operation of the Organization
- iii. Development of and responsibility for the implementation of the Strategic Plan
- iv. Employment and discharge of Leadership personnel and input regarding other Management or Office employees in accordance with established personnel policies
- v. General oversight to ensure the health and safety of the Individuals served by the Organization
- vi. Various meetings/committees such as, but not limited to: The Executive Team, the Leadership Team, Quality Improvement Council, Risk Management, Administrative Review of Certified Investigations, Corporate Compliance, Board Finance Committee, Board Recruitment Committee, Multicultural Engagement Group, and Training
- vii. Friendship Community Board Meetings
- viii. State Association Meetings
- ix. County Provider Meetings
- x. Other Board service

The CEO shall assume responsibility for:

- i. Executive Team Meetings and Leadership Team Meetings
- ii. Oversight of the administration and supervision of the Organization
- iii. Enhancing community relations and cultivating donor relations
- iv. Administration of the budget with the goal of achieving a balanced budget
- v. Board Member orientation

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### C. Line of Authority

- a. The CEO is ultimately responsible for the overall operations of the Organization and its programs, overall decision-making as well as other duties designated to the CEO.
- b. In the event of the CEO's absence due to vacation, illness, or other circumstances, the CEO shall assign another Team Leader to fulfill the responsibilities of his/her position.
- c. When such absences are foreseen, the Team Leader shall be notified in writing (i.e. email) with appropriate notification to the Board Chair and select Team Leaders within the Organization.

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### D. Team Meetings

- a. Team Meetings shall be held at least monthly for Team Members in each program.
- b. The Program Manager (facilitating the meeting), full time Team Members, and other appropriate Support Service Team Members shall participate in the Team Meetings. The Program Coordinator and/or designated Associate Director shall attend as possible.
- c. Other Department Team Members throughout the Organization shall also meet on a regular basis with their Team peers and Team Leaders.
- d. Minutes of each meeting shall be maintained.
- e. Meeting minutes shall be maintained by the designated Team Leader or their designee. Minutes shall include the date, time, Team Members present, Team Members absent and Team Members excused as well as the contents of meeting.

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### E. Policy and Procedure Manual

- a. The Friendship Community Policy and Procedure Manual (PPM) is developed and maintained by the assigned Team Leaders under the guidance of the CEO, or their designee.
- b. The PPM is available electronically to all Team Members within Friendship Community. The PPM is designed to outline Friendship Community's standard operating procedures and to provide a consistent and coherent method of defining the Organization's policies.
- c. The PPM shall be reviewed at least annually. All content owners of the PPM sections shall review their respective policies and shall report any changes to the Team Member with oversight of the PPM. The annual review process of the PPM shall take place in the beginning of each calendar year. Updated policies shall be completed and published on the shared drive prior to distribution.
- d. Creating New Policies
  - i. Those interested in establishing a new policy shall submit a written proposal for the new policy to the Department Team Leader assigned, or designee, who shall present it to the Designated Department Team.
  - ii. If the policy is related to the Program Team, the Operations Department shall review the proposal and determine whether a current policy will be modified or if a new policy will be created.
  - iii. The Team Leader assigned, or designee, shall send the approved proposal to the department(s) along with their recommendations.
  - iv. The department(s) shall create or modify the policy and submit it for review to the appropriate Team Leader assigned.
  - v. The new or modified policy shall be published in the PPM.
- e. Communication of Updates
  - i. Team Leaders and/or Program Coordinators shall communicate policy changes to Teams as they occur.
  - ii. Team Leaders and/or Programs Managers shall be responsible for ensuring that all Team Members acknowledge that they have read and understand the updated policies/procedures.
- f. Team Member Annual Review
  - i. A communication shall be sent from the assigned Team Leader or designee, requiring that all Team Members read the entire PPM after the annual update.
  - ii. Full time Team Members shall have 30 days to read the PPM and all other Team Members shall have 60 days to read the PPM, with each Team Member responsible to seek clarity of content as needed prior to their acknowledgement verification.
  - iii. Friendship Community shall maintain documentation to reflect that Team Members have read and understand the PPM via an Acknowledgement Form, or by electronic verification, as specified by the Team Member responsible for PPM oversight.
  - iv. New Team Members receive up to 2 hours of training credit for reading the PPM during the Initial Orientation process. All other Team Members will receive 2 hours of training credit only in the event of significant revisions to

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the PPM, as specified by the Team Leader, which shall be documented and maintained in each Team Member's training file.