





**RAY & JOAN KROC
CORPS COMMUNITY CENTERS
NATIONAL OPERATING STANDARDS
MANUAL**

October 2018

The Salvation Army Ray and Joan Kroc Corps Community Centers' Operating Standards use three color-coded standard designations as follows:

- ❖ **Regular Standards** (found in black font) are those against which all Kroc Centers will be measured and scored accordingly.
- ❖ **Best Practice Standards** (found in blue font and followed by a "BP") are the exceptional standards to which all Kroc Centers are encouraged to aim, earning an extra credit point.
- ❖ **Divisional Standards** (found in green font and followed by a "D") are the responsibility of the divisions, not the Kroc Center and will be scored accordingly.

There are four (4) levels of compliance with Kroc Center Operating Standards as follows...

1. **BEST PRACTICE/BLUE RIBBON**
2. **COMMENDABLE/RED RIBBON**
3. **BASIC/YELLOW RIBBON**
4. **NON-COMPLIANCE**

For Kroc Centers that are in non-compliance with standards, it will be important that some immediate corrective action steps be taken. Territorial and Divisional headquarters will do their part to help provide resources, support, and guidance in order that all Kroc Centers can achieve at minimum basic compliance.

If any item in these Kroc Standards conflicts with National or Territory Minutes or published policies, the National and Territory Minutes and policies supersede.

THE SALVATION ARMY
RAY & JOAN KROC CORPS COMMUNITY CENTER
NATIONAL OPERATING STANDARDS MANUAL - USA

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1. Organization and Administration

The Salvation Army Ray & Joan Kroc Corps Community Centers will follow The Salvation Army's established governing authority while providing unique ministry opportunities. Kroc Centers should develop administrative structures that are resourceful, ensure program stability, and provide effective and ethical leadership. Each Kroc Center should have a clear direction and realistic plan to maximize their community impact.

1.1 Governance

For the purposes of this section, governance is defined as:

- *A way of monitoring long-term strategy and direction;*
- *A system for ensuring proper accountability; and,*
- *A process designed to provide oversight promoting efficient operation*

The Territorial Board of Directors/Trustees is the legal governing body of all Salvation Army programs in the territory; as such, the board has ultimate authority to set policy and guide the direction of each Ray & Joan Kroc Corps Community Center. Divisional Headquarters serves as an extension of the Board of Directors/Trustees, responsible to the Board for program implementation, quality assurance, and adherence to territorial policy. Effective governance requires regular, two-way communication between Divisional Headquarters and Kroc Centers, as well as periodic on-site involvement of appropriate divisional personnel. Divisional and Kroc Center leaders are held mutually responsible for effectively communicating with one another.

- 1.1.1 *Divisional Headquarters initiates face-to-face collaborative meetings involving divisional and Kroc Center representatives, following provisions outlined by each respective division. (D)*
- 1.1.2 The Kroc Center provides an annual management report to the appropriate divisional council/board. These reports, prepared and submitted to Divisional Headquarters, include, but are not be limited to the following:
 - a. Progress made toward meeting goals and objectives of the previous annual strategic or action plan;
 - b. Any recommended changes to the strategic or action plan;
 - c. Outcome measures with current indicators;
 - d. Program participant feedback;
 - e. Examples of collaboration;
 - f. Examination of current and future funding;
 - g. Annual budget assessment;
 - h. Cost per unit of service;
 - i. Program service statistics;
 - j. Impact on participants/members.
- 1.1.3 *Divisional Headquarters provides to Kroc Center leadership written feedback on management reports/action plans, including a brief assessment of the strengths and challenges as well as counsel on future strategic action. (D)*
- 1.1.4 *When there is a change in Kroc Center leadership, particularly with the Senior Kroc Officer or Director of Operations staff person, divisional leadership oversees a smooth transition to assure continuity of program, policy and procedures, including a formal orientation for the Kroc Center lead Officer. (D)*
- 1.1.5 The Kroc Center complies with all reporting requirements/procedures as defined by territorial and divisional headquarters.

- 1.1.6 The Kroc Center complies with requirements of the applicable territorial program approval processes, including but not limited to significant program modifications as defined by territorial guidelines.

1.2 Administration

Administration of the Ray & Joan Kroc Corps Community Center is the responsibility of a qualified Salvation Army officer, appointed by territorial leadership. The officer is accountable to Divisional Headquarters.

While territorial-specific terminology will be used for titles, these standards use the term "Senior Kroc Officer" to define the individual who is responsible for the overall administration of the Ray & Joan Kroc Corps Community Center. The Senior Kroc Officer may be either a male or female officer, based on skill set, aptitude, and experience. The spouse of the Senior Kroc Officer will have a separate designation. The Senior Kroc Officer is responsible for the overall success of the Kroc Center, functioning as the team leader of both officers and employees. Similar to the Divisional Commander role in a divisional headquarters setting, he/she functions in setting vision, culture, and holding key team members accountable. While the Senior Kroc Officer gives oversight to the entire operation of the Kroc Center, these standards apply to any member of the Kroc Leadership/Management Team.

- 1.2.1 The Senior Kroc Officer has the appropriate education, formal training, work experience and evidence of competent implementation of services, such that they would be considered for other significant appointments. (D)
- 1.2.2 The Senior Kroc Officer has the following demonstrated competencies:
- a. Interpersonal and communication skills, including conflict resolution, community relations and ability to discipline as appropriate.
 - b. Administrative leadership skills in a manner that accomplishes outcomes and goals of mission.
 - c. Appropriate application and consistency in following Salvation Army policies, procedures, standards and relevant public laws.
 - d. Ability to understand community development, mission alignment and principles of engagement in communities.
 - e. Ability to understand and guide implementation of evidence based programming
 - f. Ability to think strategically in order to preserve the value and future of the Ray and Joan Kroc Corps Community Center
 - g. Willingness to seek the best resources and guidance possible, always striving to improve the type and delivery of opportunities at the Kroc Center. (D)
- 1.2.3 The Senior Kroc Officer engages in appropriate on-going training or advanced education.
- 1.2.4 A regularly updated organizational chart documents clear lines of authority, accountability and communication at all levels of the Kroc Center's organization.
- 1.2.5 Each Kroc Center staff member has a copy of the current organizational chart with names and positions.
- 1.2.6 All members of the Kroc Center Leadership/Management Team readily understand and adhere to clear lines of communication and reporting, including those situations when the Senior Kroc Officer is absent.

1.3 Leadership/Management Team

A Leadership/Management Team, replicating somewhat the divisional headquarters model, should be adopted by each Kroc Center. In this model, the divisional commander is the singularly designated team leader, and all other officers and employees function in specific areas and participate in team work that supports the purposes of advancing the mission of the Army in the division. Similarly, as all Kroc Center staff fulfill their specific roles and participate in the overall success of the Kroc Center, it is expected that coordination and communication will be integral among the leadership team. They will work under the guidance of the Senior Kroc Officer (or other territorial-specific administrative title) to ensure that the outcomes and goals related to mission and ministry are achieved in the best manner possible in this unique setting.

- 1.3.1 The Kroc Center has an active Leadership/Management Team, which includes, but is not limited to the Senior Kroc Officer, along with director/supervisory level staff in functional areas such as operations, finance, programs, membership, facilities, corps congregational life or other administrative positions.
- 1.3.2 The Leadership/Management Team meets on a regular basis, not less than once a month.
- 1.3.3 The Leadership/Management Team provides support and guidance in some or all of the following areas:
 - a. Strategic and/or Action Planning;
 - b. Resource Development and Utilization;
 - c. Financial Oversight;
 - d. Operations Management;
 - e. Program Evaluation;
 - f. Community and Membership Relations;
 - g. Program Modification and Expansion;
 - h. Personnel Management;
 - i. Contract Compliance and Administration;
 - j. Health and Safety.

1.4 Advisory Organizations

- 1.4.1 Each Ray & Joan Kroc Corps Community Center is officially linked to an advisory organization—board, council, and/or committee—regularly advising Kroc Center Leadership on management, policies/procedures, business/finances, resource utilization, program, planning, fundraising, and community relations. See Manual of Advisory Organizations: Directives and Procedures.
- 1.4.2 The ethnic make-up of the advisory organization is representative of the community served by the Kroc Center.
- 1.4.3 The advisory organization includes members who have expertise in a variety of functional areas related to Kroc Centers.
- 1.4.4 The advisory organization members keep informed about community needs and bring these to the attention of the Kroc Center Leadership.
- 1.4.5 The advisory organization is kept informed on matters affecting the Kroc Center's operations, programs and finances.
- 1.4.6 Members of Kroc Center advisory organizations disclose any involvement individually or as part of a business or professional firm in the transactions or services of the center, and do not participate in any vote taken with respect to such.

1.5 Statement of Purpose & Mission

- 1.5.1 The Ray & Joan Kroc Corps Community Center's mission statement is the mission statement of The Salvation Army. The Kroc Center also has a written statement of purpose included in its operations' manual and prominently displayed at the Kroc Center.
- 1.5.2 The written statement of purpose is reviewed annually and shared with Kroc Center constituents.

1.6 Policies and Procedures

- 1.6.1 The Ray & Joan Kroc Corps Community Center has an up-to-date operations manual that documents essential operating policies and procedures.
- 1.6.2 A process is in place to review all Kroc Center policies and procedures annually, revise them as necessary and date them accordingly.
- 1.6.3 Staff are knowledgeable of and adhere to all Kroc Center policies and procedures.
- 1.6.4 Changes in Kroc Center policies and procedures are communicated to staff prior to their implementation.

1.7 Licensing Compliance

- 1.7.1 All licenses required by law are obtained and reviewed annually by the Kroc Center Leadership/Management Team to insure they are up to date.
- 1.7.2 Licenses are prominently displayed and available for public inspection at the Kroc Center.

2. Community

The term "**target community**" as used in this chapter can refer to any of the following:

- a. Geographic area in which a Kroc Center exists
- b. Persons and/or needs targeted for service by a Kroc Center
- c. Persons supporting a Kroc Center as volunteers, advisory organization participants, members, and donors
- d. Organizations collaborating with a Kroc Center in providing programs

2.1 **Target Community**

- 2.1.1 The Kroc Center clearly identifies those persons and/or needs targeted for its program services.
- 2.1.2 There is an ongoing process by the Kroc Center Leadership/Management Team to understand the ethnic, cultural and socio-economic makeup of the "target community".
- 2.1.3 The Kroc Center defines clearly in writing the program services it provides and conditions for eligibility.
- 2.1.4 The Kroc Center has developed a formal process by which staff and members/participants inform leadership of changing conditions in the "target community". (BP)

2.2 **Community Relations**

- 2.2.1 The Kroc Center Leadership/Management Team is proactive in informing the general public, supporters, and members/participants of its purpose, function and place in the community.
- 2.2.2 The Kroc Center Leadership/Management Team remains aware of any policy issue and/or legislation that will affect its "target community".
- 2.2.3 The Kroc Center Leadership/Management Team, with approval of Divisional Headquarters, makes presentations to local and state government officials to increase awareness of social conditions and forces that affect the lives of the members of its "target community". (BP)

2.3 **Community Capacity-Building**

- 2.3.1 The Kroc Center Leadership/Management Team actively seeks formal and informal collaborative relationships to improve program services available to members/participants and to address unmet needs.
- 2.3.2 Formal collaborative relationships between the Kroc Center and community organizations follow established territorial guidelines, are defined through a written Memorandum of Understanding or Agreement, and comply with applicable Kroc Standards.
- 2.3.3 Memoranda of Understanding or Agreements are approved through the appropriate territorial review process, reviewed annually, and updated as needed.
- 2.3.4 The Kroc Center Leadership/Management Team facilitates the identification of strengths and the building of capacities/assets in individuals, groups and the broader community to assist them in effectively addressing their own concerns or challenges. (BP)

3. Personnel

Ray & Joan Kroc Corps Community Centers seek to develop a workforce providing services to the public that are of exceptional quality in customer service, facility, and program and who actively live out the mission of The Salvation Army.

3.1 **Personnel Policies and Procedures**

- 3.1.1 The Kroc Center requires a signed, written acknowledgement, or electronic documentation, that the approved Territorial Employee's Handbook has been received electronically or by hard copy.
- 3.1.2 Staff members are notified of changes in divisional and territorial personnel policies and procedures. These changes are distributed by e-mail. Hard copies of changes are available through the Human Resources Department.
- 3.1.3 Personnel policies and procedures that are unique to a Kroc Center are approved by Divisional Headquarters and/or Territorial Headquarters and are documented as addenda to the Territorial Employee's Handbook.

3.2 **Recruitment, Hiring and Orientation**

- 3.2.1 The Kroc Center has a written recruitment and selection process with procedures which:
 - a. Are in accordance with The Salvation Army's "*Mission Statement*" and "*Policy Statement of Non-discrimination in Employment*";
 - b. Notify personnel of available positions;
 - c. For recruiting diversity, every reasonable effort is made to publish and communicate open positions within but not limited to the target community of membership/participants that the Kroc Center serves;
 - d. Verify references and credentials of personnel and independent contractors;
 - e. Provide applicants with a written position description;
 - f. Give final candidates the opportunity to speak with currently-employed personnel;
 - g. Retain hiring records in accordance with legal requirements; and
 - h. Use interview questions that comply with employment and labor laws.

Qualifications

- 3.2.2 Kroc Center Staff members have the experience and qualifications required to perform their duties.
- 3.2.3 Professional staff members meet the accepted standards of their professions, disciplines, licensing, or accrediting bodies.
- 3.2.4 The Kroc Center supports staff where appropriate in their efforts to obtain required licensing and/or certification.

Hiring

- 3.2.5 New hires are approved through divisional headquarters.
- 3.2.6 The Kroc Center documents reference checks and the verification of credentials in personnel files.
- 3.2.7 Hiring of Kroc Center personnel follows applicable territorial policies regarding the employment of relatives.

3.2.8 In keeping with The Salvation Army's policy to ensure the safety of program participants and to determine the appropriateness of hiring prospective staff, **screening procedures** for new employees, contractors, and volunteers includes:

- Interviews-
All new Kroc Center staff members are interviewed by designated supervisory staff
- Personal references-
Two verbal reference checks are completed for prospective staff members prior to being offered a position; written reference verification is submitted with the official new hire packet
- Background screening-
All potential Kroc Center staff members are subject to initial and annual background screening in accordance with territorial policies, including but not limited to screening through the "Territorial Registry" and the US Department of Justice National Sex Offender Public Website.
- Residential address history-
All potential Kroc Center staff members are required to share their residential address history for the last seven years.
- Voluntary Disclosure Statement-
All new Kroc Center staff members sign a Voluntary Disclosure Statement attesting to the non-conviction of violent crimes and crimes against children. Current Kroc Center staff members re-sign this form on an annual basis
- Emergency Contact Information-
All Kroc Center staff members have emergency contact information on file.

Orientation

3.2.9 The Kroc Center provides a formal new hire orientation. New Hire Orientation may include, but is not limited to:

- a. The Salvation Army mission, philosophy and practices;
- b. The Kroc Center vision, goals, and routines;
- c. Review of staff position description; and
- d. Review of Kroc Center policies and procedures.

3.2.10 Position responsibilities, working hours, and the method of computing compensation for on-call staff is discussed and agreed to in writing at the beginning of the specific assignment.

3.2.11 When a staff member receives a promotion or change in position, an orientation specific to the new position is provided.

Salaries and Benefits

3.2.12 Staff salaries are within the median level of comparable positions in the community in which the Kroc Center operates. (D)

3.2.13 The Kroc Center has a range of salaries in a graded structure and where possible, provides career advancement opportunities.

3.2.14 Staff compensation and benefits are reviewed and adjusted as necessary on an annual basis.

3.3 Responsibilities and Coverage

Position Descriptions

- 3.3.1 There is a written position description for each Kroc Center staff member which is reviewed periodically and updated as necessary.
- 3.3.2 Position descriptions state the qualifications, job expectations, essential functions and responsibilities.
- 3.3.3 Each staff member is given a copy of his/her position description.

Coverage

- 3.3.4 The Kroc Center has a designated staff member who is capable of taking over in the absence of the Senior Kroc Center Officer.
- 3.3.5 In the absence of senior leadership, the Kroc Center identifies a "manager on duty" to assure adequate supervision.
- 3.3.6 Staff positions are sufficient in number to provide program services and protect the safety of the persons served and to deal with unplanned absences of personnel.
- 3.3.7 There is sufficient clerical personnel to meet the administrative needs of the Kroc Center, as determined by the Kroc Center Leadership/Management Team in conjunction with strategic planning and budget development.
- 3.3.8 The Kroc Center Leadership/Management Team as part of its annual strategic planning, in conjunction with budget preparation and staff training/development, prepares for future staffing needs by:
 - a. Comparing the composition of its current workforce, including number of employees, skills, and demographics, with projected workforce needs; and
 - b. Determining how to close gaps when possible, through recruiting, training or outsourcing.

3.4 Staff Development

Supervision

- 3.4.1 Kroc Center supervisory personnel provide and document regular supervisory or consultation time to every staff member under his/her supervision.
- 3.4.2 The Senior Kroc Center Officer in conjunction with the Kroc Center Leadership/Management Team conducts and documents regular staff meetings.

Staff Morale

- 3.4.3 The Senior Kroc Center Officer, in conjunction with the Kroc Center Leadership/Management Team, regularly assesses staff morale and perceptions of leadership.
- 3.4.4 The Kroc Center Leadership/Management Team promotes the concept of teamwork with all personnel, including but not limited to open communication, collaboration, initiative, creativity and innovation among its staff.
- 3.4.5 The Kroc Center Leadership/Management Team has established annual personnel satisfaction and retention goals, along with a process for measuring turnover, staff satisfaction, and retention concerns.
- 3.4.6 The Kroc Center Leadership/Management Team recognizes, celebrates, and rewards excellent employee performance and achievement.

Personnel Review

- 3.4.7 Employee job performance is reviewed annually with each employee.
- 3.4.8 Performance evaluations assess job performance with emphasis on self-development and professional growth in relation to the following:
- a. Specific expectations defined in the job description;
 - b. Organization-wide expectations for personnel;
 - c. Objectives established in the most recent evaluation;
 - d. A list of measurable, specific annual goals;
 - e. Developmental and professional objectives;
 - f. Recommendations for further training and skill building; and
 - g. Knowledge and competence related to the needs of program participants

Training and Development

- 3.4.9 Periodic assessment of the training needs of Kroc Center personnel by the Kroc Center Leadership/Management Team is conducted. (BP)
- 3.4.10 The Kroc Center provides in-service trainings to meet the growth and development needs of its personnel and to enhance the program services provided.
- 3.4.11 The Kroc Center encourages opportunities for supplemental, continuing or advanced education for its staff. This includes opportunities for personnel to fulfill the continuing education requirements of their particular position.
- 3.4.12 The Kroc Center makes budget provision for the training and development of its staff.
- 3.4.13 The Kroc Center provides up-to-date literature to employees on the latest program developments, research and trends to keep staff current in their field of practice. (BP)

3.5 Grievance Procedures

- 3.5.1 The Kroc Center adheres to the territorial procedures that address employee grievances or concerns.

3.6 Resignation/Termination

- 3.6.1 The Kroc Center adheres to territorial termination procedures.

3.7 Personnel Records

- 3.7.1 The Kroc Center and/or division maintains a confidential personnel record for each of its employees.
- 3.7.2 Personnel records are updated regularly and contain:
- a. Identifying information and emergency contacts
 - b. Employment application, hiring documents and reference verification;
 - c. Background screening information;
 - d. Position Description
 - e. Documentation of Divisional Headquarters hiring approval;
 - f. Compensation documentation;
 - g. Training records
 - h. Performance Evaluations; and
 - i. Documentation of any disciplinary actions and termination, if applicable
- 3.7.3 The personnel records are in compliance with territorial policies and procedures.

3.7.4 Personnel records are secured against loss, destruction and unauthorized access.

3.8 Consultants

Consultants are used when specialized expertise is needed and an employee is not essential.

3.8.1 The Kroc Center has a formal written agreement/contract with an individual consultant or organization approved through official divisional and territorial headquarters processes.

3.8.2 Consultants meets the educational and experience requirements of their respective professional group.

3.9 Administration of Volunteers and Interns

3.9.1 All volunteers and interns who have access to children and/or vulnerable adults are cleared through the Territorial Registry and screened in accordance with territorial child and vulnerable adult safety policies.

3.9.2 The Kroc Center operates within the confines of the *Territorial Volunteer Guidelines*.

3.9.3 Volunteers and interns are not be used to fill critical paid staff positions.

3.9.4 Volunteers and interns have the necessary qualifications and experience required to fulfill their assignments.

3.9.5 There is a written statement of duties that outlines the qualifications and responsibilities for each volunteer position, and the volunteer is provided with a copy.

3.9.6 Volunteers and interns receive basic training and orientation before assuming the duties or responsibilities of their assigned position.

3.9.7 The Kroc Center adheres to the *National Policy on Volunteer Services and Work Performed by Social Service Participants*.

3.9.8 Kroc Center employee staff members do not provide volunteer services for the Kroc Center that are similar to their employment responsibilities.

3.9.9 There is a designated staff member to select, supervise, and evaluate Kroc Center volunteers.

3.9.10 The Kroc Center regularly recognizes its volunteers for their contributions.

3.9.11 The Kroc Center adheres to the territorial procedures that address volunteer grievances or concerns.

3.10 Volunteer and Intern Records

3.10.1 The Kroc Center maintains a written or electronic record for each volunteer or intern in accordance with Territorial policy.

4. BUSINESS STANDARDS

Although the Senior Kroc Center Officer gives oversight to business operations, the standards described below apply directly to the member of the Kroc Leadership/Management Team specifically assigned these responsibilities, whether the Kroc Center Director of Operations, or other territorial-specific designation.

4.1 **Business Plan/Operating Budget**

- 4.1.1 The process for development of the Kroc Center Business Plan/Operating Budget includes the active participation of the Senior Kroc Center Officer, Director of Operations, Business Director (or other territorial-specific designation responsible for business operations), other members of the Kroc Leadership/Management Team, and key staff along with the corps council and finance committee of its local advisory organization.
- 4.1.2 In developing the annual business plan and operating budget, the Kroc Center Leadership/Management Team, assisted by approved professional consultants as necessary, conducts a thorough cost analysis of program activities/facilities as part of an annual strategic planning process.
- 4.1.3 An annual operating budget for the Kroc Center, which serves as a guide for the effective management of financial resources for the fiscal year, is approved through the appropriate divisional and territorial headquarters.
- 4.1.4 The Kroc Center annual operating budget is developed and processed at least sixty (60) days prior to the beginning of the current fiscal year. (BP)
- 4.1.5 In developing the Kroc Center Business Plan/Operating Budget, a percentage of scholarships is calculated and adhered to. Written rationale is suggested for member scholarships that exceeds a maximum of 25% recommended by knowledgeable professional consultants. (BP)
- 4.1.6 Worksheets showing at minimum a marketing plan, utilization goals and business plan rationale, are submitted with the proposed Kroc Center's Business Plan/Operating Budget. (BP)

4.2 **Funding Plan**

- 4.2.1 The Kroc Center establishes a written annual fund-raising plan, developed by the Kroc Center Leadership/Management Team, assisted by approved professional consultants as necessary, the appropriate advisory organization, divisional and territorial headquarters.
- 4.2.2 The Kroc Center's fund-raising plan includes a review of the existing sources of endowment/capital funds, membership/participant fees, identification of new sources of grants/donations and any emerging financial trends.
- 4.2.3 In conjunction with divisional staff, the Kroc Center Leadership/Management Team establishes written procedures for the development of grant proposals, which are in compliance with territorial and divisional policies, including appropriate approvals prior to the submission of all specific grant proposals.
- 4.2.4 The Kroc Center Leadership/Management Team, assisted by key staff, professional consultants, corps council, and its local advisory organization, participates in the preparation/review of grant proposals, completed at least thirty (30) days prior to final review.
- 4.2.5 The Kroc Center is proactive in cultivating and fostering relationships with funding entities in order to protect existing funds and identify potential new sources of revenue. If a Kroc Center

is located in a community with other corps and/or divisional headquarters, fund-raising is coordinated.

- 4.2.6 In conjunction with divisional and territorial headquarters, and in accordance with established territorial policies/procedures, the Kroc Center establishes and regularly allocates reserve funds to long-term facility maintenance, FF & E, computer and vehicle replacement.
- 4.2.7 When possible, in conjunction with divisional and territorial Headquarters the Kroc Center establishes an operating reserve to fund unanticipated expenses or revenue shortfalls (e.g. utility rate increases).

4.3 Membership/Participant Fees

- 4.3.1 Following a thorough cost analysis of program/activities and facility utilization, assisted by approved professional consultants as necessary, in consultation with the corps council and its local advisory organization, membership/participant fee schedules are reviewed bi-annually by the Kroc Center Leadership/Management Team. (BP)
- 4.3.2 Utilization reports are completed monthly and reviewed at least quarterly by the Kroc Center Leadership/Management Team with membership/participant fee schedules adjusted as necessary.
- 4.3.3 The appropriate Kroc Center staff members are adequately trained in the Kroc Center membership/participant fee management procedures. (e.g. collecting fees for memberships/renewals; class/event enrollment fees; scholarship application process; cancellation/change requests, removal of duplicate records, etc.)
- 4.3.4 The Kroc Center establishes written guidelines for application/approval of scholarships for members/participants with limited financial resources, developed by the Kroc Center Leadership/Management Team, assisted by approved professional consultants as necessary, corps council, and the appropriate advisory organization, divisional and territorial headquarters.
- 4.3.5 Scholarships do not exceed 25% of memberships, as recommended by knowledgeable professional consultants. (BP)

4.4 Management of Funds

- 4.4.1 The Kroc Center Leadership/Management Team, assisted by the corps council and finance committee of its local advisory organization, participates in the oversight and management of the Business Plan/Operating Budget, using a cost-accounting model to examine operations by program component. (BP)
- 4.4.2 The Kroc Center's business operations are financially sound and prudently managed, with appropriate information shared as part of the Army's annual reports made available to the public.
- 4.4.3 The Kroc Center receives, disburses, and accounts for its funds in accordance with established Salvation Army accounting policies and procedures.
- 4.4.4 In coordination with divisional headquarters, designated Kroc Center staff are appropriately trained to understand and follow clearly established written guidelines for Federal, State and City sales tax requirements, including but not limited to...
 - a. Staff members handling kiosk sales registers demonstrate a clear understanding for when sales tax is required.

- b. Staff members handling business and accounting demonstrate a clear understanding for paying/reporting sales tax.
- 4.4.5 In accordance with approved territorial policies/procedures, designated Kroc Center staff are appropriately trained to understand and follow Unrelated Business Income Tax (UBIT) requirements, including but not limited to documentation/payment of taxes in connection with facility rentals and catering.
- 4.4.6 Designated Kroc Center staff members are appropriately trained to understand and comply with payment card industry data security standards related to credit card management and electronic fund transfers through the point of sale (POS) software and other software approved by the territory. This includes, but is not limited to, maintaining the confidentiality of credit card information and handling manual payments during internet connectivity interruptions.
- 4.4.7 The Kroc Center makes at least quarterly business/finance reports available to their corps council and local advisory organization, along with divisional and territorial headquarters, as documented by the appropriate board/council minutes.
- 4.4.8 Business/financial records and documents are organized, secured against unauthorized access and kept up to date.
- 4.4.9 The Kroc Center has written procedures/guidelines which adhere to the territorial policy for managing any cash funds.
- 4.4.10 The Kroc Center is financially audited according to territorial policy.
- 4.4.11 The Kroc Center complies with applicable grant or funder required fund management guidelines.

4.5 Contract Management

- 4.5.1 All contracts are reviewed and approved by divisional and territorial finance boards/councils and executed by the board of trustees/directors, in keeping with established procedures.
- 4.5.2 For renewal of current contracts, the Kroc Center includes a summary of progress to date, financial information, and dates of prior contract.
- 4.5.3 The Kroc Center Leadership/Management Team is aware of all contractual requirements and is responsible to establish written procedures for reviewing and maintaining compliance.
- 4.5.4 The Kroc Center adheres to completion/submission of all required contractual reports, including but not limited to corrective action plans, to appropriate contracting organizations.
- 4.5.5 The Kroc Center maintains a file of all contracts, secured against unauthorized access and kept up to date as per THQ File Retention policies.
- 4.5.6 The Kroc Center notifies and includes divisional headquarters in any contractual reviews.
- 4.5.7 The Kroc Center adheres to established territorial policies/procedures for facility use and rentals by all outside groups.
- 4.5.8 In accordance with territorial policies/procedures, and in compliance with Internal Revenue requirements, the Kroc Center uses a "contract for professional services" rather than "independent contractor" agreement when the expertise of an individual or organization is needed to augment Salvation Army staffing.

5. Facility and Equipment

Although the Senior Kroc Center Officer gives oversight to all areas of the Kroc Center, including facility management, the standards described below apply directly to the member of the Kroc management team specifically assigned these responsibilities. Under the oversight of a qualified Facilities Director, or other territorial-specific designation, the Kroc Center must be equipped and maintained in a manner suited to and supportive of its program services. It must provide an attractive, safe, and comfortable setting for all program functions.

5.1 **Buildings & Grounds**

- 5.1.1 Exterior and interior signage clearly identifies Kroc Center program and administrative functions enabling staff and members/participants to find their way to the appropriate area.
- 5.1.2 The Kroc Center has adequate space for a welcome/reception area.
- 5.1.3 Lighting is suitable for the specific program activities being conducted.
- 5.1.4 The Kroc Center has proper ventilation that allows for an appropriate level of temperature and humidity and maintains a safe and fresh air flow.
- 5.1.5 Restroom/locker room facilities are available to Kroc Center members/participants as appropriate to program needs.
- 5.1.6 Access to drinking water is available for Kroc Center members/participants.
- 5.1.7 [In an effort to reduce the number of plastic bottles disposed of in landfills, filtered water bottle fill stations are installed on drinking fountains in Kroc Center Health & Wellness/Gym areas. \(BP\)](#)
- 5.1.8 The Kroc Center designates a chapel area available for worship and spiritual gatherings.
- 5.1.9 The Kroc Center designates an additional quiet room available for personal prayer and/or other small group meetings.
- 5.1.10 The Kroc Center furnishings are appropriate, clean, in good condition and conducive to a positive environment.

5.2 **Safety & Security**

- 5.2.1 A designated and trained staff member supervises safety & security at the Kroc Center.
- 5.2.2 Records of non-Salvation Army inspections, licenses as applicable, and other official documents dealing with buildings & grounds safety are maintained in the Kroc Center's permanent files and, where required, these documents are posted.
- 5.2.3 Buildings and grounds conform to applicable building, fire, and health codes and regulations. When these conflict with Salvation Army facility standards, the higher standard is met.
- 5.2.4 The Kroc Center takes the necessary measures to ensure buildings & grounds safety including but not limited to the following:
 - a. All members/participants of the Kroc Center have an immediate means of exit without a necessity for keys;

- b. Access to the Kroc Center from the street is protected by personnel during stated hours or by locked doors;
- c. Crash bars permit emergency exit from the Kroc Center for members/participants;
- d. All exits in the Kroc Center are clearly marked with operating/lighted signage;
- e. The Kroc Center identifies evacuation routes which are clearly and conspicuously posted;
- f. There is adequate outside lighting at all entrances of the Kroc Center and on the grounds in designated areas;
- g. The Kroc Center is free of hazards such as electric cords, equipment/supplies in hallways, etc...
- h. First aid kits are visible and accessible to appropriate Kroc Center staff;
- i. Security measures are in place and made known to each Kroc Center staff member and member/participant;
- j. Emergency telephone numbers for law enforcement and fire departments are current and available at a central phone in designated areas.
- k. There is a written "emergency response plan" giving specific instructions for staff and member/participants to follow in the event of an emergency, including but not limited to inclement weather.

- 5.2.5 To ensure the safety of Kroc Center building & grounds, safety equipment includes but is not limited to:
- a. OSHA approved first aid kits;
 - b. Automatic External Defibrillators (AED's);
 - c. Fire extinguishers with instructions for its use;
 - d. Appropriate smoke detectors and alarms that are in working order;
 - e. The installation of appropriate door and window locks.

5.3 Accessibility

- 5.3.1 Access to every area of the Kroc Center facility is controlled by personnel during stated hours or by locked doors.
- 5.3.2 [Controlled access to the Kroc Center includes use of video cameras with the capability of recording on a 30 day loop. \(BP\)](#)
- 5.3.3 All emergency exits in the Kroc Center are completely accessible at all times.

5.4 Staff Facilities

- 5.4.1 The offices and work space allocated to Kroc Center staff is suited to the functions to be performed and to specific programs.
- 5.4.2 Space allowing for privacy is available to staff for confidential interviewing and counseling.
- 5.4.3 There is a working interoffice, and where applicable, an inter-building communication system.
- 5.4.4 Break or lounge facilities, conference, and meeting rooms are available for Kroc Center staff use.
- 5.4.5 Adequate restroom facilities are available for Kroc Center staff use.
- 5.4.6 There is a locked storage space for each Kroc Center staff person where their personal possessions may be kept while at work.

5.5 Maintenance

- 5.5.1 A designated and trained staff member supervises maintenance and housekeeping at the Kroc Center.
- 5.5.2 The Kroc Center buildings and grounds are well cared for, clean, uncluttered and free of trash and debris.
- 5.5.3 Using the THQ Property Department's approved software and procedures, the Kroc Center has developed a regimen of regular inspection and preventative maintenance to promote the soundness and safety of the Kroc Center's premises, equipment, and fixtures.
- 5.5.4 In order to qualify for any potential THQ held Capital Renewal Funds for Kroc Center equipment replacement (HVAC, roofing, pool pumps, etc.), proper maintenance, care, and stewardship during the life of the existing equipment to be replaced is evident through performance and recording in the THQ Property Department's approved software system.
- 5.5.5 The Kroc Center has developed written procedures for responding to emergency maintenance issues and potentially hazardous conditions, including but not limited to...
 - a. Water Leaks;
 - b. Flooded areas;
 - c. Defective heating/cooling systems; and
 - d. Situations that can damage property or pose a threat to members, participants, and/or staff
- 5.5.6 The Kroc Center has adequate space, equipment, tools and supplies for custodial and maintenance activities.
- 5.5.7 Housekeeping at the Kroc Center is carried out on a regular schedule, with adequate staff.
- 5.5.8 All Kroc Center vehicles are regularly serviced, maintained, and properly equipped.
- 5.5.9 The Kroc Center has a regular routine of pest control prevention and maintenance.
- 5.5.10 Contracted services for preventive maintenance of mechanical equipment, janitorial/housekeeping, pest control, and landscaping or snow removal are in compliance with established territorial policies and approved procedures, and include a service agreement with a certificate of insurance.

5.6 Program Equipment

- 5.6.1 The Kroc Center provides the necessary program equipment needed for staff to accomplish their jobs.
- 5.6.2 Program equipment is maintained in usable condition.
- 5.6.3 All Kroc Center program equipment, furnishings, vehicles and property is regularly inventoried and secured.
- 5.6.4 The Kroc Center has developed written safety procedures to govern the use of equipment, appliances, and tools.
- 5.6.5 Kroc Center facility personnel regularly evaluate the potential hazards associated with

member/participant use of specialized equipment by:

- a. Identifying whether the use of this equipment is appropriate to the member/participant's age and competency level; and
- b. Directly supervising the use of this equipment by members/participants as necessary.

5.7 Food Preparation & Services

- 5.7.1 A designated and trained staff member or contracted professional food provider supervises food preparation and service at the Kroc Center.
- 5.7.2 The Kroc Center Food Service Supervisor or contracted vendor meets all local licensing and certification requirements.
- 5.7.3 The Kroc Center follows procedures to ensure clean/safe food preparation and service which prevents the exchange of communicable diseases.
- 5.7.4 The Kroc Center's food preparation, storage facilities, equipment and service meets local code requirements and pass local health inspections as required.
- 5.7.5 Food and non-food items are stored appropriately.
- 5.7.6 Attention is given to nutritional requirements in menu and food preparation.

5.8 Use of Kroc Center by Outside Groups/Rentals (Short/Long Term Leases)

- 5.8.1 Use of the Kroc Center by outside groups/rentals complies with approved territorial policies/procedures and includes:
 - a. A written/signed agreement with specific rental/lease terms
 - b. Adequate rental/lease fees which compensate for use of space or services in proportion to the terms of the lease
 - c. Hold harmless provisions
 - d. Certificates of Insurance listing The Salvation Army as an additional insured, with liability limits determined by Risk Management
- 5.8.2 The following standards are followed in considering Kroc Center use/rental agreements with outside groups:
 - a. Every request is considered on an individual basis, including those sponsored by return groups.
 - b. Requests for use of the Kroc Center may be considered if the intent is to celebrate personal, family, community, cultural events, or meetings that do not actively promote at the event information contrary to The Salvation Army's mission and policies.
 - c. Requests for use of the Kroc Center may be considered for ecumenical events attended by Christian and other faith groups for purposes of encouraging greater understanding among those groups, and for encouraging mutually shared values.
- 5.8.3 Following a thorough cost analysis of facility operations, assisted by approved professional consultants as necessary, in consultation with the corps council and local advisory organization, facility rental/lease fee schedules are reviewed and updated as needed annually by the Kroc Center Leadership/Management Team.
- 5.8.4 Kroc Center rental/lease fees, compensate for use of space or services in proportion to the terms of lease and are adequate to cover operating costs.

6. Safety and Risk Management

6.1 General Safety Procedures

- 6.1.1 The Ray & Joan Kroc Corps Community Center conducts regular safety education and training for its staff.
- 6.1.2 The Kroc Center complies with applicable territorial procedures and industry standards for reporting and addressing any injuries, accidents, and other unusual incidents involving its constituents.
- 6.1.3 The Kroc Center has developed written incident reporting protocols in which staff are trained.
- 6.1.4 The Kroc Center annually reviews incidents, accidents, or injuries, and modifies or changes procedures as needed.
- 6.1.5 Safety equipment is readily available to all Kroc Center personnel and program participants, including but not limited to the following...
 - a. OSHA approved first aid kits;
 - b. Automatic External Defibrillators (AED's);
 - c. Fire extinguishers with instructions for its use

6.2 Child and Vulnerable Adult Safety

- 6.2.1 The Kroc Center adheres to all approved Territorial Child and Vulnerable Adult Safety policies, procedures and standards such as "Safe From Harm".
- 6.2.2 The Kroc Center follows established territorial policies/procedures for background screening of employees and volunteers.
- 6.2.3 Kroc Center staff members follow child safety guidelines of appropriate conduct.
- 6.2.4 The Kroc Center follows established territorial policies/procedures for background screening of members/program participants.
- 6.2.5 Public access sex-offender background checks are required for all new Kroc Center members /program participants and notice of this requirement is included in the membership application/program guide as follows:

NOTICE - In order to promote a safe and secure environment, The Salvation Army Kroc Center has placed video cameras in various locations. As part of our commitment to the safety of children and vulnerable persons, The Salvation Army reserves the right to consult public sources to determine whether any member or guest poses unreasonable risk of harm to patrons, staff, or visitors.

- 6.2.6 In addition to the initial membership application/program participation, monthly background rechecks using approved Kroc Center software are automatically programmed on a "sweep" system.
- 6.2.7 If a prospective member/program participant is a match on a public sex offender registry, established territorial procedures are followed to remove participant and terminate

membership. For positive matches among participants in the congregational life component, ministry-specific staff members require involvement to be outside the Kroc Center facility.

- 6.2.8 As per territorial policies, Kroc Center staff members obtain written/signed authorization/waiver from parents or legal guardians for participation of minors in high-risk activities.

6.3 Fire safety

- 6.3.1 The Kroc Center has a written fire safety plan in place.
- 6.3.2 The Kroc Center has an annual review of the fire safety system, including inspection of fire safety equipment.
- 6.3.3 Contracted fire & life safety maintenance services are in compliance with established territorial policies and approved procedures, and include a service agreement with a certificate of insurance.
- 6.3.4 The Kroc Center conducts regular fire drills as required by local fire regulations and territorial risk management policy.
- 6.3.5 The Kroc Center conducts a facility-wide fire drill semiannually. (BP)

6.4 Environmental Safety

There are components of environmental safety that can be found in Chapter 5 "Facilities and Equipment" such as the requirement for a written regimen of regular inspection and preventative maintenance to promote the soundness and safety of the Kroc Center's premises, equipment, and fixtures.

- 6.4.1 The Kroc Center has written operating instructions and provides specialized training for the use of hazardous equipment and machinery.
- 6.4.2 The Kroc Center is in compliance with the all applicable territorial, divisional, and regulations for handling hazardous materials and waste.
- 6.4.3 The Kroc Center makes an effort to reduce environmental damage through: (BP)
- a. Reducing, recycling and reusing waste;
 - b. Economical energy consumption; and,
 - c. Safe disposal of hazardous waste

6.5 Facility Security

- 6.5.1 There is a designated person(s) responsible for all security management activities of the Kroc Center.
- 6.5.2 Contracted facility security services are in compliance with established territorial policies and approved procedures, and include a service agreement with a certificate of insurance.
- 6.5.3 The Kroc Center controls all entrances and exits of the facility.
- 6.5.4 Kroc Center security measures include video cameras with the capability of recording on a 30 day loop. (BP)

- 6.5.5 The Kroc Center has established written policies/procedures for facility key & access control cards.
- 6.5.6 The Kroc Center has established a set of written rules/regulations to ensure facility safety and security, including but not limited to:
- a. No Smoking
 - b. No Drugs or Alcohol
 - c. No Graffiti
 - d. No Bad Language
 - e. No Weapons
 - f. No Loitering or Soliciting
 - g. No Glass Containers

6.6 Workplace Violence

- 6.6.1 The Kroc Center Leadership/Management Team regularly assesses the risk of violence within its work setting and addresses this through written procedures, updated annually.
- 6.6.2 The Kroc Center provides staff training in conflict resolution and de-escalation techniques.

6.7 Vehicle Safety

- 6.7.1 All designated Kroc Center vehicles:
- a. Are up-to-date with their annual vehicle inspection;
 - b. Are in compliance with department of motor vehicle regulations and territorial requirements;
 - c. Are used for the intended program purpose;
 - d. Receive regular vehicle maintenance; and,
 - e. Have appropriate car seats for infants and/or toddlers
- 6.7.2 The designated drivers of all Kroc Center vehicles have the appropriate licensing or certification and prior approval as a certified TSA driver.
- 6.7.3 Vehicle safety procedures include but are not limited to:
- a. The use of age-appropriate passenger restraint systems
 - b. Adequate passenger supervision;
 - c. Annual validation of licenses and driving records approved through Risk Management.
 - d. No visually impairing window tinting or wraps.

6.8 Health Protocols

- 6.8.1 The Kroc Center has developed written health protocols. Health protocols are reviewed within the last 3 years by a physician or registered nurse.
- 6.8.2 Health protocols might include but not be limited to: (BP)
- a. Provision and storage of medical supplies/equipment;
 - b. sanitation;
 - c. contagious illness protocol;
 - d. medication management;
 - e. emergency health care assistance;
 - f. scope and limits of services provided; and
 - g. authority/responsibilities of staff
- 6.8.3 Any medication for minors is stored under lock, with prescription drugs dispensed only under direction of physician, and nonprescription drugs dispensed only with signed instruction of parent/legal guardian.

- 6.8.4 The Kroc Center adheres to territorial guidelines for following the '*Health Insurance Portability & Accountability Act*' (HIPAA) as appropriate.
- 6.8.5 The Kroc Center conforms to the *Territorial Blood borne Pathogen Exposure Control guidelines* appropriate to the determined level of risk for specific programs.
- 6.8.6 The Kroc Center takes reasonable measures to minimize the risk of transmission of airborne pathogens within the confines of the facility. (BP)

6.9 Emergency Response & Preparedness

- 6.9.1 The Kroc Center has developed a written emergency response plan that addresses:
 - a. Coordination with appropriate local, state, and federal authorities;
 - b. Coordination with emergency responders;
 - c. Coordination and communication with members/participants;
 - d. Evacuation of staff and members/participants, including persons with mobility challenges and other special needs;
 - e. Accounting for the whereabouts of staff and members/participants;
 - f. Situations involving harm or violence, or the threat of harm or violence;
 - g. Designation of a point person for all media communication; and
 - h. Annual testing of all emergency equipment/furnishing (i.e. ADE's, panic buttons, etc.)
- 6.9.2 The Kroc Center emergency response plan includes the following arrangements:
 - a. Communicating with headquarters, staff, members/participants, the public and media;
 - b. Notifying parents or legal guardians of minors, as appropriate
- 6.9.3 The Kroc Center emergency response plan includes identification of a temporary program site in the event of facility closure. (BP)
- 6.9.4 The Kroc Center annually notifies fire, first responders and law enforcement officials of its emergency response plan.
- 6.9.5 The Kroc Center is prepared to treat injuries and respond to medical emergencies by:
 - a. Having at least one staff member trained in first aid and CPR on duty at all times.
 - b. Maintaining a readily available communication device, poison control information, and first aid supplies and manuals for all programs;
 - c. Consulting with health professionals, as necessary, to develop procedures for such situations; and
 - d. Maintaining emergency contact information for personnel and members/participants.
- 6.9.6 Kroc Center staff members are trained to respond to medical emergencies, including:
 - a. Assessing risk and safety;
 - b. Handling emergencies;
 - c. Coordinating with medical, mental health, and law enforcement;
 - d. Implementing health and safety procedures

6.10 Tobacco Cessation/Prevention

- 6.10.1 The Kroc Center prohibits smoking in all areas of the facility.
- 6.10.2 If possible, the Kroc Center provides designated smoking areas in a remote area of the campus.
- 6.10.3 If possible the Kroc Center provides smoking cessation education. (BP)

7. Planning and Evaluation

The Kroc Center Leadership/Management Team, working under the guidance of the Senior Kroc Officer, is responsible to continually evaluate its performance to ensure that goals and desired outcomes related to mission & ministry are achieved in the best manner possible in this unique setting.

7.1 **Strategic Planning**

The Kroc Center Leadership/Management Team and Advisory Board, assisted by approved professional consultants as necessary, has developed a strategic planning process which identifies specific goals/outcomes and includes at minimum an annual action plan.

7.1.1 The Kroc Center has an active strategic planning process, which guides the development of current and future program services.

7.1.2 All major Kroc Center stakeholders have opportunity for involvement in the strategic planning process.

7.2 **Annual Action Plan**

Annual action plans detail specific steps to be taken to work toward achievement of essential goals, objectives and desired outcomes for the following year.

7.2.1 The Kroc Center has developed an annual action plan, which includes written goals, objectives, desired outcomes, resource allocation, assigned responsibility and timelines.

7.2.2 The annual action plan is reviewed and updated annually by the Kroc Center Leadership/Management Team, with the assistance of the appropriate advisory organization, divisional headquarters and other stakeholders.

7.2.3 A regular Continuous Quality Improvement (CQI) process to improve program services is utilized by the Kroc Center. CQI is a structured, disciplined way of using data to identify and solve problems in the interest of continuously improving member/participant satisfaction and positive outcomes. (BP)

7.3 **Evaluation**

7.3.1 The Kroc Center Leadership/Management Team, assisted by approved professional consultants as necessary, has developed a written process for conducting an outcome evaluation annually.¹

7.3.2 A logic model that clearly identifies program inputs, activities, outputs, outcomes and indicators, is utilized. (BP)

7.3.3 Outcome evaluation includes, but is not limited to, ongoing monitoring as well as a more formal review/analysis of results of program participation.

7.3.4 As a component of outcome evaluation, Kroc Center staff members solicit feedback on program services from members/participants on a regular basis.

7.3.5 Outcome evaluations lead to changes in program design to improve participant's knowledge, skills, attitudes, behaviors, motivation, decisions and conditions.

¹Outcome evaluation indicates how member/participants have benefited/changed through their participating in Kroc Center program services. Changes to be measured may include knowledge, skills, attitudes, behaviors, motivation, decisions and conditions. Outcome evaluation assesses the extent to which the Kroc Center is successful in achieving its desired essential goals, objectives and desired outcomes.

7.4 Data collection

- 7.4.1 The Kroc Center has a systematic process for collecting and organizing its data on persons served.
- 7.4.2 The Kroc Center has written procedures for data collection and storage.
- 7.4.3 Data is stored in a secure location protecting the confidentiality of members/participants. (See *"The Salvation Army Policy and Guidelines on Confidentiality and Protection of Personal Privacy"*)
- 7.4.4 The Kroc Center utilizes the territorially approved "point of sale" software.
- 7.4.5 Additional computerized management information software, measuring the impact of program services, has been approved by territorial headquarters for use in Kroc Centers.
- 7.4.6 The Kroc Center, through its divisional information technology department, ensures the protection of electronically maintained data by:
 - a. Physically secured computers;
 - b. Staff use of unique user IDs and complex password;
 - c. Up-to-date virus protection; and
 - d. Using the territorially approved platform for all email correspondence
- 7.4.7 [The Kroc Center conducts an annual survey of member/participants to evaluate program and service effectiveness. \(BP\)](#)

8. General Program & Membership Services

The Ray & Joan Kroc Corps Community Center provides a range of program services that meets a defined need of families, individuals and/or children, has been approved by Divisional and/or Territorial Headquarters, and is in keeping with the integrated and spiritual ministry of The Salvation Army.

8.1 Program Philosophy

- 8.1.1 The program philosophy of the Kroc Center is in writing and reflects the following core values:
- a. Offers arts, education, recreation, and worship program services that provide access for individuals, families, and communities, remaining faithful to the legacy request of Joan Kroc.
 - b. Offers opportunities for excellence
 - c. Treats all people with dignity and respect;
 - d. Cares through presence, relationship, participation, and prevention;
 - e. Seeks to address the emotional, physical and spiritual concerns of the whole person;
 - f. Continuously adapts to a changing environment, creates new solutions and approaches that work, and discards those that do not;
 - g. Aspires to provide the exceptional quality customer service, facility, and programs;
 - h. Achieves measurable and sustainable results.

8.2 Program Information

- 8.2.1 Written information, including policies, procedures, membership and eligibility criteria is available to members, prospective participants and the community at large.
- 8.2.2 Members and program participants are provided with verbal and written orientation information as appropriate.
- 8.2.3 [Program information is made available in appropriate translations. \(BP\)](#)
- 8.2.4 Kroc Center programs review and comply with all applicable laws.
- 8.2.5 "Reasonable accommodations" are made to serve individuals with special needs, related to physical, behavioral, medical, emotional, spiritual, or cognitive conditions, helping them fully participate in Kroc Center programs. "Reasonable accommodations" will vary based on available resources and are made before it is decided that a particular person is not appropriate for a program.
- 8.2.6 All reasonable accommodations are explored before it is decided that a particular individual is not appropriate for a program. If the Kroc Center staff does not consider a specific program in the best interest of the participant:
- a. A conversation is initiated with both the individual and family
 - b. Every effort is made to ensure that the family obtains information about programs and services that may be more appropriate for the member/participant.
- 8.2.7 Individuals requiring specific services are referred to other Salvation Army or community resources when appropriate.
- 8.2.8 Kroc Center staff members explain the financial responsibilities of member/participants and establish a plan for payment of applicable fees prior to participation in programs.
- 8.2.9 All participants are appropriately registered, including but not limited to recording of individual/family data and payment of applicable fees.

8.2.10 Waiting lists are handled fairly and in line with existing software methodology.

8.2.11 Behavioral standards are part of the Kroc Center culture and shared in positive ways through materials and staff example.

8.3 Program Evaluation

8.3.1 The Kroc Center Leadership/Management Team regularly evaluates each program's relevance through evaluation assessments that are purposeful, well planned, and ongoing.

8.3.2 There is a systematic process of engaging feedback from members/participants through evaluation assessments which are:

- a. Culturally and developmentally appropriate
- b. Meet developmental and educational goals;
- c. Include variations in participant learning and development;
- d. Include input from parents.
- e. Inform the selection of daily activities and materials; and
- f. Are used to evaluate and improve program effectiveness.

8.3.3 Membership, participation and program utilization data is reviewed at least monthly by the Kroc Center Leadership/Management Team resulting in appropriate program adjustments.

8.3.4 Membership records and where required, daily logs, are maintained using approved software.

8.3.5 Following territorial policies/procedures, the Kroc Center participates in regular comprehensive evaluation reviews to assure that quality program services are being provided.

8.4 Ethical Conduct and Safeguards

8.4.1 Kroc Center staff acts in such a way as to model ethical and responsible behavior.

8.4.2 The Kroc Center makes its program services available without discrimination in keeping with *The Salvation Army National Policy Statement on Non-Discrimination in Programs and Delivery of Services*.

8.4.3 To avoid conflict of interest, the Kroc Center prohibits the referral of its program participants or their families to any private practice in which staff, paid consultants, advisory organization members may be engaged.

8.4.4 All Kroc Center staff members follow approved territorial child safety guidelines of appropriate conduct.

8.4.5 Program participants who are asked to be involved in a research study are provided sufficient information prior to the commencement of the research to allow them to make an informed choice regarding participation.

8.4.6 Program participants and/or parents/guardians of minors involved in research studies have given written consent for participation.

8.4.7 Access to records for research purposes is restricted to legitimate researchers who agree in writing to maintain the confidentiality of all program participants.

8.4.8 The Kroc Center has received divisional and territorial approval before entering into any research study.

8.5 Members, Day Pass and Program Participants' Responsibilities & Rights

General Responsibilities and Rights

8.5.1 Members, Day Pass and Program Participants are notified of their responsibilities and rights.

Background Check Screening Responsibilities and Rights

8.5.2 The Kroc Center follows established territorial policies/procedures for background screening of members/program participants.

8.5.3 Public access sex-offender background checks are required for all new Kroc Center members /program participants and notice of this requirement is included in the membership application/program guide as follows:

NOTICE - In order to promote a safe and secure environment, The Salvation Army Kroc Center has placed video cameras in various locations. As part of our commitment to the safety of children and vulnerable persons, The Salvation Army Kroc Center reserves the right to consult public sources to determine whether any member or guest of any member poses an unreasonable risk of harm to its patrons, staff, or visitors.

8.5.4 In addition to the initial membership application/program participation background screening, monthly background rechecks using approved Kroc Center software is automatically on a "sweep" system.

8.5.5 If a prospective member/program participant—including those in the Kroc congregation—is a positive match with a listing on a public sex offender registry, established territorial procedures are followed. For positive matches among participants in the congregational life component, ministry-specific staff members require involvement outside the Kroc Center facility.

8.5.6 Territorial child safety policies & practices are adequately explained and followed throughout the Kroc Center.

Complaints and Grievances

8.5.7 The Kroc Center has a written grievance procedure for members/program participants to file complaints and appeals when decisions concerning them, or program services provided them, are considered unsatisfactory.

8.5.8 Members/program participants are informed of the resolution of the complaint and a copy of the notification (with the exception of a non-severe daily operational complaint) is maintained on file.

Public Relations

8.5.9 The Kroc Center does not require nor coerce members/program participants to take part in public performances or provide personal testimonies under any circumstances.

8.5.10 The Kroc Center receives the written informed consent of members/program participants before using any photographs, audio/visual or written statements for public relations or fundraising purposes.

8.5.11 In the event of total facility closure or area (i.e. pool) closures, the Kroc Center has a plan to publish closure dates and times on its website and other membership accessible outlets as soon as the information is known.

8.6 Confidentiality/Release of Information

- 8.6.1 The Kroc Center abides by the policies and procedures listed in The Salvation Army Guidelines on Confidentiality and Protection of Personal Privacy.
- 8.6.2 Information is released by Kroc Center staff only with written permission using a formal release of information form, except when there is perceived danger that withholding information would put the life and/or safety of the member/program participant or others at risk.
- 8.6.3 The Kroc Center provides a copy of the signed release of information to the member/program participant and keeps a copy of the release in its files.
- 8.6.4 Member/program participant personal information is not shared in public or open areas where members/program participants, visitors, or staff members are present.
- 8.6.5 Kroc Center staff members do not share information about one program participant with another program participant.
- 8.6.6 Kroc Center staff members do not share personal information with program participants.

8.7 Community Marketing and Outreach

- 8.7.1 The Kroc Center promotes the availability of a full range of community program services by:
 - a. Regularly assessing the resources and program services available to families; and
 - b. Advocating for needed program services when they are lacking or not easily accessible.
 - c. Establishing formal memorandums of understanding, using an approved format, with appropriate community collaborators providing specialized program services.
- 8.7.2 The Kroc Center facilitates a connection to the community which promotes a coordinated response to community needs, by encouraging members/program participants to:
 - a. Connect with other community members, organizations, and institutions;
 - b. Contribute time and skills to family support and community building efforts if and when it is appropriate to do so.
 - c. Participate as a good neighbor in the community by maintenance of property, involvement in key community issues and respect for the persons/property of those living and working in the vicinity.
- 8.7.3 The Kroc Center conducts ongoing marketing and outreach to inform and educate the public about:
 - a. Program goals and the activities offered;
 - b. The benefits of the program and the impact on youth and families served.
- 8.7.4 The Kroc Center encourages a high level of participation by:
 - a. Offering engaging activities appropriate to the interests, needs, ages, abilities, and developmental levels of participants;
 - b. Instituting flexible attendance policies, when appropriate;
 - c. Scheduling programming during hours when participants can fully participate in activities and utilize facilities;
 - d. Designing a program environment that appeals to participants of all ages for which services are provided; and
 - e. Meeting identified needs of the community.
- 8.7.5 The Kroc Center markets and publicizes programming information in areas where prospective members/program participants are likely to access it.

- 8.7.6 The Kroc Center is culturally relevant to the various needs of the community and in doing so does not exclude any group including age, gender, or culture.
- 8.7.7 The Kroc Center partners with other community providers to coordinate program services and increase the likelihood that needed supports and services will be used.

8.8 Positive Youth Development Programs

- 8.8.1 The Kroc Center connects youth to supports, services, and activities that promote their spiritual, physical, cognitive, social, and emotional development, including, as appropriate:
 - a. Educational Programs;
 - b. Health/Wellness Programs;
 - c. Developmental Assets
 - d. Social, Recreational, and Physical Activities;
 - e. Spiritual Development Programs
 - f. Counseling
- 8.8.2 Child and family characteristics, such as age, developmental level, race, culture, ethnicity, and language, are considered when choosing or designing program services, materials, and curricula.
- 8.8.3 Kroc Center staff uses positive techniques to support/guide behavior, and promote respectful, cooperative interactions among children/youth by:
 - a. Developing positive relationships with children/youth;
 - b. Helping children/youth develop and practice appropriate social skills;
 - c. Building on strengths and reinforcing positive behaviors such as sharing, cooperating, caring for materials, and joining in activities;
 - d. Encouraging children/youth to resolve their own conflicts, when possible and appropriate;
 - e. Responding consistently to issues; and
 - f. Modeling appropriate behavior by interacting with other personnel in a positive, respectful manner.
- 8.8.4 Rules and behavioral expectations for children/youth:
 - a. Set clear and appropriate limits;
 - b. Are developed with children/youth enrolled in the program; and
 - c. Are conveyed and enforced in a fair, consistent manner.
- 8.8.5 Kroc Center staff members do not use harsh disciplinary methods and policies prohibit:
 - a. Corporal punishment;
 - b. Aversive stimuli;
 - c. Withholding nutrition or hydration;
 - d. Inflicting physical or psychological pain;
 - e. Demeaning, shaming, or degrading language or activities;
 - f. Unnecessarily punitive restrictions;
 - g. Forced physical exercise to eliminate behaviors;
 - h. Punitive work assignments;
 - i. Punishment by peers;
 - j. Group punishment or discipline for individual behavior.
- 8.8.6 Kroc Center staff members strive to eliminate negative or unsafe peer interactions such as teasing, bullying, harassment, and relational aggression.
- 8.8.7 Parents are involved in program services, and the Kroc Center helps them increase their ability to interact positively with their children, promoting positive youth development.

- 8.8.8 Kroc Center Youth Asset Development Programs include elements that:
- a. Guide the provision of activities and the selection of program materials;
 - b. Promote social, emotional, spiritual, physical, language, and cognitive development;
 - c. Are developmentally, individually, and culturally appropriate;
 - d. Foster and supports the attitudes and skills needed for learning; and
 - e. Act as the foundation for ongoing assessment of participant's progress.
- 8.8.9 As a result of the involvement of youth and families in Youth Asset Development Programs, positive developmental assets have led to better well-being for youth and society. To document that connection, the Kroc Center measures positive outcomes among youth, such as...
- a. Peaceful conflict resolution
 - b. School success
 - c. Hopeful purpose
 - d. Positive emotions
 - e. Citizenship/Civic engagement

8.9 Family Resource Center

- 8.9.1 The Kroc Center uses a "Family Resource Center" approach in which supportive case management services for individuals, families and seniors is provided following a comprehensive assessment. Assistance is available either through the Kroc Center directly or in collaboration with the Army's local social services, based on predetermined guidelines and availability of services. (BP)
- 8.9.2 The Kroc Center "Family Resource Center" programs or referrals include:
- a. Emergency Services:**
 - Clothing
 - Food
 - Emergency Household Items
 - Emergency Bus Pass
 - Domestic Phone Card
 - Personal Hygiene Items
 - b. Comprehensive Services:**

The following services might be made available to the general public.

 - Developmental and Health Screenings
 - Energy/Utility Assistance Programs
 - Rental Assistance Programs
 - Information and Referrals
 - c. Educational Programs:**
 - Women's Groups
 - Fatherhood Involvement Groups
 - Support Groups
 - Nutrition Classes
 - Financial Management classes
 - d. Counseling Services²:**
 - Individuals

² "Social workers should provide services and represent themselves as competent only within the boundaries of their education, training, license, certification, consultation received, supervised experience, or other relevant professional experience." (NASW Code of Ethics)

- Couples
 - Families
 - Youth 13 and older.
- e. Case Management:**
Case Management services³ offered by social workers⁴ within the Family Resource Center to families and individuals who require more intensive intervention and assistance in accessing resources.
- f. Seasonal Assistance Programs:**
- Christmas food boxes and toys for children age 12 and under.
- g. Scholarship Programs:**
- Day Camps.
 - Membership assistance or discounted fees for youth camps and/or group classes with eligibility based on:
 - Income level
 - Address verification within the Kroc Center's Service Area (BP)

8.10 Cultural Competence

"Cultural competence" denotes a set of attitudes and skills that enable the provision of service in a manner that is sensitive, respectful, and responsive to the differing backgrounds, customs, language, values, expectations, etc. of those we serve. It means identifying ways of opening the door and becoming inclusive of people who might otherwise feel uncomfortable with us or even be excluded because of their differences. It calls us to go beyond statements of non-discrimination to being proactive in bridging to others.

"Cultural competence" is not something easily or quickly achieved. It is a lifelong process that includes training, self-examination, and creative responsiveness to local needs and conditions.

8.10.1 The Kroc Center provides on-going training to increase cultural awareness, knowledge and skill development for all program staff.

Such training may focus on, but is not limited to:

- a. Understanding how culture forms the beliefs and attitudes of the program participant(s);
- b. Increasing the program staff's understanding of their own personal and cultural values and beliefs;
- c. The role cultural identity plays in motivating human behavior;
- d. Specialized knowledge and understanding of the history, values, traditions, family systems and artistic expressions of the major program participant groups served; and,
- e. The application of cultural knowledge in participant assessments and interventions.

³ "Social work case management is a method of providing services whereby a professional social worker assesses the needs of the client and the client's family, when appropriate, and arranges, coordinates, monitors, evaluates, and advocates for a package of multiple services to meet the specific client's complex needs. A professional social worker is the primary provider of social work case management. Distinct from other forms of case management, social work case management addresses both the individual client's bio-psycho-social status as well as the state of the social system in which case management operates. Social work case management is both micro and macro in nature: intervention occurs at both the client and system levels. It requires the social worker to develop and maintain a therapeutic relationship with the client, which may include linking the client with systems that provide him or her with needed services, resources, and opportunities." (NASW Code of Ethics)

⁴ "The social work case manager shall have a baccalaureate or graduate degree from a social work program accredited by the Council on Social Work Education and shall possess the knowledge, skills, and experience necessary to competently perform case management activities." (NASW Code of Ethics)

- 8.10.2 The physical environment of the Kroc Center reflects the cultural heritage of members/program participants. (BP)
- 8.10.3 The Kroc Center provides program services in the major languages used by the members/program participants or seeks the assistance of qualified language interpreters when necessary. (BP)
- 8.10.4 As necessary, the Kroc Center identifies additional community services that are appropriate for the specific cultural populations it is serving. (BP)
- 8.10.5 A desired outcome of Kroc Center program services is an increased level of cultural competence for program participants. (BP)

9. Congregational Life & Pastoral Care

Congregational Life & Pastoral Care in each Ray & Joan Kroc Corps Community Center is central to The Salvation Army's Christian mission. While territorial-specific terminology will be used for administrative titles, these standards use the term "Senior Kroc Officer" to define that individual who is responsible for the overall leadership of the Kroc Center. Although the Senior Kroc Officer gives oversight to all areas of the Kroc Center, including congregational life & pastoral care, the standards described below apply directly to the member of the Kroc Leadership/Management Team specifically assigned these responsibilities, whether the Corps Officer, Kroc Officer for Congregational Life, or other territorial-specific designation.

9.1 Leadership Qualifications & Responsibilities

- 9.1.1 The individual responsible to directly supervise congregational life & pastoral care at the Kroc Center Corps is qualified by education, experience, and professional preparation needed to perform their responsibilities.
- 9.1.2 The role and responsibilities for congregational life & pastoral care are clearly defined in a brief of appointment or position description.
- 9.1.3 Congregational Life & Pastoral Care leadership responsibilities include, but are not be limited to, the following functions:
 - a. Coordination of Worship Services, Preaching & Teaching
 - b. Evangelistic Outreach
 - c. Pastoral Care
 - d. Coordination of Salvation Army Membership Groups
 - e. Soldier Recruitment & Development

9.2 Worship Services, Preaching & Teaching

- 9.2.1 At least one weekly worship service on Sundays is held at the Kroc Center.
- 9.2.2 Services include, but are not be limited to, praise and worship, scripture, special music and/or drama, witness, and preaching.
- 9.2.3 Preaching includes the gospel invitation (salvation) and the gospel imperative (holiness). (BP)
- 9.2.4 A written strategy for spiritual follow-up, discipleship and growth has been implemented and followed. (BP)
- 9.2.5 A variety of Bible study/discipleship group teaching opportunities are offered.

9.3 Evangelistic Outreach

- 9.3.1 A specific written strategy for evangelistic outreach to Kroc Center members/participants, particularly those who are untouched by the ministry of other Christian churches, has been developed and implemented. (BP)
- 9.3.2 The soldiery of the Kroc Center Corps are trained and directly involved in evangelistic outreach. (BP)

9.4 Pastoral Care

- 9.4.1 The Kroc Center Corps has developed and implemented a written pastoral care plan including but not limited to the following elements: (BP)
 - a. Home visitation;
 - b. Spiritual counseling & prayer;
 - c. Crisis support & referrals;

- d. Making Christian literature available;
- e. Providing spiritual assessments;
- f. Ministry to the bereaved and conducting funerals;
- g. Pre-marital counseling and conducting weddings;
- h. Coordinating soldier/congregant involvement in pastoral care;
- i. Staff support

9.4.2 The pastoral care plan has been reviewed/approved by the Kroc Center Corps Council and be revised annually as needed. (BP)

9.4.3 Pastoral care results in the following outcomes:

- a. Providing spiritual care and ministry to soldiers, congregants, Kroc Center members/participants, volunteers, staff members and community residents as appropriate;
- b. Developing relationships of trust;
- c. Providing opportunities for spiritual development;
- d. Connecting Kroc Center constituents to opportunities for further spiritual development;
- e. Assisting Kroc Center constituents in finding a church home to meet their spiritual needs.

9.4.4 Pastoral care is offered to all Kroc Center constituents within appropriate boundaries and without coercion.

9.4.5 Pastoral care services are documented with files kept in a secure location to ensure confidentiality.

9.5 Salvation Army Membership Groups

9.5.1 The Kroc Center Corps has an active and functioning Corps Council.

9.5.2 The Kroc Center Corps offers an array of Salvation Army membership groups including but not limited to women's ministry, men's fellowship, girl guards, sunbeams, moonbeams, scouts, cubs, adventure corps, corps cadets, junior soldiers, and music groups.

9.6 Soldier Recruitment & Development

9.6.1 The Kroc Center Corps has established a program for soldier recruitment, including but not limited to recruit classes where participants are taught to understand the full implication of soldiership in terms of responsibility and service. (BP)

9.6.2 The Kroc Center Corps Council has an annual goal for soldier enrollment.

9.6.3 The Kroc Center Corps has established a program for soldier development including but not limited to discipleship/training groups in which participants are taught implications of their covenant with God and challenged in their service as Salvationists.

9.6.4 The Kroc Center Corps has identified, enrolled and trained soldiers who will accept leadership responsibility for corps ministries, including local officership.

10. Aquatics

10.1 Aquatics

- 10.1.1 The supervisor of the Kroc Center aquatic facility, staff, and program is a person appropriately certified, experienced, and trained in managing/supervising a similar aquatic program; has a valid state vehicle license; and is at least 21 years old.
- 10.1.2 Certifications for the supervisor of the Kroc Center Aquatic Facility include, but are not limited to: Aquatic Facility Operator (AFO), Certified Pool Operator (CPO), Water Safety Instructor Trainer (WSIT), SCUBA certification and Lifeguard Instructor Trainer (LGIT). (BP)
- 10.1.3 Lifeguards hold a current certification through a nationally recognized program. American Red Cross Certification is preferred, but Ellis and Associates **or** StarGuard Certification Programs are also acceptable.
- 10.1.4 The Kroc Center Aquatic Facility has written documentation from the selected lifeguard certification program verifying that each aquatic staff member (part-time, full-time and contracted) meets current certification requirements including demonstrated skill in rescue and emergency procedures specific to the aquatic area and activities guarded. Certification will normally include demonstrated skills in lifeguarding, water safety, first aid, CPR, O2 administration, Waterpark, handling Blood borne Pathogens (BBP) and use of Automatic External Defibrillators (AED). Current certification documents are in each personnel file with additional copies placed in a binder that is located in the lifeguard office.
- 10.1.5 The Kroc Center Aquatic Facility has the appropriate ratio of lifeguards on duty and on stand at any time participants or staff members are in the aquatic facility, based upon the specific activity, facility configuration, line of sight, etc. and/or as defined by the selected lifeguard certification program. This would include, but not be limited to; lap swim, open swim, aquatic exercise classes, swim team practice, dive team practice, swim lessons, SCUBA classes, birthday parties, private rentals, competitive swim meets, etc. Staff members on duty have current certification and have participated in a recent in-service training during which they demonstrated appropriate lifeguard skills and techniques in a rescue ready fashion.
- 10.1.6 The Kroc Center Aquatic Facility, in consultation with the respective certification program, specifies ratios of aquatic-certified persons and attendants on duty at each aquatic area, with a minimum of one adult and one other staff member. Certified lifeguards and attendants are located in appropriate positions for observation and assistance.
- 10.1.7 The Kroc Center Aquatic Facility has identified zones of coverage and appropriate rotations for each body of water within the center. Diagrams of the identified zones of coverage and rotations are on display in the lifeguard office along with staff/participant ratios, based upon the specific activity, facility configuration, line of sight, etc. and/or as defined by the selected lifeguard certification program.
- 10.1.8 Rotations are on a systematic; 15, 30, and 45 minute basis so that lifeguards change positions in the facility and maintain vigilance while guarding their respective zones. The time frame for rotations is dictated by the full-time aquatic staff member on duty or designated shift manager. (BP)
- 10.1.9 The aquatic facility has developed and prominently posts rules and safety guidelines in every aquatic area. Rules/guidelines are culturally sensitive, written in appropriate languages for those using aquatic facilities, and designated aquatic staff members have

- been trained to share these rules/guidelines, verbally and in writing, with participants individually or in small groups prior to entering the water.
- 10.1.10 Every aquatic area has appropriately stocked first aid supplies, rescue tubes, backboards and other emergency equipment as required by state regulations as well as the respective certification program. These items are maintained on a regular basis and there is an opening shift and closing shift checklist which directs the shift manager to inspect each of these items and record findings. These checklists are available in a binder in the lifeguard office.
 - 10.1.11 In addition to rescue tubes, first aid kits and backboards, emergency equipment includes, but is not limited to, ring buoys, rescue poles with life hooks, Automatic External Defibrillators (AED) and Blood borne Pathogen Kits.
 - 10.1.12 The Kroc Center aquatic program follows the Center for Disease Control's Model Aquatics Health Code (MAHC) for protecting public health. Provisions of the MAHC include, but are not limited to: swimming pool operator training; procedures for water testing; a written response plan in the event of fecal, blood or vomit contamination; disinfection procedures to prevent transmission of water borne illnesses; and proper operation of the disinfection and filtration systems. This information is included in each facilities emergency response action plan and lifeguard manual. (BP)
 - 10.1.13 The aquatic facility has developed a written emergency response action plan which identifies staff responsibilities along with specific procedures to be followed in various emergency scenarios, including but not limited to procedures to quickly clear all participants from the facility.
 - 10.1.14 As part of the emergency response action plan, phones and/or radios are available at the aquatic facility with direct outside line to 911 and the applicable emergency response/law enforcement organization(s).
 - 10.1.15 The Kroc Center Aquatic Facility annually shares its emergency response action plan with local emergency response and law enforcement officials.
 - 10.1.16 The aquatic facility, as part of its emergency response action plan, has a system in place to quickly account for all participants in aquatic activities.
 - 10.1.17 "Off-stand" aquatic staff members take a participation count for each body of water on a scheduled interval. (BP)
 - 10.1.18 The emergency response action plan is documented and available in the lifeguard office for all staff members to review and staff members rehearse emergency procedures during monthly required in-service training as documented by training attendance logs.
 - 10.1.19 Aquatic facility staff members evaluate and classify participants' swimming abilities and assign them to appropriate swimming areas, equipment, facilities, and activities. This may include, but is not limited to a "swim test" administered by a lifeguard. Use of an "Aquatic Participation Consent Form" is required for minors.
 - 10.1.20 Every aquatic area has controlled access, with water depths clearly marked, posted rules/safety guidelines, available rescue equipment, and adequate written maintenance procedures for sanitation and safety as required by local and state jurisdictions.

- 10.1.21 Written sanitation/safety maintenance procedures may include, but are not limited to, chemical storage, covered drains, non-skid decks, ladders/diving boards in good condition and regular water/chemical testing. Inspections such as "slip-trip-fall", chemical readings, pump room and bathrooms are conducted on a regular/systematic basis (i.e. minimum three times daily or more often during heavy use), documented in files and electronically. (BP)
- 10.1.22 The aquatic facility supervisory staff conducts and documents in writing regular observations of lifeguards and attendants. A record of these observations is properly documented and included in staff personnel files and available for them to review.
- 10.1.23 Staff observation includes, but is not limited to, regular unannounced audits of pool procedures, lifeguarding and CPR skills, secret shopper observations, videotaping of scanning patterns or lack thereof, proper attire, and discussions on professionalism. (BP)
- 10.1.24 Kroc Center Aquatic Facility attendants are oriented to policies and procedures; the emergency response action plan; their role and responsibilities; and be able to demonstrate elementary forms of non-swimming rescue as documented in personnel files. At minimum aquatic facility attendants are certified in CPR and First Aid and these skills are reviewed on a monthly in-service basis.
- 10.1.25 There are a minimum number of hours of required in-service training for all lifeguards and aquatic staff each month as documented by training attendance logs. The minimum hours of required in-service meets or exceeds the specifications of the respective lifeguard certification program.
- 10.1.26 The Kroc Center Aquatic Facility has developed a written summary for each in-service training regimen including a brief outline of the skills covered, minimum requirements, who conducted the in-service training and what staff members attended. The aquatic facility supervisor or designate maintains a log/binder that tracks in-service training on a weekly, monthly and yearly basis. The trainer and attendees are required to print and sign their name on training logs. A record of staff training participation is maintained in individual personnel files.
- 10.1.27 Swimming lessons are overseen by a certified Water Safety Instructor (WSI) and are guarded by a certified lifeguard who is out of the water. Each instructor is required to participate in an in-service training program conducted by a certified Water Safety Instructor Trainer (WSIT) before each session of swim lessons. Training includes but is not limited to expectations, standards, and successful methods of teaching. A program supervisor is present during swimming lessons.
- 10.1.28 Certified lifeguards are on duty during all program activities in and around the aquatic facility, including staff swimming times.

11. Sports & Recreation

11.1 Sports & Recreation

- 11.1.1. The Kroc Center Director of Sports & Recreation is a person who is qualified by education, experience, and professional preparation needed to perform their position responsibilities.
- 11.1.2. The Director of Sports & Recreation has a bachelor's degree in a related field focusing on sports and recreation; at least one season of supervisory experience in directing similar programs; has attended a professional development workshop in the past 3 years; and is at least 21 years old.
- 11.1.3. The Kroc Center Director of Sports & Recreation responsibilities include but are not limited to... (BP)
 - a. Overall direction of the program
 - b. Developing mission, philosophy, goals and policies
 - c. Program implementation and evaluation
 - d. Administration, including fiscal management
 - e. Organizational development, including management of human resources
- 11.1.4. The supervisor of each sports & recreation activity is at least eighteen years old, appropriately qualified, with experience and training in teaching/supervising similar activities.
- 11.1.5. Each sports & recreation activity specifies the ratio of staff to program participants. A minimum of two (2) staff are always present, regardless of the number of participants in a sports & recreation activity.
- 11.1.6. Written procedures for every sports & recreation activity have been established, based on recommendations from authoritative sources for each activity.
- 11.1.7. The Kroc Center Sports & Recreation Program has established a clearly defined registration and orientation process for participants and their families, during which information about program goals, activities, rules and responsibilities are shared.
- 11.1.8. Staff members seek written permission from parents for minors to participate in the Kroc Center Sports and Recreation Program.
- 11.1.9. The Kroc Center Sports & Recreation Program collects relevant information from participants and their families, including:
 - a. Identifying information (i.e. name and date of birth);
 - b. Address;
 - c. Emergency contact information;
 - d. Information about and consent forms related to special needs, such as medical concerns, if applicable;
 - e. Additional consent forms or permission slips, as needed;
 - f. Authorizations for pick-up, if applicable; and
 - g. Relevant school day data, if applicable for the program.

- 11.1.10. The Kroc Center considers safety and technical requirements, the abilities of participants, along with competence of staff, when engaging in potentially demanding sports & recreation activities. Staff members evaluate potentially demanding activities for level of difficulty and undertake only those within the competence of the leaders and the abilities of participants.
- 11.1.11. Safety guidelines have been developed and posted for each sports & recreation activity. Guidelines are culturally sensitive, written in appropriate languages for participants, and staff members share a written copy of these guidelines individually or in small groups.
- 11.1.12. Participants in the Kroc Center Sports & Recreation Program have safety orientation before participating in sports & recreation activities and are strictly monitored until competency is adequately demonstrated.
- 11.1.13. Artificial wall climbing activities and rope courses at the Kroc Center meet the following standards:
 - a. The facilities and equipment used are under the supervision of appropriately trained staff members;
 - b. Staff members have been trained by recognized experts in the field and have a working knowledge of ropes course and climbing equipment elements, technology, construction, usage and inspection; and
 - c. Appropriate inspection and safety procedures have been fully implemented.
- 11.1.14. Wherever necessary, participants and staff involved in select sports & recreation activities wear appropriate protective equipment such as a helmet, knee and elbow pads.
- 11.1.15. Program equipment is suited for the size and ability of users, be well-maintained, regularly checked for safety and stored appropriately.
- 11.1.16. Each sports & recreation activity has a written emergency response action plan which identifies staff responsibilities along with specific procedures to be followed in emergencies, and staff members rehearse emergency procedures during monthly required in-service training as documented by training attendance logs.
- 11.1.17. A coverage and supervision plan has been developed for groups participating in sports & recreation activities outside the Kroc Center's central location which includes the following:
 - a. Reporting relationships; and
 - b. Delegation of decision-making authority to a person qualified by a combination of position, experience, technical safety expertise, and maturity.
- 11.1.18. Specialized sports & recreation activities (i.e. ice skating/hockey, tennis, etc), follow territorial and industry standards.

12. Arts and Education

12.1 Arts and Education

- 12.1.1 The Arts and/or Education Director is a person who is qualified by education, experience, and professional preparation needed to perform their position responsibilities.
- 12.1.2 The Arts and/or Education Director has a bachelor's degree in a related field; at least one season of supervisory experience in directing similar programs; has attended a professional development workshop in the past 3 years; and is at least 21 years old.
- 12.1.3 The Arts and/or Education Director Responsibilities include but are not limited to... (BP)
 - a. Overall direction of the program
 - b. Developing mission, philosophy, goals and policies
 - c. Program implementation and evaluation
 - d. Administration, including fiscal management
 - e. Organizational development, including management of human resources
- 12.1.4 The Kroc Center considers local need and requests, along with the competence of staff in the development of its Arts and Education Programs.
- 12.1.5 The Kroc Center offers a variety of arts and educational activities which promote growth and development among participants.
- 12.1.6 A written program description and procedures for each arts and education activity has been established, based on recommendations from authoritative sources for each activity. (BP)
- 12.1.7 Kroc Center staff members inform participants of the scope of anticipated arts and education activities, and gather permission to participate from parents of minors.
- 12.1.8 The instructor for each arts and education program activity is a person who is appropriately qualified, has experience and training in teaching/supervising similar activities.
- 12.1.9 Kroc Center Arts and Education teaching staff members establish meaningful relationships with each participant by:
 - a. Demonstrating appropriate attention, and respect;
 - b. Interacting frequently in a positive and expressive manner; and
 - c. Responding to participant questions or requests.
- 12.1.10 Each arts and education activity specifies the ratio of staff to program participants. A minimum of two (2) staff are present, regardless of the number of participants in an activity.
- 12.1.11 Each arts and education activity includes a curriculum or educational plan which: (BP)
 - a. Guides the provision of activities and the selection of classroom materials;
 - b. Is developmentally, individually, and culturally appropriate;
 - c. Fosters and supports the attitudes and skills needed for learning; and
 - d. Acts as the foundation for ongoing assessment of each participant's progress.
- 12.1.12 Arts and education activities are provided in an enriched, interactive environment that is well-suited to meeting the needs of participants.

- 12.1.13 The Kroc Center arts and education environment supports positive educational development by providing:
- a. Dedicated spaces to accommodate a range of appropriate group/individual arts and educational activities;
 - b. Organized classrooms that allows for adequate space;
 - c. Flexible resources that are easily updated to meet changing skills and interests of the group;
 - d. Appropriate educational materials/equipment; and
 - e. Individual places for participants to store their belongings.
- 12.1.14 Kroc Center of the arts and education program activities:
- a. Provide opportunities to question, experiment, and explore;
 - b. Be appropriate to the developmental level of participants;
 - c. Reflect a variety of educational techniques; and
 - d. Encourage the participant’s sense of mastery of new skills and experiences.
- 12.1.15 Program resources and equipment are suited for the age and ability of users, be well-maintained, regularly checked for usable condition and stored appropriately.
- 12.1.16 Kroc Center teaching staff members regularly evaluate each participant’s development and learning through on-going assessments that are purposeful, well planned, culturally and developmentally appropriate—taking into account: (BP)
- a. The goals of each arts and education program activity;
 - b. Variations in learning/development for each participant; and
 - c. Input from parents of minor participants.

13. Health & Fitness

13.1 Health & Fitness

- 13.1.1 The Health & Fitness Director is a person who is qualified by education, experience, and professional preparation needed to perform their position responsibilities.
- 13.1.2 The Health & Fitness Director has a bachelor's degree in a related field focusing on health, wellness and/or fitness; has at least one season of supervisory experience directing similar programs; attended a professional development workshop in the past 3 years; and is at least 21 years old.
- 13.1.3 The Health & Fitness Director Responsibilities include but is not limited to... (BP)
- a. Overall direction of the program
 - b. Developing mission, philosophy, goals and policies
 - c. Program implementation and evaluation
 - d. Administration, including fiscal management
 - e. Organizational development, including management of human resources
- 13.1.4 The supervisor/trainer for each health & fitness program activity is at least eighteen years old, appropriately qualified with experience and training in teaching/supervising similar activities.
- 13.1.5 Each health & fitness activity specifies the ratio of staff to program participants. If minors are involved, a minimum of two (2) staff are always be present, regardless of the number of participants in an activity.
- 13.1.6 The Kroc Center considers local need and requests, along with the competence of staff in the development of the Kroc Center Health & Fitness program.
- 13.1.7 The Kroc Center offers a variety of health & fitness activities designed to meet individual needs, develop skills, and promote health and wellness among participants.
- 13.1.8 A written program description and procedure for each health & fitness activity has been established, based on recommendations from authoritative sources for each activity and intensity levels indicated where possible.
- 13.1.9 Kroc Center staff members inform participants of the scope of anticipated health & fitness activities, and gather permission to participate from parents of minors.
- 13.1.10 Health and Fitness staff members have established a clearly defined registration and orientation process for member/participants, during which information about program goals, activities, rules and responsibilities are shared.
- 13.1.11 Kroc Center organized group health & fitness program activities collect relevant information from participants and their families, including:
- a. Identifying information (i.e. name and date of birth);
 - b. Address;
 - c. Emergency contact information;
 - d. Information about and consent forms related to special needs, such as medical concerns, if applicable; and
 - e. Additional consent forms or permission slips
 - f. Health related information, fitness assessments, and consents containing medical concerns are filed per Territorial HIPAA Guidelines, Safeguarding PHQ Policy.

- 13.1.12 The Kroc Center Health & Fitness program considers safety and technical requirements, competence of activity leaders, and the abilities of participants at various intensity levels when engaging in potentially demanding activities.
- 13.1.13 The pace of group fitness activities is based on the capacities of the least able or fit member of the group with techniques and skills taught progressively, appropriately supported and supervised to prevent accidents or illness.
- 13.1.14 A health assessment for each participant in group health & fitness activities is conducted by a qualified medical practitioner. A record containing written medical authorization stating that the participant is physically able to participate in program activities is maintained by staff. Health related information, fitness assessments, and consents containing medical concerns are filed per Territorial HIPAA Guidelines, Safeguarding PHQ Policy. (BP)
- 13.1.15 Kroc Center health & fitness staff members establish meaningful relationships with each participant by:
- a. Demonstrating appropriate attention, and respect;
 - b. Interacting frequently in a positive and expressive manner; and
 - c. Responding to participant questions or requests.
- 13.1.16 Organized group health & fitness activities include individual training plans which: (BP)
- a. Guide the provision of activities and the selection of equipment;
 - b. Are developmentally, individually, and culturally appropriate;
 - c. Foster and support the attitudes and skills needed for learning; and
 - d. Act as the foundation for ongoing assessment of each participant's progress.
- 13.1.17 Health & fitness activities are provided in an enriched, interactive environment that is well-suited to meeting the needs of participants.
- 13.1.18 Participants in organized group health & fitness activities learn from and integrate their experiences through formal and informal discussions with staff, including daily debriefing sessions.
- 13.1.19 The Kroc Center health & fitness environment supports healthy development by providing:
- a. Dedicated spaces to accommodate a range of appropriate group/individual health & fitness activities;
 - b. Organized program areas that allows for adequate space;
 - c. Flexible resources that are easily updated to meet changing skills and interests of the group;
 - d. Appropriate equipment; and
 - e. Individual places for participants to store their belongings.
- 13.1.20 Kroc Center health & fitness program activities:
- a. Provide opportunities to question, experiment, and explore;
 - b. Are appropriate to the developmental level of participants;
 - c. Reflect a variety of fitness techniques; and
 - d. Encourage the participant's sense of mastery of new skills and experiences.
- 13.1.21 Kroc Center fitness equipment meets national safety standards, be properly maintained and be safe to use.

- 13.1.22 Staff are familiar with and trained in, the use of fitness equipment.
- 13.1.23 Program resources and equipment are suited for the age and ability of users, are regularly checked for usable condition and are stored appropriately.
- 13.1.24 Kroc Center fitness equipment maintenance procedures include:
 - a. Pre- and post-activity equipment inspections, routine servicing, preventive maintenance, and necessary repairs;
 - b. Rehabilitation or removal of substandard equipment; and
 - c. Documentation of regular inspections and maintenance.
- 13.1.25 Organized group fitness activities have a written emergency response action plan which identifies staff responsibilities along with specific procedures to be followed in emergencies, and staff members rehearse emergency procedures during monthly required in-service training as documented by training attendance logs.
- 13.1.26 For organized group health & fitness program activities, Kroc Center training staff members regularly evaluate each participant's progress through on-going assessments that are purposeful, well planned, culturally and developmentally appropriate—taking into account:
 - a. The goals of each health & fitness program activity;
 - b. Variations in learning/development for each participant; and
 - c. Input from parents of minor participants.

14. Day Camp

14.1 Day Camp

- 14.1.1 The Day Camp Director is a person who is qualified by education, experience, and professional preparation needed to perform their position responsibilities.
- 14.1.2 The Day Camp Director has a bachelor's degree in a related field focusing on child/youth development and administration; at least two seasons of supervisory experience in directing similar programs; has attended a professional development workshop in the past 3 years; and is at least 25 years old.
- 14.1.3 The Day Camp Director Responsibilities include but are not limited to... (BP)
- a. Overall direction of the program
 - b. Developing mission, philosophy, goals and policies
 - c. Program implementation and evaluation
 - d. Administration, including fiscal management
 - e. Organizational development, including management of human resources
- 14.1.4 Group Leaders/Coordinators are at least eighteen (18) years old (21 years old if supervising minor staff) and have the education, experience, and professional preparation needed to perform their job responsibilities.
- 14.1.5 Qualifications for Day Camp Group Leaders/Coordinators include: Two (2) years college in related field or a minimum of six months experience in a similar program. (BP)
- 14.1.6 Subject to State laws/regulations, Kroc Center Day Camps may be required to designate a qualified "Health Supervisor" for direct oversight of health matters.
- 14.1.7 Day Camp Counselors are at least sixteen (16) years old and those under the age of eighteen (18) are directly supervised by a Group Leader/Coordinator who is at least twenty one (21) years old. All counselors are at least two years older than campers and do not supervise a group of campers alone.
- 14.1.8 In keeping with The Salvation Army's policy to ensure the safety of program participants and to determine the appropriateness of hiring prospective Day Camp staff, screening procedures for new employees, contractors, and direct service volunteers include:
- Interviews-
All new staff have been interviewed by the Day Camp Director or designate
 - Personal references-
Two verbal reference checks are completed by prospective staff prior to being offered a position; written reference verification is submitted with the official new hire packet
 - Background screening-
All Day Camp staff are subject to initial and annual background screening in accordance with territorial policies, including but not limited to screening through the US Department of Justice National Sex Offender Public Website.
 - Residential address history-
All Day Camp staff members have shared their residential address history for the last seven years.

- Voluntary Disclosure Statement-
All new Day Camp staff members have signed a Voluntary Disclosure Statement attesting to the non-conviction of violent crimes and crimes against children. Current Day Camp staff members re-sign this form on an annual basis
- Emergency Contact Information-
All Kroc Center staff members have emergency contact information on file.
- Recruiting Diversity-
The racial/ethnic background of staff members reflects that of camper population served

- 14.1.9 All Kroc Center Day Camp Staff members receive copies of a written position description and personnel policies which address benefits, time off, performance evaluation, personal conduct, etc. Before working with children and youth, new Day Camp staff are given an orientation that includes a review of:
- a. The Day Camp’s mission, philosophy, goals, routines, and practices;
 - b. Their position descriptions, including responsibilities to children and youth, families, and the organization; and
 - c. Policies and procedures, including but not limited to health and safety; emergencies; child abuse prevention and reporting; and confidentiality.
- 14.1.10 All Day Camp staff members—including late hires—receive initial and in-service training/support they need to develop professionally and provide quality programming that promotes positive child and youth development.
- 14.1.11 Day Camp Staff Training includes, but is not limited to: (BP)
- a. Child and youth development, and the differing needs of children and youth at different stages of development;
 - b. Building positive relationships with children and youth;
 - c. Working and communicating with families;
 - d. Cultural awareness, sensitivity, and responsiveness;
 - e. Understanding and combating bias and discrimination;
 - f. Designing and/or facilitating activities that support program goals and engage program participants;
 - g. Topics relevant to program goals and activities (e.g., education, dance, computers, etc.);
 - h. Setting up and appropriately utilizing program space;
 - i. Collaborating appropriately with other community members, organizations, and institutions;
 - j. Positive techniques for guiding behavior and for helping children and youth guide their own behavior;
 - k. Appropriate disciplinary techniques;
 - l. Group interactions and management, including promoting positive relationships and managing conflicts among children and youth;
 - m. Recognizing aggressive and out-of-control behavior, and other factors that may lead to a crisis;
 - n. Understanding how staff behavior can influence the behavior of children and youth;
 - o. Promoting the nutrition, health, and safety of children and youth;
 - p. Responding appropriately to the differing needs of children and youth, including children and youth with special needs or issues; and
 - q. Recognizing when children and youth may benefit from additional or alternative services.

- 14.1.12 The Kroc Center Day Camp has developed a clear set of policies and procedures for staff, including for example: attendance, breaks and timekeeping; appropriate work attire; zero-tolerance drug use policy; smoking; cell phone use, etc.
- 14.1.13 Day Camp staff members follow a written 'Code of Conduct'. (BP)
- 14.1.14 In order to ensure the safety of children and youth, the Day Camp has implemented a system to provide sufficient and appropriate staff supervision at all times including:
- Knowing where children and youth are, and what they are doing; and
 - Protecting children and youth when they move from place to place or use the restroom.
 - Observing staff to provide coaching, encouragement, and necessary corrections for improvement of performance.
- 14.1.15 Kroc Center Day Camps follows the following ratio of staff to campers, based on the ages of participants:
- Children age five and under-1:6
 - Children age six to eight-1:8.
 - Children/youth ages nine and over-1:10.
- 14.1.16 The Day Camp staff plans for and provide different levels of supervision according to:
- The type, complexity, and level of risk or difficulty of activities; and
 - The ages, abilities, developmental levels, and needs of children and youth.
 - A minimum of two counselors are present, regardless of the number of campers.
- 14.1.17 The Day Camp ensures safety during arrivals and dismissals by:
- Working with parents or other appropriate family members;
 - Noting when children and youth arrive, when they leave, and with whom they leave;
 - Developing a system to keep unauthorized people from taking children and youth; and
 - Establishing protocols for families or schools to contact the organization if children and youth will be arriving late, leaving early, or absent.
- 14.1.18 Adequate staff coverage is available:
- When regular personnel are absent; and
 - In case of emergency.
- 14.1.19 The Kroc Center Day Camp has established a **transportation policy** for field trips and other off-campus activities, including but not limited to:
- Staffing and supervision ratios;
 - Driver qualifications;
 - Health information;
 - Safety and accident procedures.
- 14.1.20 The Kroc Center Day Camp has policies for when campers are **off-campus** that include supervision ratios, locations, and responsibilities of staff; safety regulations; behavior guidelines; and emergency procedures in the event a camper gets separated from group.

- 14.1.21 The Day Camp program is guided by a written statement of purpose & goals—shared with staff and campers alike—that:
- Identifies intended behavioral outcomes;
 - Sets forth a logical approach for how activities offered will meet the needs of children/youth, families, and the community;
 - Guides the development and implementation of program activities and supports; and
 - Includes multiple sources of feedback on the accomplishment of the established goals/outcomes related to all program activities in order to help improve the quality of day camp.
- 14.1.22 The Day Camp has established a clearly defined registration and orientation process for participants and their families, during which information about program goals, activities, rules and responsibilities are shared.
- 14.1.23 The Day Camp collects relevant information from campers and their families, including but not limited to:
- Identifying information (i.e. name and date of birth);
 - Address;
 - Emergency contact information;
 - Applicable information about and consent forms related to special needs, such as medical concerns and medications;
 - Additional consent forms or permission slips, as needed;
 - Authorizations for pick-up, if applicable; and
 - Relevant school day data, if applicable for the program.
- Information containing medical concerns/medications is filed per Territorial HIPAA Guidelines, Safeguarding PHI Policy.*
- 14.1.24 Parent/Guardian Authorization Forms are completed and on file with the Kroc Center prior to children/youth attending Day Camp. Staff obtain written/signed authorization/waiver from parents or legal guardians for participation in specific field trips and high-risk activities.
- 14.1.25 The Day Camp maintains files for all participants that:
- Contain relevant information;
 - Are specific, factual, and legible;
 - Are kept up to date;
 - Are signed and dated by authorized personnel, where appropriate;
 - Comply with any applicable requirements, legally or by The Salvation Army; and
 - Are maintained and disposed of according to state statutory requirements in a manner that protects privacy and confidentiality
- 14.1.26 The Kroc Center Day Camp program activities provide opportunities for campers to build skills, explore interests, experience a sense of belonging, and contribute to the community.
- 14.1.27 The Day Camp daily schedule:
- Is flexible;
 - Provides stability without being rigid;
 - Allows campers to meet their physical needs (e.g., water, food, restroom) in a relaxed manner;
 - Allows campers to move from one activity to another, usually at their own pace; and
 - Facilitates smooth transitions when it is necessary for campers to move as a group.

- 14.1.28 Campers have opportunities to participate in a wide variety of engaging and challenging programs designed to help them develop (physically, emotionally, socially and spiritually), including but not limited to: academic activities and enrichment; sports and physical fitness activities; health and wellness activities; creative arts activities, such as drama, dance, music, or arts and crafts; service learning and citizenship activities; life skills activities; career development activities; games and recreational activities; and unstructured play and socialization.
- 14.1.29 The Kroc Center Day Camp program activities reflect and support:
- The mission and philosophy of the program;
 - The styles, abilities, and interests of campers;
 - The age range of campers; and
 - The languages and cultures of campers.
- 14.1.30 Kroc Center Day Campers have:
- Opportunities to choose among program activities; and
 - The right to opt out of any program activity or field trip.
- 14.1.31 Kroc Center Day Camp Staff members work with participants to develop, plan, and implement program activities that reflect camper needs/interests, by involving campers in:
- Planning for daily activities, special events, and snacks;
 - Helping select new materials, supplies, and equipment;
 - Completing written surveys to assess needs/interests
- 14.1.32 Program involvement gives campers opportunities to:
- Develop new skills and interests;
 - Make decisions and solve problems;
 - Assume leadership roles;
 - Get to know and become involved with their neighborhoods and communities; and
 - Gain confidence in their personal abilities.
- 14.1.33 Kroc Center Day Camp Staff members demonstrate positive techniques to guide behavior and promote respectful, cooperative interactions among campers including but not limited to:
- Setting clear and appropriate limits;
 - Developing rules and behavioral expectations with campers;
 - Conveying and enforcing rules in a fair, consistent manner;
 - Developing positive relationships with campers;
 - Helping campers develop and practice appropriate social skills;
 - Building on strengths and reinforcing positive behaviors such as sharing, cooperating, caring for materials, and joining in activities;
 - Encouraging campers to resolve their own conflicts, when possible and appropriate;
 - Responding consistently to issues; and
 - Modeling appropriate behavior by interacting with other personnel in a positive, respectful manner.
- 14.1.34 Staff members do not use harsh disciplinary methods and Kroc Center Day Camp policy prohibits:
- Corporal punishment;
 - Aversive stimuli;
 - Withholding nutrition or hydration;
 - Inflicting physical or psychological pain;

- e. Demeaning, shaming, or degrading language or activities;
 - f. Unnecessarily punitive restrictions;
 - g. Forced physical exercise to eliminate behaviors;
 - h. Punitive work assignments;
 - i. Punishment by peers; and
 - j. Group punishment or discipline for individual behavior.
- 14.1.35 Staff members strive to eliminate negative or unsafe peer interactions such as teasing, bullying, harassment, and relational aggression.
- 14.1.36 The Kroc Center Day Camp Program actively seeks to communicate with and involve camper families by:
- a. Offering orientation sessions for the families of new campers;
 - b. Developing and distributing a handbook for families;
 - c. Keeping families informed about program activities and events;
 - d. Allowing family members to visit during operating hours;
 - e. Encouraging families to give input and become appropriately involved with the program; and
 - f. Accommodating the communication needs of families, to the extent possible.
- 14.1.37 Kroc Center Day Camp Program materials and equipment are:
- a. Maintained in good condition;
 - b. Sufficient for the number of campers;
 - c. Developmentally appropriate for the age range of campers; and
 - d. Appropriate to the activities offered.
- 14.1.38 The Kroc Center Day Camp meets the nutritional needs of campers by:
- a. Making drinking water readily available at all times;
 - b. Serving healthful foods;
 - c. Offering amounts and types of food that are appropriate for the age and size of campers; and
 - d. Providing snacks and meals at appropriate times.
- 14.1.39 All medication is stored under lock. Prescription drugs are dispensed only under directions of physician. Nonprescription drugs are dispensed only under written health care procedures or signed instruction of parent/legal guardian. Information containing medical concerns/medications is filed per Territorial HIPAA Guidelines, Safeguarding PHI Policy.
- 14.1.40 All Day Campers have a completed health history, emergency contact information, waiver and "permission to treat" form on file prior to participating in any activities. This information is entered into the camper database and reviewed prior to the beginning of each day camp session. All camper information is strictly confidential and is shared only with appropriate staff. Information containing medical concerns/medications is filed per Territorial HIPAA Guidelines, Safeguarding PHI Policy.
- 14.1.41 Day Camp Staff members are responsive to the individual health of campers, including but not limited to: dietary restrictions, allergies, and medication needs. Staff members take care to respect the confidentiality of the health needs of campers. Information containing medical concerns/medications is filed per Territorial HIPAA Guidelines, Safeguarding PHI Policy.

- 14.1.42 The Kroc Center Day Camp has developed written emergency procedures and incident reporting protocols. The Day Camp leadership annually reviews incidents, accidents, or injuries, and modifies or changes procedures as needed.
- 14.1.43 The Kroc Center Day Camp has developed procedures and trained staff for handling persons lost, missing, or runaway.
- 14.1.44 Kroc Center Day Camp staff and campers receive regular emergency response training that includes participation in monthly fire drills.
- 14.1.45 The Kroc Center Day Camp leadership annually notifies fire, emergency response and law enforcement officials of camp operation.
- 14.1.46 The Kroc Center Day Camp has a written plan of action, with evidence of implementation, which includes specific strategies to invite day camp participants to other Kroc corps activities, including worship services.