

L'Arche USA Policy Manual

Approved by	Date	Applies to
		L'Arche USA



At L'Arche, adults with and without intellectual disabilities share life and friendships in community. We welcome difference and celebrate the gifts of all people. L'Arche works toward a more human society by inspiring individuals, communities, and the world.

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Introduction

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This compilation includes official policies and procedures adopted by the L’Arche USA Extended Leadership Team and Board of Directors relating to the activities of L’Arche USA and its Member Communities. Other basic policies are incorporated in the Bylaws of L’Arche USA and the Membership Agreement. These documents must be examined separately for important policies relating to Member Community Standards of Membership.

The L’Arche USA Policy Manual is only for L’Arche USA and its Member Communities and Projects, and does not confer any benefit or right upon any parties other than L’Arche USA and its Member Communities and Projects. From time to time, the L’Arche USA Extended Leadership Team and Board of Directors will review the policies contained in this compilation and may amend or update the manual or any policy as it deems appropriate.

Definitions

Approved by	Date	Applies to

DEFINITIONS

For purposes of this L’Arche USA Policy Manual (“Manual”), the following terms will have the following meanings and will be capitalized whenever used in the Manual. To understand the Manual and to use it effectively, it is recommended that you regularly review the definitions of capitalized words when reading specific policies. The terms are organized in alphabetical order.

“Collaborative Fundraising” means two or more entities of L’Arche working together to raise money for funding the Identity & Mission locally, nationally, and internationally. Collaborative Fundraising includes marketing, education, and other outreach undertaken to raise money.

“Community Assessment” describes a comprehensive evaluation of a Member Community or Project, combining the Community Evaluation based on an in-person visit and written reports. It will take place at least once a mandate. A L’Arche USA Review & Support Letter will summarize the assessment.

“Community Evaluation” describes the annual visit of the Federation Representative, which includes conversations with the individual members of each Community. A L’Arche USA Review & Support Letter will summarize the evaluation.

“Confirmed Member Community” means an entity approved by the L’Arche USA Board of Directors and ratified by the Federation.

“Contract Services” means any services provided by a Member Community under a Service Contract.

“Executive Chair”(Board President) means the leader of the Executive Committee of a Member Community’s Governing Body as provided in a Member Community’s rules for governance. The Executive Chair will carry any authority and responsibility ascribed to a “Board President” by the Federation. The Executive Chair will usually also be the chair of its Governing Body.

“Extended Leadership Team” means the body designated as such under L’Arche USA Governance Documents.

“Federation” means the International Federation of L’Arche Communities, which is incorporated in France.

“Federation Governance Documents” means the Articles of Incorporation, Constitution, and Rules and Regulations of the Federation.

“Federation Representative” means a person, designated as such in accord with Federation and L’Arche USA Governance Documents.

“Governing Body” means the body having ultimate authority within a Member Community. In the case of a corporation, the Governing Body is a board of directors.

“Identity & Mission” means identity and mission as defined in the Federation Identity and Mission Statement, as the Federation Identity and Mission Statement is understood and lived in accord with the Charter of L’Arche.

“Independent Services” means any services provided by a Member Community that are not Contract Services and not Licensed or Accredited Services. The Member Community probably would support Independent Services materially with revenue earned by the Member Community, or with financial or in-kind donations to the Member Community.

“International Leadership Team” means the body appointed as such under Federation Governance Documents.

“L’Arche in the U.S.” means L’Arche USA, Projects, and Member Communities, collectively, as a single body.

“L’Arche USA” means L’Arche USA, Inc., which is incorporated in the State of Washington and has its National Office in Portland, Oregon.

“L’Arche USA Foundation” means L’Arche USA Foundation, Inc., which is incorporated in the State of Washington.

“L’Arche USA Governance Documents” means Articles of Incorporation, Bylaws, Constitution, and Policies of L’Arche USA.

“L’Arche USA Review & Support Letter” (Community Report) means a written letter, from a Federation Representative or designee, to the Executive Committee of a Project or a Member Community, reporting the Federation Representative’s assessment of, and recommended actions about, Member Community Services, or other matters, projects, or activities related to any aspect of a Member Community or Project’s life or operations. A L’Arche USA Review & Support Letter must clearly specify any recommended action by a Member Community or Project; and should include any suggested, requested, or expected timelines for taking a recommended action. A L’Arche USA Review & Support Letter signals and should state that all future communication, about any recommended action by a

Member Community or Project, or about any L'Arche USA Intervention, should be in writing, or memorialized in writing and sent to other parties to the communication.

“Licensed or Accredited Services” means any services provided by a Member Community that are subject to governmental or other licensure or that are accredited by a non-governmental organization. Contract Services provided under contract with a governmental entity are usually also Licensed Services. Independent Services, however, may also be Licensed Services, and any Member Community Services may be accredited.

“Member Community” means a Provisional Member Community or a Confirmed Member Community, as approved by the L'Arche USA Board of Directors and ratified by the Federation.

“Member Community Leader” means the person appointed as such under L'Arche USA Governance Documents. The Member Community Leader functions as the “Community Leader” and has authority in the four elements that define a L'Arche Community; Spirituality, Community, Service and Outreach, as defined by the Federation.

“Member Community Services” means Contract Services, Licensed Services, or Independent Services provided by a Member Community (i) to any person with an intellectual, and / or developmental disability, as those terms generally are understood and used professionally in the United States and (ii) to any individual or entity who receives goods or services of a person with an intellectual, and/or developmental disability as a part of Member Community Services. Part (i) of the definition includes, for example, services historically provided by Member Communities under government contracts. Part (ii) of the definition would include, for example, a situation where a Member Community provides services to people outside of the Member Community, i.e. public engagement and education, family support, etc.

“National Administration” means all administrative and operational functions of L'Arche USA that are fulfilled by employees and volunteers of L'Arche USA.

“National Council” means National Leader, Vice National Leader, and the Federation Representatives who liaise with Member Communities.

“National Leadership Team” is L'Arche USA's management team, currently made up of the National Leader, Vice National Leader, Director of the Foundation, Director of Finance, and Program Directors.

“National Office” means the L’Arche USA office located in Portland, Oregon.

“President” means the individual, designated by the Governing Body or Member Community Governance Documents, to have operational authority and responsibility in a corporation specified by applicable state law.

“Project” means an entity that aims to become a Provisional Community and that has been approved as a Project by the L’Arche USA Board of Directors and ratified as a Project by the Federation.

“Provisional Member Community” means an entity approved as a Probationary Community by the L’Arche USA Board of Directors and ratified by the Federation.

“Secretary” means the individual with ultimate responsibility for creation and maintenance of a Member Community’s official records. The Secretary will also have any statutorily designated operational authority and responsibility under applicable state law. The individual will be appointed by the Governing Body but may or may not be a member of the Governing Body.

“Service Contract” means any contract with any individual or entity to provide any services to any individual.

“Service Contract Intervention” means any action other than a Review, taken by an individual or entity other than the Member Community itself or L’Arche USA, to correct any alleged failure by a Member Community to comply with a Service Contract.

“Service Contract Review” means any written documentation reporting the results or conclusions of any inspection or assessment of a Member Community’s provision of Contract Services.

“Treasurer” means the individual having statutorily designated operational authority and responsibility under applicable state law. The individual will be appointed by the Governing Body but may not be a member of the Governing Body.

Membership

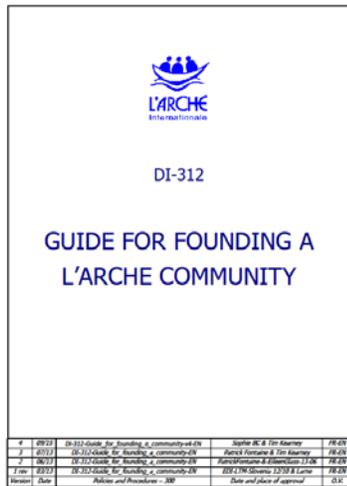
Provisional (Probationary) and Permanent (Confirmed) Membership

Approved by	Date	Applies to
DI-312 Guide for founding a community-EN	March 2013	Member Communities
DI-102 Constitution of International Federation	May 2012	International Federation

A community becomes a member of the Federation after a process and when it fulfils the criteria for membership. The documents setting out the criteria and conditions for acceptance and removal of membership are included in the “Federation Regulations”. The process involves different bodies and includes approval by the International Stewardship Board. The final decision rests with the International Leadership Team, this decision requires approval by 2/3 majority vote.

There are two types of community membership, according to the development of the community: Provisional and Confirmed. All members are subject to an ongoing evaluation of their membership. Confirmed members have the right to vote at the Federation Assembly. Provisional members participate fully in the Federation, but do not have the right to vote at the Federation Assembly.

Most communities are organized in Countries. Criteria for Country status is described in the Federation Regulations. Membership agreements between the Federation, Countries, and Communities set out the rights and responsibilities of membership. These rights and responsibilities are described in the Federation Regulations.



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Conflict Resolution Policy

Approved by	Date	Applies to
Approved by L'Arche USA General Assembly,	June 1, 2013; Revisions approved September 13, 2013	L'Arche USA and Member Communities

I. General Guiding Principles

- A. By virtue of membership in L'Arche USA and in accordance with Article VI of the L'Arche USA Constitution, confirmed member communities, probationary member communities, and individual members of L'Arche USA voluntarily agree to participate in a process to resolve disputes involving the interpretation or application of governing documents, including, but not limited to, L'Arche Constitutions and Membership Agreements.
- B. Each party in a dispute within L'Arche USA shall act in good faith and use its best endeavors to resolve the dispute in accordance with the spirit of the International Federation of L'Arche's Charter of the Communities of L'Arche and with the principles of participation, subsidiarity and accountability contained within the L'Arche USA Constitution.

- C. Each party is encouraged to ask someone in whom he/she can confide fully and safely to accompany him/her through the process. The accompanier can assist the party with processing details in an objective manner that may lead to insight, deeper understanding, and a desirable resolution of the dispute. The accompanier does not act as an advocate or agent in the process.
- D. If a violation of state or federal law is alleged by either party, the complaining party shall immediately inform the appropriate government or law enforcement agency if doing so seems to be important for preventing ongoing or recurrent harm. Otherwise, the complaining party should notify the party alleged to be in violation so that party either can demonstrate to the complaining party that there is no violation or can inform appropriate government or law enforcement agencies within an agreed upon time period. If the party alleged to be in violation does not provide to the complaining party evidence that appropriate agencies have been notified within an agreed upon period of time, the complaining party should inform an appropriate government or law enforcement agency.

II. Disputes Within a Confirmed Member Community or Provisional (Probationary) Member Community

Disputes involving employees, individual members, volunteers, or board members within a L'Arche USA confirmed member community or probationary member community shall be addressed according to that community's dispute resolution policy.

III. When an Employee or Representative of L'Arche USA Is a Party in the Dispute

A. Notice of Dispute

When an employee or representative of L'Arche USA is a party in a dispute that cannot be resolved according to the principle of subsidiarity, the initiating party may file a written complaint with the L'Arche USA National Leader. At the same time, the initiating party shall serve a copy of that complaint on the responding party.

Upon receipt by the L'Arche USA National Leader and the responding party, the complaint is considered filed.

B. Mediation Process

The National Leader shall initiate a mediation process between the parties within 30 days of the filing of the complaint.

The National Leader may employ, assemble, and charge resources within or outside L'Arche USA to assist with the mediation process.

Within 45 days following the filing of the complaint, the National Leader or his/her designee shall instruct each party as to when to submit to the National Leader or his/her designee and the other party the documents and information relevant to the facts underlying the complaint and to achieving a resolution of the dispute.

The National Leader or his/her designee may consult with whoever may have documents or information related to the complaint or a possible resolution of the dispute.

The National Leader or his/her designee shall encourage dialogue between the parties and will be available to assist with direct and indirect communications between the parties.

C. Resolution

The National Leader or his/her designee shall attempt to assist the parties with reaching a resolution as soon as practicable but no later than 90 calendar days after the date the complaint was filed, unless both parties agree to an extension.

When each party declares agreement with a proposed resolution, the complaint is considered addressed and the dispute resolved.

IV. When the National Leader Is a Party in the Dispute

A. Notice of Dispute

When the National Leader is a party in a dispute that cannot be resolved according to the principle of subsidiarity, the initiating party may file a written complaint with the L'Arche USA Board President (Board President). At the same time, the initiating party shall serve a copy of that complaint on the responding party.

Upon receipt by the Board President and the responding party, the complaint is considered filed.

B. Mediation Process

The Board President shall initiate a mediation process between the parties within 30 days of the filing of the complaint.

The Board President may employ, assemble, and charge resources within or outside of L'Arche USA to assist with the mediation process.

Within 45 days following the filing of the complaint, the Board President or his/her designee shall instruct each party as to when to submit to the Board President or his/her designee and the other party the documents and information relevant to the facts underlying the complaint and to achieving a resolution of the dispute.

The Board President or his/her designee may consult with whoever may have documents or information related to the complaint or a possible resolution of the dispute.

The Board President or his/her designee shall encourage dialogue between the parties and will be available to assist with direct and indirect communications between the parties.

C. Resolution

The Board President or his/her designee shall attempt to assist the parties with reaching a resolution as soon as practicable but no later than 90 calendar days after the date the complaint was filed, unless both parties agree to an extension.

When each party declares agreement with a proposed resolution, the complaint is considered addressed and the dispute resolved.

V. When L'Arche USA and a Member Community Are Parties in the Dispute

A. Notice of Dispute

When L'Arche USA and a Member Community are parties in a dispute that cannot be resolved according to the principle of subsidiarity, the initiating party may file a written complaint with the Mediator/Arbitrator Selection Committee. At the same time, the initiating party shall serve a copy of that complaint on the responding party. Once the Committee receives the complaint, the complaint is considered filed.

Upon receipt of the complaint by the Mediator/Arbitrator Selection Committee, the committee will select a neutral party to mediate the dispute.

B. Mediation Process

The Mediator shall initiate a mediation process between the parties within 30 days of the filing of the complaint.

The Mediator may employ, assemble, and charge resources within or outside of L'Arche USA to assist with the mediation process.

Within 45 days following the filing of the complaint, the Mediator shall instruct each party as to when to submit to the Mediator and the other party the documents and information relevant to the facts underlying the complaint and to achieving a resolution of the dispute.

The Mediator may consult with whoever may have documents or information related to the complaint or a possible resolution of the dispute.

The Mediator shall encourage dialogue between the parties and will be available to assist with direct and indirect communications between the parties.

C. Resolution

The Mediator shall attempt to assist the parties with reaching a resolution as soon as practicable but no later than 90 calendar days after the date the complaint was filed, unless both parties agree to an extension.

When each party declares agreement with a proposed resolution, the complaint is considered addressed and the dispute resolved.

The parties shall be equally responsible for the fees and costs of the Mediator and shall bear their own costs.

VI. Disputes Between Different Communities Within L'Arche USA

When different communities within L'Arche USA are the parties in a dispute that cannot be resolved according to the principle of subsidiarity, the initiating party, National Leader, and responding party shall follow the notice, mediation, and resolution process outlined above in Section III.

VII. Arbitration

In the event of any unresolved dispute, after all good faith attempts have been made according to the aforementioned process, the dispute shall be settled by binding arbitration in a location mutually agreeable to the parties. Unless the arbitrator otherwise rules as provided in Sec. VII.B(d), the parties shall be equally responsible for the fees and costs of the arbitrator and shall bear their own costs.

A. Arbitrator

The parties must endeavor to agree upon a person as an arbitrator. If they are unable to do so within 30 days after the initial process of dispute resolution has failed, an arbitrator will be appointed by the L'Arche USA Board of Directors. If L'Arche USA is a party to the dispute, the arbitrator will be selected by the Mediator/Arbitrator Selection Committee, which is nominated by the L'Arche USA Board of Directors and elected by the L'Arche USA General Assembly.

B. Arbitrator provisions

The following provisions will apply to the determination by the arbitrator:

- a) The arbitrator will be entitled to rely on his/her own expertise and initiate such inquiries

- and investigations as the arbitrator considers necessary.
- b) The arbitrator will inform the parties of a time for presentation by them of their respective positions, to be held no later than 6 weeks after the appointment of the arbitrator or at a later date as agreed to by the parties.
 - c) The arbitrator will make a determination or finding in respect of the dispute as soon as reasonably possible after the close of the presentation, but in no event later than 90 days after the close of the presentation, unless otherwise agreed to by all parties.
 - d) The parties involved agree to abide by the arbitrator’s decision. The arbitrator will also determine who will bear the costs and expenses of the arbitration.

VIII. Appeals to the Stewardship Board of the International Federation of L’Arche Communities

Only disputes in which membership in L’Arche is at issue can be appealed to the Stewardship Board of the International Federation of L’Arche Communities. That appellate process is described in L’Arche International’s Membership Agreement between the Federation and L’Arche USA, as well as in L’Arche USA’s Community Membership Policy.

Governance and Operations

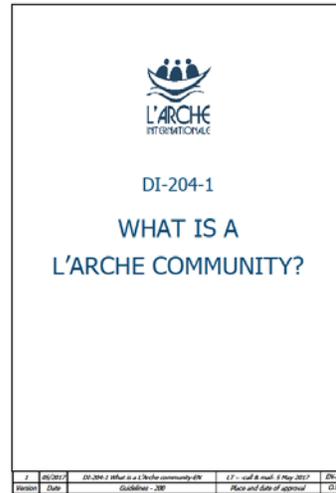
Community Leader / Executive Director Requirements

Approved by	Date	Applies to
DI-307-7 Job Description For Community Leaders EN- July 2011	July 2011	Member Communities
DI-204-1 What Makes a L’Arche Community EN May 2017	May 2017	Member Communities

The Executive Director / Community Leader carries the authority to lead the community in the four dimensions that define a L’Arche Community: Community, Spirituality, Service and Outreach, as outlined by the International Document “What is a L’Arche Community”, approved by the Leadership Team of L’Arche International in May 2017.

The Executive Director / Community Leader is responsible for overseeing the following: administrative functions, Member Community Services and other, operations, activities and programs, implementation of the community mandate, and implementation of the strategic plan of the community. The Executive Director / Community Leader will fulfill other key duties, which include fundraising, marketing, and community outreach. The Executive Director / Community Leader must be able to fulfill all local, state and federal requirements for the position.

The Executive Director / Community Leader represents the Member Community within the Federation, and is a member of the Council of Community Leaders and the Extended Leadership Team. S/he is accountable to the Board of Directors of the Member Community and works collaboratively with Representatives of the Federation of L'Arche. S/he is appointed by the Board of Directors of the Member Community for a limited term and nominated through a discernment process initiated and guided by the Federation representative.



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Board of Directors and Leadership Eligibility

Approved by	Date	Applies to
D1-313-2 The Role of the Board in L'Arche	03/2015 / Revised 07/2015	Member Communities

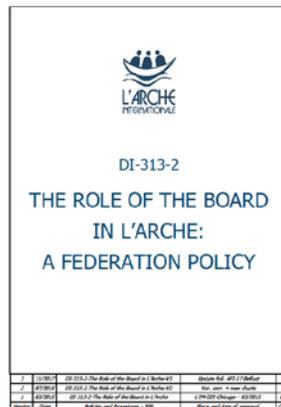
The appropriate selection of board members is very important and should be a priority.

The following are general criteria for the selection of new board members:

1. They should be at least 18 years of age, well known by a committed L'Arche person (e.g., a current board member, the community leader or other community members) who makes the recommendation.
2. They should be open to discovering the gifts and values of persons who have an intellectual disability.
3. They should know and understand – or be open to learning about and understanding – L'Arche's Identity and Mission.

4. They should come from a variety of backgrounds and professions and offer to the Board the different skills and gifts it needs, including legal, financial, fundraising and marketing expertise.
5. Ideally, they should be people who can work as team members, who respect the gifts of others, and who are competent, caring and compassionate.
6. According to L'Arche policy, the following persons are NOT eligible to be L'Arche board members:
 - An employee or core member, or any immediate family member of an employee or core member (including spouse, domestic partner or companion living in the same household, children or step-children, siblings or step-siblings, parents, in-laws, grandparents or grandchildren) of L'Arche USA or of any Member Community
 - Former employees who were employees during the past three years
 - People who are paid for goods or services rendered to the L'Arche community (e.g., various health professionals, suppliers, local business people)
 - Priests, pastors or ministers who serve the spiritual needs of the community
 - Persons elected to political office.

The process of evaluating the needs of the Board and looking for potential new board members should be happening on a continual basis, and not just once a year, often in a rush, for the annual general meeting of the corporation.



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Standards of Accounting and Financial Management

Approved by	Date	Applies to
		L'Arche USA & Member Communities

Each L'Arche entity is required to have written Financial / Fiscal Policies and Procedures. Fiscal policies clarify roles, authority and responsibilities for essential financial management activities and decisions. Additionally, these policies will take into account what the law requires under the 501(c)(3) tax-

exemption classification and the IRS Form 990, FASB reporting requirements, along with any state and local requirements. A Fiscal policy in L’Arche needs to address the following areas:

- Assignment of authority for necessary and regular financial actions and decisions that may include delegation of some authority to staff leaders.
- Clear segregation of duties.
- Operating standards and behavioral expectations
- Clear authority to spend funds, including approval, check signing and payroll.
- Clear assignment of authority to enter into contracts.
- Clear responsibility for maintaining and preserving accurate financial records.
- Ensures compliance with federal, state and local legal and reporting requirements.

A commitment to financial transparency, integrity, and professionalism is expected from L’Arche communities and L’Arche USA. Each L’Arche entity, at a minimum, is required to undergo an independent annual financial review. Communities with total expenses of over \$750,000 in a given fiscal year are required to undergo an independent financial audit.

Based on these guidelines, the following minimum standards apply to:

- Responsibilities of the Executive Director/Community Leader, Finance staff, and Board Treasurer
- Budget Preparation that minimizes risk of financial jeopardy and is consistent with long-range community goals, approved priorities and specific mandate objectives.
- Gift Acceptance
- Asset Protection
- Ensure the maintenance of accurate records, record retention and storage.
- Payroll processes
- Grant notification and Reporting
- Bank statement reconciliation
- Reserve and investment policy
- Accounting Method
- Fiscal Year
- Payments and disbursements
- Board expense processes
- Independent annual financial audits
- Equipment, furnishings, and real property
- Donated materials, equipment, and service
- Cost allocation/functional expenses
- Restricted funds
- Financial statements and reporting
- Procedures for receipt and deposits of cash and checks

Membership Dues

Approved by	Date	Applies to
L’Arche USA National Assembly	14 May 2016	Member Communities

As members of L'Arche USA and thus the Federation, L'Arche communities in the United States pay dues. The total fee amount paid by communities is equal to the core program and services costs, defined as the activities of the Federation Representatives in each Region, the National and Vice Leaders, Administration support and the USA Board. It also includes fees paid to L'Arche International and some necessary overhead costs like rent, insurance, and utilities.

The total fee amount is divided amongst member communities using a formula model that features an evenly distributed base fee along with a percent of each community's total revenue. The formula uses the total revenue of a community as a simple and transparent way to assess the community's size and capacity as a member of the Federation. 25% of the total fee amount will be the base fee, while 75% of the total fee amount will be based on the percentage of the local community's total revenue.

L'Arche USA will perform a yearly recalculation of the fees that a community owes. Each community will be required to submit an audited financial statement or a financial review for those communities who have \$750,000, or less in total yearly expenses. Each submitted financial statement must successively follow the one used to determine their fees in the prior year. The total revenue amount used in the fee formula will be a 3-year average to eliminate fluctuations. Communities with multiple legal entities will be required to submit an audited financial statement or financial review, for each entity and the revenue from all entities will be included in the total revenue amount used to determine fees.

A few specific and clearly defined forms of revenue will be excluded from a community's total when determining fees. This includes:

- Capital Campaigns: Major capital campaign revenue may be deducted, but the campaign revenue must exceed 10% of the community's total revenue during that fiscal year. The community must also notify L'Arche USA of any campaign before its launch if they want to be considered for a potential deduction.
- Endowments: The first \$20,000 of endowment income will be included in a community's total revenue amount. Any endowment income above \$20,000 will be deducted.
- Bequests: Bequests totaling over \$20,000
- Revenue transferred between legal entities controlled by the same community

The calculation of the total fee amount will be reassessed at the beginning of each new mandate by the L'Arche USA Board of Directors, based on the budget of the last calendar year and the precedent mandate. Annual changes to the total fee amount cannot exceed 5%. Greater changes have to be implemented incrementally throughout the mandate. This periodical reassessment by L'Arche USA's Board of Directors is limited to the recalculation of core services, as defined above.

The fee structure, process or definition can be modified at most once per mandate. Prior to modifications, there will be an assessment of the fee structure, process, and total amount of estimated core services and programs provided by L'Arche USA. The reassessment will help steer the development of the fee structure for the following mandate. The request for an assessment of fees can be submitted to the National Assembly by the L'Arche USA Board or by Member Community.

Reporting Requirements

Approved by	Date	Applies to
		Member Communities

Compliance with standards of Membership will be reviewed by L’Arche USA in conjunction with the Community Assessment (see Community Evaluation and Assessment Policy). This comprehensive review shall happen periodically, at least once per Community Mandate, upon the request from the Federation Representative who conducts the Assessment. The report on affiliation requirements and standards, including all pertinent material, is to be signed by the Member Community Chairman of the Board and Executive Director / Community Leader and submitted by the deadline given by the Federation Representative. The report includes:

- A cover letter
- Independent Auditor’s Report and audited financial statements or financial review of all Member Community corporations and organizations
- Evidence of compliance with quality standards and licensure requirements by the accrediting state agency. If no licensure is held, a completed self-assessment form, as provided by L’Arche USA, is required
- List of all Member Community corporations and organizations, including foundations. For separately incorporated organizations, include names of Executive Director and Board Chair
- Copy of Articles of Incorporation if amended since last review
- Copy of Bylaws if amended since last review
- Copy of policies in effect if amended since last review
- Certification of directors’ and officers’ liability insurance

Annually, upon request from L’Arche USA, every Member Community submits a report to L’Arche USA, including:

- Independent Auditor’s Report and audited financial statements or financial review
- Current board-approved and filed 990 report
- Program, project and impact report, using the provided form

Throughout the year or when occurring, the following reports are made available:

- Community report given semiannually at Community Leader Council Meetings
- Directory updates, including list of names, addresses, email addresses and terms of leadership, current officers and members of the board of directors
- Agendas and Minutes of board meetings and periodic financial report

- Relevant information about the Community, including but not limited to mandates, strategic plans, Community Leader and Board review and self-evaluation, etc.
- Contribution to any other process, survey or evaluation conducted by L'Arche USA, L'Arche International or sub-contracted organizations

Multiple Corporation Requirements

Approved by	Date	Applies to
		Member Communities

Any Member Community wishing to undergo any formal organizational restructuring - these may include the formation or creation of new entities, the establishment of parent-subsidiary corporate structures, consolidations, incorporations, mergers, acquisitions, joint ventures, or the transfer of property or assets to any other organization - must consult with the Federation representative to ensure compliance through due diligence. The Federation representative will provide guidance throughout the process and assist with submitting a formal request to the L'Arche USA Board of Directors for approval, which reviews and approves such requests on a case by case basis.

Community Well-Being and Leadership

Community Evaluation and Assessment

Approved by	Date	Applies to
		Member Communities

Policy

Projects and Member Communities aim to engage in all operations, activities, and projects, and to provide all Member Community Services, in accord with the Identity & Mission, with L'Arche USA Governance Documents, with the four elements that define a L'Arche Community (Spirituality, Community, Service and Outreach) and with the care that would normally be considered reasonable in the existing circumstances. They also aim to provide all professional services with a level of care normally expected of the professional services being provided. In addition, all Member Communities aim to provide all Member Community Services in compliance with all applicable Service Contracts, licenses, accreditation standards, and other required standards. L'Arche USA may assess the performance of all Projects and Member Communities in fulfilling these aims, and may intervene or otherwise act to support or to ensure fulfillment of these aims.

Procedures

Each Member Community and Project will maintain written policies and procedures to assure its fulfillment of the aims of this Policy.

Each Member Community and Project will enable access by its Federation Representative or designee to any written and digital records, meetings, people, or other information deemed useful by the Federation Representative in assessing performance of the Project or Member Community's fulfilling the aims of this Policy. The Member Community will also provide copies or printouts of any written or digital records requested by the Federation Representative.

Each year, Federation Representatives will evaluate in person each Member Community and Project under this Policy, and will provide a L'Arche USA Review & Support Letter to the Executive Chair and to the Member Community Leader within two weeks of finishing the in-person evaluation. Once a mandate, that Community Evaluation is held in conjunction with the review of the Member Community's compliance with standards of Membership. (see Reporting Requirements Policy)

A Member Community or Project receiving a L'Arche USA Review & Support Letter will respond in writing within 30 days to each recommended action and timeline by describing in detail and in writing its plan for accomplishing the recommended action within the timeline or by explaining why it need not, cannot, or will not do so. Depending on the urgency of the issue, and on the Project or Member Community's response, L'Arche USA may continue to negotiate a resolution.¹

Mandates, Limited Terms and Leadership Evaluation

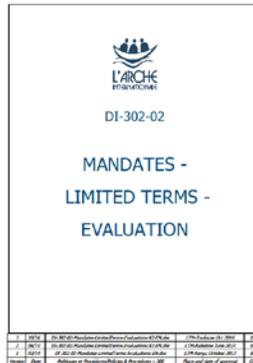
Approved by	Date	Applies to
L'Arche USA intends for this Policy to be interpreted and applied consistent with the International Document (DI-302-02 Mandates, Limited Terms, and Evaluations, approved 10/2016)		L'Arche USA and Member Communities

Mandate: Each Member Community and Project will have a mandate that defines its strategic orientations for a specified term, normally of five years, but in no case less than four years or more than six years. A mandate is informed by, flows from, and is coherent with Federation and L'Arche USA mandates in effect or being recommended for adoption at the time a Member Community mandate is being created. The whole Member Community or Project will be engaged in creating, implementing, and evaluating the mandate, and — the Governing Body adopts the mandate.

¹ Explanatory Note: Upon adoption of a Risk Management and Intervention Policy, this Policy might be amended to say "or it may at any time resort to procedures under the Policy on Risk Management and Intervention."

Limited Terms: Servant leadership is at the foundation of leadership in L’Arche. Limiting time in leadership positions underpins servant leadership and promote a sense of renewal and change. It is recommended that leadership positions are for a limited duration (4-6 years) and are renewable once or twice with a maximum of 12 years in the same position.

Evaluations: Regular evaluations are important in people’s role performance in L’Arche because L’Arche wants to ensure that leaders are well supported and have the right set of attitudes and skills, and a passion for the Identity and Mission so they can grow in their roles and find them life-giving. The primary focus of evaluations should be assessing performance in achieving objectives adopted to implement the Member Community’s or Project’s mandate and assessing how well the Project or Member Community and leader live the Principles described in the L’Arche USA Constitution. An evaluation of a Member Community Leader one year prior to the end of the Member Community mandate is mandatory, and is mandatory for all other leaders at least one year prior to the end of their terms. Evaluations of Member Community Leaders are initiated and coordinated by the Federation Representative; are finalized by agreement of the Federation Representative and the Executive Chair of the Member Community; and presented to the Member Community Leader by the Federation Representative or the Executive Chair.² Other evaluations are performed in accord with written Member Community policies and procedures.

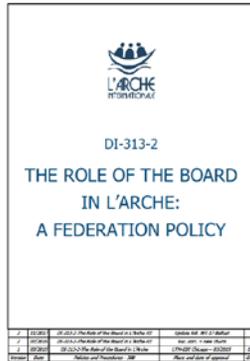


Click to review policy

² Edits are to specify the role of the Federation Representative vs. The role of the Board

Role of Boards in L'Arche

Approved by	Date	Applies to
D1-313-2 The Role of the Board in L'Arche	03/2015 revised 07/2015	Member Communities



Click to review policy

Abuse and Harassment Prevention and Reporting Policy

Approved by	Date	Applies to
		L'Arche USA and Member Communities

L'Arche affirms that all persons with and without disabilities have a right to feel and to be safe in their communities, free from all forms of abuse. All personnel and members of L'Arche are committed to this principle. L'Arche also upholds the protection of vulnerable individuals as a fundamental principle.

Abuse, in any form, will not be tolerated. Abuse is defined as a more powerful person taking advantage of a less powerful one. This includes, but is not limited to, physical abuse, sexual abuse and abuse by neglect. Any sexual conduct between staff or volunteers and a person with an intellectual or developmental disability is abuse. Any non-consensual sexual conduct between persons is abuse.

Each L'Arche community will have a written Abuse Prevention Policy and Procedure that is in compliance with federal and state law and follows L'Arche guidelines. A copy of these policies will be located in the L'Arche USA office. These policies, at minimum, will include the following:

1. Opening Statement of non-tolerance
2. Definition of terms according to federal and state laws
3. Defined responsibilities within the organization
4. Defined procedures of abuse prevention

- a. Screening of community members
 - b. Orientation, Training and Education
 - c. Signed acknowledgement by all members
 - d. Safe environments
 - e. Monitoring attitudes and behavior
 - f. Recordkeeping
 - g. Audits and Monitoring
5. Response to allegations of abuse or policy / procedure violations
 6. Confidentiality (Protection of the alleged victim, of evidence, of the alleged abuser)
 7. Anti-retaliatory clause

Fraudulent Conduct and Whistleblower Protection

Approved by	Date	Applies to
		L'Arche USA and Member Communities

Fraudulent Conduct / Whistleblower policy

L'Arche USA's Values require board members, volunteers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of L'Arche USA, we expect people to hold high moral standards, conduct business ethically and with a commitment to moral integrity, and comply with all applicable laws and regulations. L'Arche USA is committed to maintaining a workplace where it can receive information concerning possible illegal or unethical conduct and where employees can raise their good faith concerns free of retaliation.

L'Arche USA will investigate all credible allegations of potential illegal or unethical conduct, including fraudulent use or misuse of the organization's resources and property by employees, board members or volunteers. Employees found to have engaged in such conduct will be subject to disciplinary action, up to and including termination of employment, as well as civil and criminal prosecution, as appropriate. Board members or volunteers found to have engaged in such conduct will be subject to other applicable action, including civil and criminal prosecution, as appropriate.

Illegal, unethical or fraudulent conduct as referred to in this policy includes, but is not limited to, a deliberate act or failure to act with the intention of obtaining an unauthorized or illegal benefit, which conduct is in violation of applicable federal, state or local law. Examples of such conduct include, but are not limited to:

- Falsification, forgery or alteration of L'Arche USA's documents
- Illegal alteration or manipulation of computer files
- Fraudulent accounting practices and reporting fraudulent financial information
- Pursuit of a benefit or advantage in violation of an L'Arche USA policy
- Misappropriation of L'Arche USA resources, such as supplies, funds and other assets
- Authorizing or receiving compensation for goods not received or services not performed

Any L'Arche USA employee, board member or volunteer who has witnessed or otherwise learned of conduct he or she feels is in violation of this policy should immediately report such conduct to one or more of the parties specified in the policy who will be responsible for investigating the activity and for determining what corrective measures should be taken. In some instances, corrective measures by the staff designated to receive the reports may include further reporting matters to appropriate law enforcement authorities. Reporting suspected fraudulent conduct is part of each employee's, board member's or volunteer's responsibilities; it is not optional.

All reports of suspected illegal or unethical conduct will be investigated by the designated staff, and if applicable, reported to law enforcement authorities. Due to the nature of these investigations, L'Arche USA will not discuss the outcome with individuals unless there is a legal requirement to do so. **Nothing in this policy should be understood to preclude reporting suspected illegal conduct by any person to an appropriate law enforcement agency.**

Reporting Process

L'Arche USA has established a system of management controls, designed to detect and deter fraudulent and dishonest conduct in all areas of the organization, and supervisors are required to implement such controls and to report possible illegal conduct. An employee, board member or volunteer who feels he or she has observed or learned of conduct prohibited by this policy is required to report his or her concerns to the National Leader of L'Arche USA, or, if the National Leader is involved in the conduct, to the President of L'Arche USA. Reports of suspected misconduct are taken very seriously and individuals must not submit frivolous or capricious claims or false allegations.

Reports may be made either in writing or orally (in person, over the phone through the office telephone number, and may be made anonymously. To assist in reviewing and investigating complaints appropriately, the person making the report should provide as much factual (rather than speculative) information as possible. To the extent possible, the following information should be included:

- the alleged event, matter or issue that is the subject of the complaint or concern;
- the name of the person involved;
- if the complaint or concern involves a specific event or events, the approximate date(s) and location(s) of each event; and
- any additional information, documentation or other evidence believed to support the complaint or concern.

Reasonable care will be taken while investigating alleged fraudulent conduct to avoid:

- **False Allegations.** Employees making such allegations in bad faith will be subject to disciplinary action. False allegations may also result in legal claims by the individual(s) wrongly accused of such conduct.
- **Loss of Confidentiality.** Premature notice to persons suspected of illegal conduct or disclosure of suspected fraudulent conduct to individuals not involved with the investigation could jeopardize the integrity of the investigation as well as result in harm to individuals and L'Arche USA.
- **Violation of any legal obligations of L'Arche USA.**

A supervisor who receives a report of suspected illegal conduct should:

- Immediately report the incident to the National Leader of L'Arche USA, or, if the National Leader is involved in the conduct, to the President of L'Arche USA.
- Maintain strict confidentiality and not discuss the allegation with anyone else, especially the person suspected of the fraudulent conduct. The matter should be disclosed only to the person specified above to whom the incident was reported.
- Direct all inquiries regarding the matter to the person specified above to whom the incident was reported.
- All reports concerning any significant fraud or regulatory noncompliance that occur within the organization will be reported and reviewed by the Executive Committee of L'Arche USA Inc., or its delegate. This review will include consideration of the internal controls that should be strengthened to reduce the risk of a similar event in the future.

Confidentiality

L'Arche USA will keep the whistleblower's identity and nature of the complaint as confidential as reasonably possible, to the extent consistent with conducting the investigation.

Non-Retaliation

L'Arche USA will not tolerate any harassment, discrimination or other retaliation against individuals who make good faith reports of wrongdoing covered by this policy, or who cooperate in the investigation of such reports. Such retaliation includes, but is not limited to, action adversely affecting the terms or conditions of the individual's employment, threats of physical harm, loss of job, punitive work assignments, or reductions on salary or wages. Anyone who believes that he or she have been retaliated against may file a complaint with National Leader, or if the National Leader is involved in the underlying conduct or in the retaliation, to the President of L'Arche USA.

Retaliation prohibited by this policy will result in disciplinary action against the retaliator, up to and including termination of employment of an employee or other appropriate action with a board member or volunteer. Depending on the circumstances, civil and criminal prosecution also may result. This protection from retaliation does not prohibit L'Arche USA from managing its business in the normal course and supervisors may continue to manage and take action, including disciplinary action, within the usual scope of their duties and based on performance-related factors. Individuals who make frivolous or capricious claims or false allegations under this policy will also be subject to disciplinary action.

Public Policy, Marketing and Communications

Style Guide

Approved by	Date	Applies to
National Assembly	04/2016	L'Arche USA and Member Communities



[Click to review guide](#)

Marketing, Public Education and Design Principles; Brand House

Approved by	Date	Applies to
ELT	04/26/2017	L'Arche USA and Member Communities

Marketing

Consistency: Consistent brand messaging and visual standards across all channels

Stability: Long-lasting messages throughout time and across all communities

Simplicity: Simple language that expresses mission to target audience

Originality: Unique proposition that sets organization apart

Public Education

	Description	Best practices
Believe in our approach	We believe in our approach and experiences but do not present this as superior	We speak to our experience without comparison and without moral superiority
Share personal growth	We share the growth potential of living in community with the I/DD on individuals without disabilities	Assistants and other members share their stories of growth through L'Arche
Voice for core members	Provide opportunities for core members to share their perspective. We do not speak on their behalf.	Core members contribute, when possible or appropriate, via transcripts, interviews, arts, videos or live
Invite participation for impact	We provide follow on options to participate and contribute Personal growth achieved through interactions with L'Arche	All public education efforts include references to an option to contribute further

Design

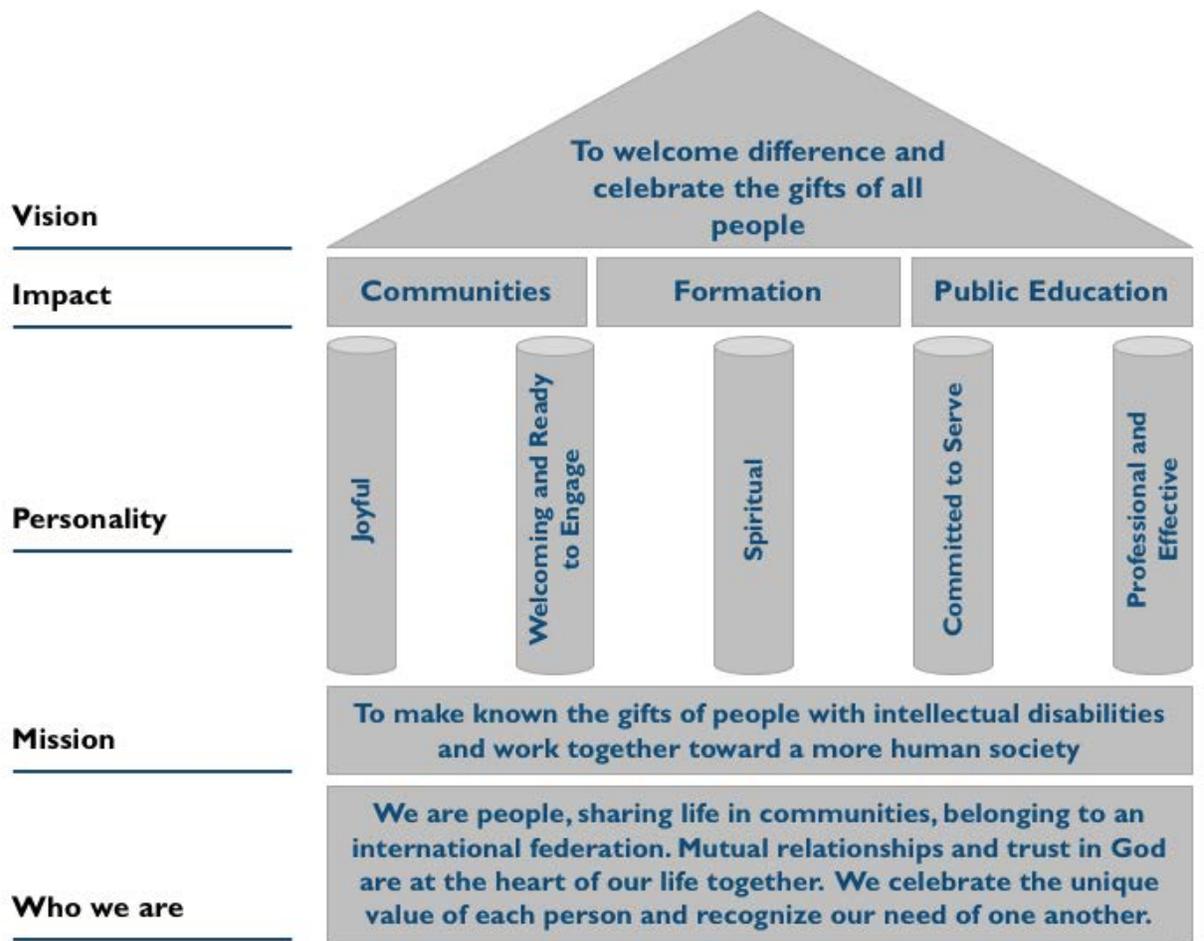
Consistency: Consistent visual standards across all channels

Stability: Long-lasting design approach throughout time and across all communities

Simplicity: Simple design language that expresses L'Arche to target audiences

Originality: Unique design system that sets organization apart and helps convey L'Arche through stories, photos and videos centered on relationships with core members

Brand House



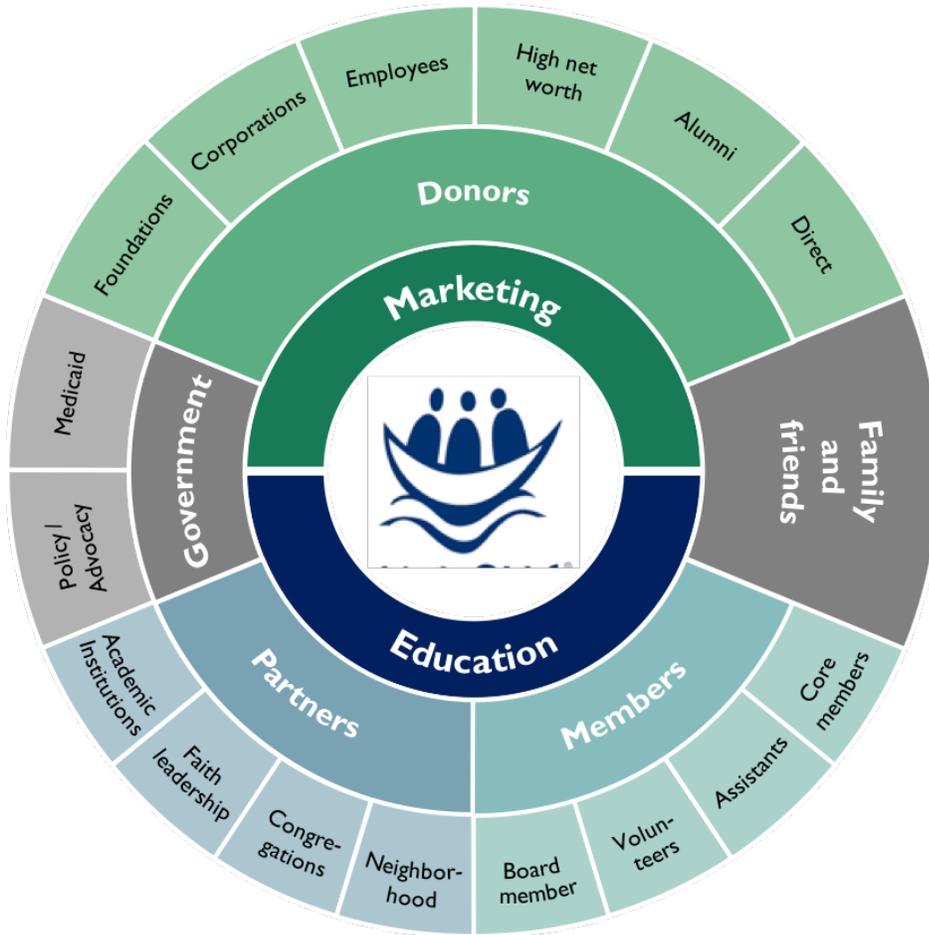
Communications Framework

Approved by	Date	Applies to
ELT	04/26/2017	L'Arche USA and Member Communities

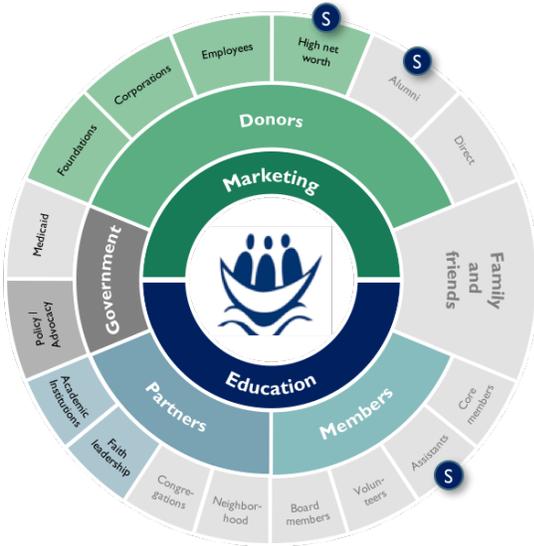
L'Arche's approach to understanding key stakeholders is based on the following considerations:

- Shared understanding of stakeholders for Marketing and Education outreach

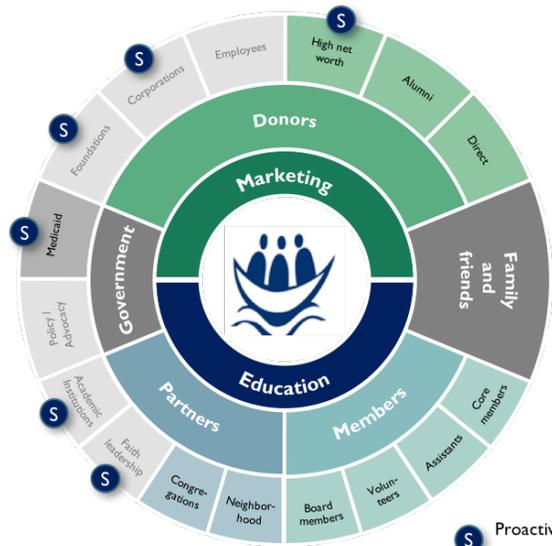
- Stakeholders defined to create common language and facilitate discussion
- Used as reference to discuss priorities and accountabilities
- Marketing and Education are not mutually exclusive buckets. Stakeholders are grouped in each category based on the primary outreach goal.



National focus
Large stakeholders that span geographies



Communities focus
Personal and regional affiliation with L'Arche



S Proactive supporting role

Crisis Communications³

Approved by	Date	Applies to
		L'Arche USA and Member Communities

INTRODUCTION

What is a crisis?

Any incident or issue with the potential of media or public relations concerns regarding the name, brand and reputation of a specific L'Arche community, L'Arche USA or L'Arche International should be reported using the protocols outlined on the following page. Potential reputational crises may occur within L'Arche or its communities, or be created by external issues that become linked to the organization.

Acting quickly is key.

The most important period during any significant crisis is the first 24 hours after an incident occurs or an issue becomes known. How quickly L'Arche responds, what it chooses to say, and the initial actions it takes will greatly influence the overall impact on the organization's reputation and operations. In our

³ This Policy was drafted by a Crisis Communications Consultant. It is not yet approved. Concurrent to the legal process, L'Arche USA's Board of Directors will establish a standing Crisis Communications Committee (with members of L'Arche USA and local representatives) that would become active according to this Protocol.

current age of immediate digital media, this initial period often shapes the opinions and public perceptions that are difficult to change in the days and weeks ahead.

Using the crisis communications plan.

This crisis communications plan is a tool designed for use by L'Arche's National Leader and the National Leadership team to save critical time and make quicker decisions when it matters most, during the first several hours of a potential crisis. It exists to provide guidelines, potential actions and messages for use by the national leadership team in managing issues with the potential to damage L'Arche's overall reputation, including issues that take place at the community level. Phone numbers and contact information are kept current to be sure the organization is always prepared to handle unexpected and difficult situations.

Community level issue.

When a potential crisis issue or incident occurs within a single community, it should be immediately reported to the National Leadership Team per the communications reporting protocols that follow. The National Leadership Team will utilize this tool to produce communications more quickly in support of the Member Community Leader, Federation Representative and local team. As appropriate, the National Leadership team will provide other support and counsel consistent with the community membership agreement.

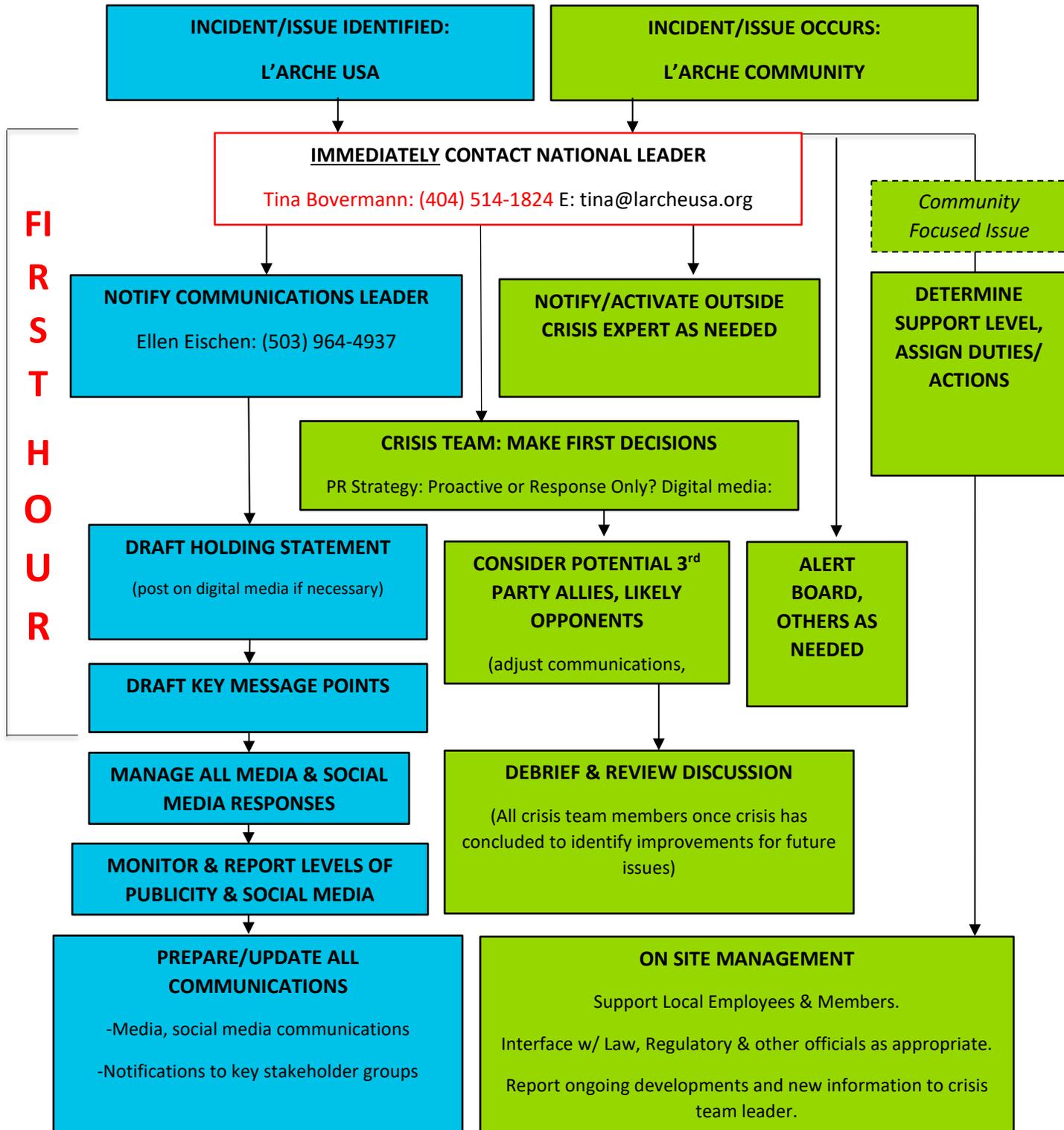
Reactive vs. proactive communications.

Whether proactive or response-only reactive communications will be required will be dependent upon the unique circumstances of each incident or issue. If needed, the assistance of an outside crisis communications expert may be utilized to help the organization make objective decisions on communications strategy and messaging that will defuse, and not inadvertently escalate, a crisis situation. In general, such decisions will be guided by media and social media exposure and other factors, such as whether injuries or fatalities have occurred.

Crisis Communications Objectives.

- Effectively manage traditional and digital media coverage.
- Minimize rumors and disruption to communities, employees and members.
- Protect the organization's reputation and ability to fulfill funding needs.

CRISIS COMMUNICATIONS PROTOCOL



SPECIFIC CRISIS MANAGEMENT & COMMUNICATION STEPS

Immediately Activate Notification Protocol once incident occurs or issue is known (refer to contact list)

First Hour from Time of Notification

- 1) **Notify Communications Leader, and potentially Outside Crisis Expert** - Determine who will work on the Crisis Communications Team.
- 2) **Draft Initial ‘Holding’ Statement** - For social media and mainstream media response purposes (must be ready for distribution within minutes of a situation becoming known), and for internal communications if awareness is high.
- 3) **Make First Decisions** – Crisis team to:
 - a. Decide on initial positioning & key points to shape first communications. Critical decision points:
 - i. **Transparency** – Be truthful, forthcoming and as direct as possible regarding facts of situation. When facts are unclear due to ongoing investigation, say so.
 - ii. **What steps are being taken to prevent future issues** – As applicable, share any corrective actions being taken.
 - b. Determine initial communications strategy:
Response only (if reasonable chance the situation can be controlled and minimal/no media attention has occurred) OR
Proactive communications – Potential press release, press conference, or statement on company website, social media.

Critical decision making factors:
 - i. Level of media coverage/online awareness based on monitoring and analysis.
 - ii. Potential for future exposure, both media and online.
 - c. Determine stakeholder groups that need to be notified.
 - d. Assign duties for stakeholder notification, communications, and other actions.
 - e. *Local Community-focused Issue:* Determine appropriate levels of support and actions needed, including whether Federation Representative or Communications Leader needs to travel to location to be help manage situation or communicate with media.
- 4) **Develop Initial Communications**
 - a. Refer to issue-specific resources in this document.
 - b. Prepare brief written statement based on decisions from Step 6.
 - c. Prepare 3-5 key message points.
 - d. Provide 1 page document with Statement and Talking Points to Crisis Team.

(Position Statement and Talking Points should be used as base messaging for all internal and external communications)

Second Hour from time of notification and beyond:

5) Execute Stakeholder Communications & Notification

- a. Assign notification responsibilities (from contact list).
- b. Begin contacting stakeholders, sticking to the key message points on communications document to inform each person what is happening and minimize rumors and speculation.
- c. After reasonable time frame (a few hours or less), circle back with those contacting stakeholders to **confirm** each contact has been reached (simply sending email or leaving voicemail not enough).

6) Develop & Execute All Communications

a. Internal Communications:

Employees/ Member Community Leaders:

- i. Short meeting or email alert to L'Arche employees to: share position, initial messaging and emphasize need to avoid becoming distracted.
- ii. As necessary, communicate with employees working in L'Arche communities, reminding that all questions should be referred to National Leader and any media inquiries to Communications Leader or media spokesperson.

b. External Communications:

Media

- i. Refine message points and develop Q&A for use with media inquiries.
- ii. Prepare social media responses and statements.
- iii. Determine if proactive press conference or other event is necessary.

External Stakeholders (if necessary)

- i. Consider conference call or email to key donors/external stakeholders not covered within internal audiences above.

7) Crisis Team – Identify Potential Advocates

- a. Review Potential Allies.
- b. Review Potential Detractors.
- c. Identify Third Party Experts.
- d. Create list with specific names, titles, affiliations and contact numbers for Allies and Third Party Experts.

8) Crisis Team – Debrief & Review

- a. Once initial crisis subsides, take time to review strengths and weaknesses of how situation was managed.
 - i. Evaluate and document suggested improvements for future.

- ii. Consider any changes needed to operational systems.
- iii. Consider any additional professional development needs of key leaders.

Social Media

Approved by	Date	Applies to
L'Arche International	June 2014	L'Arche International, L'Arche USA and Member Communities

L'Arche USA encourages core members, staff and volunteers to be champions on behalf of the organization by spreading the word about L'Arche's work. However, it is in L'Arche's interest that core members, staff and volunteers understand the responsibilities in discussing L'Arche on the web. L'Arche Member Communities are encouraged to comply with the [L'Arche International Internet, Social Networks Best Practice Guide \(DI 350-03\)](#).

Fundraising

Fundraising Vision and Principles

Approved by	Date	Applies to
		L'Arche USA and Member Communities

L'Arche USA, L'Arche USA Foundation, Projects, and Member Communities depends on fundraising to support their Identity & Mission. They will do fundraising and marketing, based on the following vision:

- Fundraising is integral to fulfilling L'Arche's mission, and a key element of L'Arche in the U.S.
- Local, national and international L'Arche entities share responsibility and collaborate effectively to achieve their shared and their differing fundraising goals.

L'Arche's fundraising is rooted in its mission and guided by four principles. Fundraising in L'Arche is:

- Relationship-based and donor-centric
- Mindful and supportive of the whole of L'Arche
- Effective, ethical, and accountable
- Faithful to its commitment to build relationships of trust and mutuality

Based on vision and principles, L'Arche USA, L'Arche USA Foundation, Projects, and Member Communities will do the following:

- Maintain their 501(c)(3) status.

- Adhere to fundraising ethics as outlined by the Association of Fundraising Professionals in its guidelines, codes, and standards, and, where applicable to ethical standards set by charity oversight groups.
- Maintain and adhere to a written confidentiality policy to protect the privacy of donors.
- Ensure that donors express in writing all restrictions they intend for their donations, and comply with written restrictions.
- Obtain from donors a gift agreement for any donation or pledge valued at \$10,000.00 or more. The agreement to include (i) statement of whether the donation or pledge is restricted or unrestricted, (ii) stating precisely what the restrictions, if any, and (iii) donor(s) sign and date the agreement.
- Practice stewardship by reporting truthfully to donors about the use and impact of donated funds.
- Exercise due diligence to ensure that all donations are ethical and, when appropriate, consult with the L'Arche USA Leadership Team or designee about ethical questions.