



Child Protection Policy

The Moral Responsibility of Extreme Outreach Society

Everyone who teaches, helps, or cares for children and/or youth under the auspices of Extreme Outreach Society is required to follow the guidelines and procedures as defined in this document. The Extreme Outreach Board has reviewed and adopted them as official policy.

These guidelines are therefore set forth to provide a safe and nurturing environment in which Extreme Outreach can develop children and youth into future leaders with healthy, productive lifestyles. Extreme Outreach views itself as a partner with parents, seeking to provide quality care and instruction in our ministry to the family. All of the ministry's guidelines are designed to protect and promote growth for each child and adult involved.

1.0 Understanding the Need

1.1 Reducing Risks for Children in the Ministry

Extreme Outreach has a mandate to minister to individuals, families, adults, youth and children. In that context, Extreme Outreach stresses the sanctity of human life, and the importance and worth of each individual.

We are living in a cultural period where natural disasters, contagious disease, and the rise of physical and sexual abuse of children have claimed the attention of our nation and society. Unfortunately, ministries offering youth and children's programs are not insulated from this alarming trend. In the face of these realities, Extreme Outreach (SuperKids) is committed to providing reasonable protective care to all preschoolers, children, and youth attending any programs sponsored by Extreme Outreach. Given this, Extreme Outreach is compelled to establish the necessary guidelines to reduce safety risks.

Child abuse is a criminal act as well as a violation of human conscience and dignity. It is criminal behaviour that causes emotional, physical, and spiritual trauma to victims, and has destructive consequences for abusers. The devastating effects on the credibility of the ministry make it essential that the organization take all appropriate steps to prevent abusive incidences from occurring.

To ensure Extreme Outreach (SuperKids) is a safer place, we will be:

1.1.0 Safeguarding children and youth from risk.

1.1.1 Protecting Superkids staff and volunteer workers from potential allegations of abuse.

1.1.2 Limiting the extent of legal risk and liability due to potential accident and abuse.

2.0 Child Protection Procedures

Extreme Outreach is committed to the following child protection procedures:

2.0.1 We will screen all paid employees, ministerial staff and volunteers who work with preschoolers, children, or youth.

2.0.2 We will check references and do criminal record checks on all our workers, for any position involving work with preschoolers, children, or youth. Anyone with criminal abuse violations will not be allowed to work with children or youth.

2.0.3 We will train all of our staff who work with preschoolers, children, or youth, both paid and volunteer, to understand the nature of child risk, how to carry out our policies to prevent accidents and sexual abuse including our clearly defined reporting procedures for suspected incidents.

2.0.4 Child safety is of utmost importance. Our policies to prevent harm due to accidents or sexual abuse will be strictly enforced.

2.0.5 All workers will sign the Applicant's Statement (included in the application package) agreeing to comply with Extreme Outreach policies and guidelines relating to child protection.

2.0.6 We have adopted a basic "Two-Adult" rule. Such a rule says that two adults should be present during any children's activity. This rule reduces the risk of child molestation, and also reduces the risk of false accusations of molestation by individuals seeking a quick legal settlement.

These safeguards are not only to protect our children, but also our workers.

2.1 Child Security

2.1.1 All ministry leaders working with children must be clearly identified (i.e. name tag, approved clothing, etc.)

2.1.2 The names and addresses of children and their parents/guardians must be accurately and securely maintained.

2.1.4 Programs for children must maintain a sign-in sheet. An accurate sign-in procedure would include each child's name, parent's name, and emergency contact person. Space will be provided for parents to list any special needs. Children should not be received into the space until properly signed in. A child will leave the program in

the same manor as they arrived, unless written permission is given by the parent/guardian that the child may leave the program in a different manor i.e. arrived on the school bus, leave on the school bus, arrive with a parent, leave with a parent

2.1.5 Children are never to be dropped off at the programs without a leader present. If only one leader is present, the door must be left open. Doors are to be supervised so that children are not able to exit alone and/or a parent cannot take them without a worker's assistance.

2.1.6 Preschool Children may only attend SuperKids programs if their parent/guardian is in attendance. The parent must supervise the child through the full duration of the program.

2.1.7 Photos and videos will officially be taken and posted only by Extreme Outreach on our social media pages and/or used within our advertisements, and not by individuals working/volunteering with us.

2.2 Washroom Guidelines

Child should be encouraged to visit the washroom prior to the start of the programs. This recommendation is to be communicated to the children at the start of the programs.

2.2.1 Preschool Children

- Preschool Children may only attend SuperKids programs if their parent/guardian is in attendance. The parent must supervise the child to ensure they do not disrupt the program. If the child needs to visit the washroom, the parent/guardian must take this child to the washroom.

Only in emergency situations should someone other than a parent/guardian take the child to visit the washrooms, if they do, the following guidelines should be followed.

- Never be alone with a child in an unsupervised washroom without leaving the door open and never go into a washroom cubicle with a child and shut the door.
- When preschool children need assistance in the washroom, an adult may enter the washroom cubicle to assist only when a second adult is within visual contact. If this is not possible, inform another adult when taking a child to the washroom and when returning.
- In light of the fact that most abusers are male, and for the protection of our male volunteers, men should avoid assisting boys or girls of any age in the washrooms. We strongly recommend that only women assist children in the washrooms.

2.2.2 School-age children:

- A child grade 1-4 and older should not be sent to the washroom alone, but should be accompanied by an adult volunteer worker.
- For children six years of age and older, the adult volunteer should escort the child to the washroom, and prop the door open to make sure that everything is in order. The volunteer should then remain outside the washroom door and wait for the child before escorting them back to the group.
- The volunteer should call the child's name if they are taking longer than seems necessary.
- Never go into a washroom cubicle with a child/youth and shut the door.
- Children grades 5-7 and youth may not go to the washroom alone, always go two-by-two.

2.3 **Health and Safety Guidelines**

2.3.1 Sick Children

A child, who is ill and could therefore expose other children and workers to illness, should not be received into the program. Some signs of illness are unusual fatigue or irritability, coughing, sneezing, runny nose and eyes, fever, vomiting, diarrhea, inflamed mouth and throat. Any child with a known communicable disease should not be received into the SuperKids program.

SuperKids workers are not to give or apply any medication. If a child needs medicating, the first aider/nurse must give it. All necessary first aid equipment, including medication, will be in a first aid kit within the programs' vicinities.

2.3.2 Procedures for Dealing with Cuts or Injuries Involving Blood

- Separate the injured child from the other children. Isolate the area where any blood may have dropped on carpet, toys, etc. Apply first aid measures.
- If other children have had contact with any of the blood from the cut or injury, their parents should be informed.
- Put on latex gloves (available in the first-aid kit) and bandage the injury, avoiding contact with mouth, ears, and eyes.
- Carefully wipe up all blood and bloody bandages and remove to a secure, inaccessible waste removal receptacle.

- Any blood on the floor or toys must be washed away using a solution of one part bleach to ten parts water.
- Remove and properly dispose of latex gloves. Wash carefully with sterilizing soap
-

2.3.3 Cleanliness

- At the end of the program, all of our equipment will be taken back with us, separating anything that needs cleaning and washing. Any rented space will be cleaned by us, unless otherwise organized with the original owners.

2.4 **Staffing and Supervision Guidelines**

Workers should always conduct themselves in an appropriate manner, being an example of obedience, respect, and honesty to those in their care.

Programs that involve children and youth must always include adequate supervisory personnel. Supervision should also be maintained before and after the event until all children are in the custody of their parents or legal guardians.

Our objective is to provide a safe, loving space where the child feels comfortable and learning can take place. Therefore we recommend the following guidelines:

2.4.1 Two Leaders

As a general rule there is to be a minimum of two leaders in any room with children, except in the event of an emergency situation. A temporary alternative to the two-adult guideline is the open door policy.

2.4.2 Obtain Parental Permission

There may be situations where an adult has a legitimate reason to be alone with a child. In these cases, staff or volunteer workers must obtain the consent of the child's parent or guardian before going out alone with that child, or spending time with the child in an unsupervised situation. Workers must also notify an appropriate leader of such meetings in advance. Children must also have parental permission for involvement in sponsored field trips or overnight events.

2.4.3 Open Doors

When it is necessary that only one adult leader be in a closed room with children (i.e. at camp within cabins), it is recommended that the door be left opened to maintain accountability with any other leaders that are around.

2.4.4 Age Expectation

There should always be a main leader over the age of 18 responsible for a group, while having a junior helper around to help.

2.5 Proper Display of Affection

Touch is an essential responsibility in nurturing lives. Volunteers need to be aware of, and sensitive to, differences in sexual development, cultural differences, family backgrounds, individual personalities, and special needs. Physical contact with children should be age and developmentally appropriate. The following guidelines are recommended as pure, genuine, and positive displays of love.

2.5.1 Appropriate Touch

Love and caring can be expressed in the following appropriate ways by:

- Bending down to the child's eye level and speaking kindly;
- Listening to him or her carefully;
- Taking a child's hand and leading him or her to an activity;
- Putting an arm around the shoulder of a child who needs quieting or comforting;
- Taking both of the child's hands as you say, "You did such a good job!" (or "I'm so glad to see you. We've missed you!" etc.);
- Patting a child on the head, hand, shoulder, or back to affirm them;
- Holding a child by the shoulders or hand to keep their attention while you redirect the child's behaviour;
- Holding a preschool child who is crying

2.5.2 Inappropriate Touch

You must avoid:

- Kissing a child, coaxing a child to kiss you, extended hugging and tickling;
- Touching a child in any area that would be covered by a bathing suit (except when assisting a child with the toilet as outlined previously);
- Carrying older children or having them sit on your lap;
- Being alone with a child in a closed room

2.6 Special Events and Overnight Policies

Extreme Outreach often hosts special activities, field trips and service projects. The following precautions need to be taken with these activities.

2.6.1 Field Trips and Special Events

- Parents should be notified at least one week prior to the outing.
- Proper written consent and medical release forms are required for each child participating in field trips and special events (See Appendix 2D).
- All trips and outings must be supervised by a minimum of two approved, unrelated adult leaders.
- When transporting children is involved in an activity, all drivers must have a valid driver's license and current automobile insurance with third party legal liability equal to or greater than \$2,000,000.00. The number of persons per car must never exceed the number of seat belts and seat belts must be used at all times. Persons using their own automobile to transport children to designated activities must have permission or consent to do so by the Extreme Outreach executive.

2.6.2 Overnight Events

Extreme Outreach sponsored overnight activities may be permitted as long as the following guidelines are met:

- All overnight activities must be pre-approved by the Extreme Outreach executive. Proper written consent and medical release forms are required for each child participating in overnight events. (See Appendix 2E)
- All overnight activities should have a minimum ratio of one leader for every five children and a minimum of two leaders at all times (when only two leaders are required, it is desirable that they be unrelated). Each leader should have an assigned group of children for whom they will be responsible during the overnight event. All supervising adults must be approved volunteer workers.

2.7.1 Emergency Exit

- An emergency exit plan with maps and procedures should be visible in each room.
- All workers need to be familiar with the emergency exit plan.
- Procedures should be reviewed semi-annually for fire emergencies.

2.7.2 First Aid Training and Supplies

- A review of those leaders holding first-aid certificates should be made before the programs commence. There should be a certified basic first-aid worker for every 35 children in the program.
- Any first-aid training required should be brought to the attention of the Extreme Outreach office, who will collaborate with the SuperKids Ministry to provide qualified leaders.
- An up to date first-aid box will be kept on hand and all workers are to view the location and contents regularly.

3.0 Emergency Procedures

Potential Emergencies include but are not limited to the following: fire, hydro failure, earthquake, toxic gases, and medical problems.

General Evacuation procedures will be initiated by the alarm system or by other necessary means.

3.1 Evacuation Procedures:

- i) Everyone remains calm and not panic. Reassure SuperKids.
- ii) Leaders must organize their group for orderly exit and be the last people to leave the area.
- iii) Check the corridors to verify it is free of smoke, fire, or other hazard and proceed to the nearest exit. If there is a blockage of the exit and it is unusable, proceed to the next alternative exit. If smoke is too thick to permit safe passage, all should proceed on hands and knees to the nearest available exit. Close doors behind you.
- iv) Once out of the building, proceed to the designated marshalling area.
- v) Take roll call to determine everyone is evacuated.
- vi) Take care of or get help for injured SuperKids.

3.2 Earthquake Procedures:

The first priority in any response is the safeguarding of lives. Remain calm.

If inside the building . . . STAY THERE ! If outside the building . . . STAY THERE !

Procedures are listed in order of priority and should be followed as circumstances permit.

- i) At the first sign of earthquake, the leader should:
 - Issue the ‘take cover’ order using the following procedure:
 - Inside take cover under desks and tables, in room or hallway corners, in doorways.
 - Outside take cover away from utility poles and wires, away from buildings and trees.
 - Crash position — face away from windows, on knees with head down, cover head and neck with book or jacket, begin a 60 second count out loud, remain calm, reassure students;
 - Ensure that the children have shoes on or can cover their feet
 - Evacuate to predetermined area when quake is over. Bring your group list, carry out the severely injured, report attendance to the Ministry Coordinator, keep SuperKids together and continue to reassure.
- ii) Other personnel will check for fires, utilities, etc. They will be given instructions regarding their duties.

3.3 Health Emergencies

Health emergencies include but are not limited to heart attacks, fainting, vomiting, convulsions, etc. The following action should be taken:

- i) Assess the problem to the best of your abilities and take appropriate action.
- ii) Send for help — doctor, nurse, paramedic, fire department, police, etc.
- iii) In minor emergencies, workers are not to give or apply any medication, first aider/nurse must do this. For minor cuts or injuries, use the nearest available first aid kit.
- iv) First Aid kits will be kept up to date with concise and clear instructions as to their locations.

4.0 Recruitment of Paid Staff and Volunteer Workers

To protect our children and to be protected from liability, Extreme Outreach must take reasonable action in recruiting and supervising the volunteer workers involved in any children's program. It is noted that the court can find Extreme Outreach legally liable if it is less than systematic and therefore negligent in screening volunteers.

For this reason, the Ministry Volunteer Application Form and/or Employee Application Form must be completed for all positions involving ministry with children and youth. Every prospective ministry leader including established members of Extreme Outreach staff must complete the Ministry Volunteer Application Form.

4.1 Ministry Volunteer Application Form

The Ministry Volunteer Application Form should be submitted by the volunteer before interim approval is considered. The Ministry Volunteer Application Form is critical in protecting the organization from legal action if a case of child abuse occurs in which a volunteer is involved.

Each department must keep its own volunteer list of its Ministry Leaders and the status of the application process.

4.2 Reference Check

Three personal references are requested on the Ministry Application Form. Acceptable references are limited to the following:

- Former pastor;
- Parents (for minors) qualify as one reference;
- Teacher (for minors);
- Other volunteer member (who has sufficient strength of relationship to comment on the individual's personal habits and character);
- Employer

At least two of these references are to be contacted and asked to affirm the appointment of the volunteer.

4.3 Interview of Volunteer Applicant

An interview of the volunteer applicant provides ministry leaders with the opportunity to review the important items from the Ministry Volunteer Application Form in a personal setting. This allows ministry leaders to ask follow-up questions to enhance their knowledge of the

applicant. Information given in the interview is available only to the leadership staff and thereby has limited confidentiality. The interview also allows the potential volunteer the opportunity to ask questions about various children's ministries and the reasons behind our child protection policy and procedures.

4.4 Criminal Record Check

A Criminal Record Check (CRC) will be made for any approved volunteers who accept a ministry position. Any individual who does not submit to this procedure will be ineligible to be involved with children on behalf of Extreme Outreach. Minors under 16 years of age are exempt from the CRC.

Further to the above, new volunteers may begin working for SuperKids provided they can give evidence of having applied for a Criminal Record Check. This grace period will not exceed 120 days. If there is no criminal record, the volunteer may be considered for ongoing service in SuperKids. If there is a record or information which raises some concern, the office administrator will meet with Cliff Power, the Extreme Outreach executive director, to discuss the matter.

If the offence is other than child or sexual abuse, the volunteer may proceed with ministry in the organization provided both Cliff and the ministry leader involved agree. The following are criteria to consider when evaluating the information:

- the number and type of convictions;
- the age and circumstances of the offender at the time of the offence;
- the length of time between past criminal activity and the present;
- the conduct and circumstances of the individual since the offence; and
- the likelihood of the individual repeating the offence.

If the offence is related to abuse of children or of a sexual nature, the volunteer may not be involved in ministry with children on behalf of Extreme Outreach. The information contained in the CRC is considered strictly confidential. Only the Extreme Outreach administrator and Executive Director, Cliff Power can be privy to the information.

4.5 Summary of Approval Process

- The Director of the department involved must approve all SuperKids volunteers and workers.
- Approved volunteers must have completed a screening process which includes:
 - a) completing a Ministry Volunteer Application Form

b) an interview

- As Extreme Outreach commences the screening procedure for volunteer workers, those already active in volunteer service will also complete the Criminal Record Check.
- If any current volunteer has a criminal conviction or has plead guilty to sexual or child abuse, that individual must be immediately relieved of any duties in working with youth or children.

4.6 A Child Protection Policy Training

All volunteers and workers will be equipped with training regarding child safety and child abuse prevention. Each person must sign a record indicating they have been trained or have read through the Child Protection Policy materials. This record will be kept in the Volunteer Placement File. Further discussion relating to training is found in Section 6.3 of this document.

Adult survivors of child abuse must meet with an operations manager before working with children or youth.

This policy is included because of litigation suggesting that it is negligent for a place to hire children's workers without asking if they themselves were victims of child abuse. Some courts have said that the statistical correlation between persons who abuse children and who were themselves abused as minors is so high that this kind of question must be asked. Extreme Outreach wants to respond to these legal developments, while at the same time preserving as much as possible the confidentiality of this kind of information.

Persons who are adult survivors of abuse should not automatically be disqualified from further consideration. Rather this information simply imposes on Extreme Outreach a higher duty of care. If the Criminal Record Check comes back with no record of any child abuse or molestation, and if there is no other indication that the applicant poses a risk (from references), then there is no reason why the person cannot serve. In some instances when warranted, counselling may be recommended.

5.0 Incident Reporting Procedures

5.1 Accidents and Injuries

All accidents and injuries should be recorded using the report form, done by the first aider/nurse. The completed report is to be submitted to the Nursing Folders.

5.2 Child Abuse and Neglect

Extreme Outreach has zero tolerance for abuse, harassment, and neglect. Child abuse is defined as doing something that hurts a child. Neglect is defined as not giving or doing something that a child needs. Abuse can be broken down into 4 categories: physical, emotional, spiritual, and sexual. Examples of each are listed below.

- Physical: hitting, kicking, shaking, pinching, and burning. It may leave bruises, cuts, or other marks and cause pain, broken bones, or internal injuries.
- Emotional: saying or doing things that make a child feel unloved, unwanted, unsafe, or worthless. It can range from yelling and threatening to ignore the child and not giving love and support. It may not leave scars you can see, but the damage to a child is just as real.
- Sexual: any sexual contact between an adult and a child, or between an older child and a younger child. Showing pornography to a child is a form of sexual abuse.
- Spiritual: a form of emotional abuse characterized by a systemic pattern of coercive and controlling behaviour in a religious context. It may include manipulation and exploitation, enforced accountability, coercion to conform, isolation as a means of punishment, and superiority and elitism.
- Neglect: when a child does not get the shelter, schooling, clothing, medical care, or protection they need.

If a volunteer has a concern regarding the safety of a child, it should be reported to the ministry leader. This person will then work with the volunteer in taking the appropriate action or contacting the appropriate child protection agency. Any inappropriate conduct or relationships between adult volunteer workers and a youth or a child must be confronted immediately and investigated. Prompt warnings must be issued when appropriate, and the situation monitored very closely. The adult worker's services should be terminated immediately for continued violation of sufficient gravity. Ministry Leaders should note when a youth or child appears aloof or withdrawn, or exhibits a marked personality change. This may indicate a problem that deserves attention.

Abuse or neglect need not have already occurred for a child to be in need of protection; it is not necessary to wait until a child has been harmed to intervene. When abuse or neglect can be reasonably anticipated and there are reasonable grounds to believe a child is in need of protection, the legal obligation to report applies.

Historical abuse or neglect, that is, abuse or neglect which occurred in the not very recent past, must be reported wherever there are reasonable grounds to believe that a child may be in need of protection. If the alleged offender is in regular contact with a child or children, irrespective of whether it is the same child or children abused in the past, there may be grounds to believe that the child or children are at risk based on the offender's past behaviour. It is particularly vital to report these cases where the alleged abuser is in a position of trust concerning children, such as a teaching position.

5.2.1 Responding to the Child

When the child first comes to you, be sure to take their word seriously. Don't deny the problem, but stay calm and listen to the child. Give emotional support, reminding the child that they are not at fault. Tell the child that they were right in telling you about the problem. Never promise the child you will not tell anyone.

5.2.2 Who Must Report

It is important to keep the information restricted to those who need to be advised, therefore, all suspicions of abuse should be directed only to the ministry leader. It is the responsibility of the staff to contact the local office of the Ministry for Children and Families.

Any person who has reasonable grounds to believe that a child (or children) is in need of protection is legally required to report the matter as outlined in this document. A person who knowingly fails to report in these circumstances is in violation of the law and may be found to have committed an offence.

Social workers designated to receive reports are trained to investigate and assess the need for intervention. Other professionals must not assume this function. A professional who does so and fails to report commits an offence. The Statutory Act protects an individual when a report is made. No action would be taken against a person making a report unless it is made maliciously or without reasonable grounds for the belief.

An initial report and a follow-up report, which documents actions taken and conclusions, should always be made by the person heading up SuperKids following a child abuse report. These reports should be kept in a confidential personnel file.

5.2.3 Management of Abuse Allegations

Realistically, no practical prevention strategy is 100% effective. An accusation of child sexual abuse may occur in any ministry. Extreme Outreach has a plan to respond to

sexual abuse allegations. The group should not try to navigate a crisis situation without a compass to guide it. Wrong actions can multiply the pain and liability inherent in an abuse case.

An effective response plan recognizes the following underlying principles:

- All allegations should be taken seriously.
- Situations must be handled forthrightly with due respect for people's privacy and confidentiality.
- Full co-operation must be given to civil authorities under the guidance of our ministry lawyer.
- Adequate care must be shown for the well being of victims.
- The victim should not be held responsible in any way.

5.2.4 Records Management

Records of workers' applications, references, screening forms and Criminal Record Checks (CRC) should be kept up-to-date and accessible. Records should be kept at least two years.

6.0 Implementation Procedures

The subject of accident prevention and child abuse along with this Protection Plan may create a variety of responses amongst potential volunteers and staff. It is important for leadership to explain to prospective leaders and vested interest groups the need for the policy, and to give them opportunities for providing feedback.

6.1 Presenting the Protection Plan

The following key points should be made:

- Child and youth safety is paramount.
- Child accidents and sexual abuse can happen in our ministry.
- A single incident can have devastating effects on a child, a family, and the ministry.
- Legal liabilities can be enormous.
- SuperKids leaders may be held liable.
- A protection program that is effectively implemented can reduce risk.

It is important to periodically inform the staff of the key issues pertaining to child sexual abuse and why a decision was made to establish a protection plan. This will continue to nurture an emotional commitment within our staff to maintain a safe environment for all children and youth.

6.2 Monitoring of the Plan

Department Heads and ministry leaders should thoroughly discuss the Protection Plan as part of their pre-program planning. If problems exist in the Plan they should be brought to the attention of the Executive Director or the Office Administrator. Revisions will be considered, but changes must not sacrifice the integrity of the program. It is important to work at developing a sense of unity before educating workers and volunteers. It is recommended also that Extreme Outreach leaders work with the Provincial authorities by having them review the Plan to ensure completeness and legal compliance.

It is important that compliance to the Protection Plan is periodically monitored. Compliance checks include the following:

- Has each department trained its workers regarding these policies?
- Are workers following the required policies and guidelines?
- What obstacles exist in complying with the policies?

- What is the level of cooperation?
- Do sufficient materials exist for training and information?
- Are the policies printed and available?

6.3 Educating Workers and Volunteers

Schedules must be established for the training of all new workers who serve with Extreme Outreach.

6.3.1 Future Workers

Often, new workers begin together as a group at the start of a new season for the programs. Sometimes, however, a new worker becomes active after a program has already begun. A training program for all workers should be developed that addresses this situation. Begin with a new worker orientation class. All SuperKids workers should be aware of basic policies concerning working with youth and children.

Group training should occur at the start of each new program year. Workers who begin at a later date should meet with a designated person to review the policies and procedures and to complete the screening form. These workers should read the policy and procedures manual. They should then be enrolled for the next scheduled training class.

6.3.2 Annual Training/Additional Classes

A regularly scheduled training program should be offered each year when SuperKids programs gear up for the new season. Additional classes will be scheduled as required. This will all be co-ordinated by the Office Staff and the Executive Director.