

**ABUSE PREVENTION
POLICIES & PROCEDURES
FOR THE BOYS & GIRLS CLUB
OF EAST AURORA**

Developed by:



PRAESIDIUM
Our passion. Your protection.

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I. Introduction

The Boys and Girls Club of East Aurora is proud to be a member of Praesidium's Club Care. Our decision to exceed national standards of care comes from our strong commitment to protect Club staff, volunteers and youth. Safety is always our primary concern for all Club programs, so the policies and procedures outlined in this manual are designed to facilitate effective monitoring and supervision in order to protect youth from abuse and Club staff and volunteers from false allegations of abuse.

II. General Definitions

A. Types of abuse

1. Physical abuse is injury that is intentionally inflicted upon a youth.
2. Sexual abuse is any contact of a sexual nature that occurs between a youth and an adult or between two youth. This includes any activity which is meant to arouse or gratify the sexual desires of the adult or the other youth.
3. Emotional abuse is mental or emotional injury to a youth that results in an observable and material impairment in the youth's growth, development, or psychological functioning.
4. Neglect is the failure to provide for a youth's basic needs or the failure to protect a youth from harm.

III. Training Requirements

A. General Training Requirements

| <i>Audience</i> | <i>Armatus® Modules</i> | <i>Timetable</i> |
|--|--|---|
| All staff | <ul style="list-style-type: none"> • Meet Sam • It Happened to Me • Your Policies • Keeping Your Boys and Girls Club Safe • Preventing Sexual Activity between Young Children | Prior to access with club members |
| Volunteers and Teen Leaders | <ul style="list-style-type: none"> • Your Policies • Abuse Risk Management for Volunteers | Prior to access with club members |
| Returning staff (who previously participated in Armatus® training) | <ul style="list-style-type: none"> • Your Policies • Refresher Module | Anniversary date |
| Staff who violate policies or exhibit questionable boundaries | <ul style="list-style-type: none"> • Your Policies • Refresher Module | Within 5 days of administrator notification |

IV. Conduct with Youth

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

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

No form of abuse will be tolerated, and confirmed abuse will result in immediate dismissal from the Club. Our Club will fully cooperate with authorities if allegations of abuse are made that require investigation.

The Code of Conduct outlines specific expectations of Club staff and volunteers as we strive to accomplish our mission together.

1. Youth will be treated with respect at all times.
2. Youth will be treated fairly regardless of race, sex, age, or religion.
3. Staff and volunteers will follow the Club's policies regarding contact with youth outside of Club programs.
4. Staff and volunteers will adhere to uniform standards of displaying affection as outlined in this manual.
5. Staff and volunteers will avoid affection with youth that cannot be observed by others.
6. Staff and volunteers will not use profanity or tell off-color jokes.
7. Staff and volunteers will not discuss their sexual encounters with or around youth or in any way involve youth in their personal problems or issues.
8. Staff and volunteers will not date or become romantically involved with youth.
9. Staff and volunteers will not use or be under the influence of alcohol or illegal drugs in the presence of youth.
10. Staff and volunteers will not have sexually oriented materials, including printed or online pornography, on Club property.
11. Staff and volunteers will not have secrets with youth.
12. Staff and volunteers will not stare at or comment on youths' bodies.
13. Staff and volunteers will not engage in inappropriate electronic communication with youth.
14. Staff and volunteers are prohibited from working one-on-one with youth in a private setting. Staff and volunteers will use common areas when working with an individual youth.

15. Staff and volunteers will not abuse youth in anyway including (but not limited to) the following:

Physical abuse: hitting, spanking, shaking, slapping, unnecessary restraints

Verbal abuse: degrading, threatening, cursing

Sexual abuse: inappropriate touch, exposing oneself, sexually oriented conversations

Mental abuse: shaming, humiliation, cruelty

Neglect: withholding food, water, shelter

16. Youth are prohibited from engaging in the following:

Hazing

Bullying

Derogatory name-calling

Games of Truth or Dare

Ridicule or humiliation

Sexual activity

17. Staff and volunteers will report concerns or complaints about other staff and volunteers, other adults, or youth to a supervisor (CPO, Unit Director or School Age Coordinator) who can be reached at 716-698-8876 (c), 716-655-1232 © or 716-697-1869 © or the Praesidium Hot Line at 1-866-607-Safe.

18. Staff and volunteers will report allegations or incidents of abuse to the proper state authority. Please refer to our state's specific guidelines regarding mandated reporting.

19. Staff and volunteers may not have engaged in or been accused or convicted of child abuse, indecency with a child, or injury to a child.

***See Appendix 2 for a printable copy of the Code of Conduct.**

A. Physical Contact

Our Club has implemented a physical-contact policy that will promote a positive, nurturing environment while protecting youth, staff, and volunteers from misunderstandings. The following guidelines are to be carefully followed by all staff and volunteers working with youth:

| <i>Appropriate Physical Interactions</i> | <i>Inappropriate Physical Interactions</i> |
|--|---|
| <ul style="list-style-type: none"> • Side hugs • Shoulder-to-shoulder or “temple” hugs • Pats on the shoulder or back • Handshakes • High-fives and hand slapping • Verbal praise • Pats on the head when culturally appropriate • Touching hands, shoulders, and arms • Arms around shoulders • Holding hands (with young children in escorting situations) | <ul style="list-style-type: none"> • Full-frontal hugs • Kisses • Showing affection in isolated area • Lap sitting • Wrestling • Piggyback rides • Tickling • Allowing a child to cling to an employee’s or volunteer’s leg • Any type of massage given by or to a youth • Any form of affection that is unwanted by the youth or the employee or volunteer • Compliments relating to physique or body development • Touching bottom, chest, or genital areas |

B. Verbal Interactions

Staff and volunteers are prohibited from speaking to youth in a way that is, or could be construed by any observer, as harsh, coercive, threatening, intimidating, shaming, derogatory, demeaning, or humiliating.

Staff and volunteers must not initiate sexually oriented conversations with youth. Staff and volunteers are not permitted to discuss their own sexual activities with youth.

The Club's policies for appropriate and inappropriate verbal interactions are:

| <i>Appropriate Verbal Interactions</i> | <i>Inappropriate Verbal Interactions</i> |
|--|--|
| <ul style="list-style-type: none"> • Positive reinforcement • Appropriate jokes • Encouragement • Praise | <ul style="list-style-type: none"> • Name-calling • Discussing sexual encounters or in any way involving youth in the personal problems or issues of staff and volunteers • Secrets • Cursing • Off-color or sexual jokes • Shaming • Belittling • Derogatory remarks • Harsh language that may frighten, threaten or humiliate youth • Derogatory remarks about the youth or his/her family |

C. Discipline of Youth

Staff and volunteers are prohibited from using physical punishment for the behavior management of youth. No form of physical discipline is acceptable. This prohibition includes spanking, slapping, pinching, hitting, or any other physical force as retaliation or correction for inappropriate behaviors by youth. Staff and volunteers will have age-appropriate expectations and guidelines that minimize the need for discipline.

Staff and volunteers are *prohibited* from using the following techniques for discipline under any circumstances:

| <i>Inappropriate Discipline Practices</i> | |
|---|---|
| <ul style="list-style-type: none"> • Hitting • Spanking • Shaking • Slapping • Using physical exercise as a consequence • Withholding food, light, or medical care • Name-calling • Shoving | <ul style="list-style-type: none"> • Pulling hair or ears • Biting • Pinching • Shaming • Derogatory remarks • Ostracizing • Mechanical tape or rope restraints • Punishment for toileting accidents • Angry yelling |

D. One-on-One Interactions

Most abuse occurs when an adult is alone with a youth. Our Club aims to eliminate or reduce these situations and prohibits private one-on-one interactions unless approved in advance by Club administration.

In those situations where one-on-one interactions are approved, staff and volunteers should observe the following additional guidelines to manage the risk of abuse or false allegations of abuse:

| <i>Additional Guidelines for One-on-One Interactions</i> |
|---|
| <ul style="list-style-type: none">• When meeting one-on-one with a youth, always do so in a public place where you are in full view of others.• Avoid physical affection that can be misinterpreted. Limit affection to pats on the shoulder, high-fives, and handshakes.• If meeting in a room or office, leave the door open or move to an area that can be easily observed by others passing by.• Inform other staff and volunteers that you are alone with a youth and ask them to randomly drop in.• Document and immediately report any unusual incidents, including disclosures of abuse or maltreatment, behavior problems and how they were handled, injuries, or any interactions that might be misinterpreted. |

E. Tutoring/ Private Coaching

One-on-one situations, such as tutoring and private coaching sessions, introduce higher risks for false allegations. Staff and volunteers should be aware of the Club's policies regarding tutoring and private coaching:

1. Staff and volunteers must have supervisor approval for any tutoring or private coaching sessions.
2. Tutoring and coaching sessions may not occur outside of the club.
3. Supervisors must keep a schedule of private tutoring and coaching sessions, which should include times, youth involved, and location of sessions.

F. Off-Site Contact

Many cases of organizational abuse occur off-site and outside of regularly scheduled activities. This contact outside of regularly scheduled activities may put Club staff, volunteers, and our Club at increased risk.

Our Club strongly recommends that staff do not have outside contact with youth from the club. However, if off-site contacts are unavoidable, our Club has determined that the following forms of outside contract are appropriate and inappropriate:

| <i>Appropriate Outside Contact</i> | <i>Inappropriate Outside Contact</i> |
|--|--|
| <ul style="list-style-type: none"> • Taking groups of youth on an outing • Attending sporting activities with groups of youth • Attending functions at a youth's home, with parents present | <ul style="list-style-type: none"> • Taking one youth on an outing without the parents' written permission • Visiting one youth in the youth's home, without a parent present • Entertaining one youth in the home of a Club employee or volunteer • A lone youth spending the night with a Club employee or volunteer |

In addition, when outside contact is unavoidable, ensure that the following steps are followed:

- Supervisors should identify for staff and volunteers what types of outside contact are appropriate and inappropriate.
- Ensure that the employee or volunteer has the parents' permission to engage in outside contact with the youth. Consider requiring the parents to sign a release-of-liability statement.

G. Electronic Communication

Electronic communication provides a venue for private communication between staff or volunteers and youth. Therefore, with electronic communication policies, our Club stresses transparency in all interactions.

1. Electronic Communication Guidelines

The following guidelines are for Clubs that allow electronic communication between adults and youth. Staff and volunteers must sign a Social Networking Code of Conduct which explains the appropriate and inappropriate methods of communication. Parents and youth should also be provided with information about how to respond to inappropriate communication from staff and volunteers.

| <i>Appropriate Electronic Communication</i> | <i>Inappropriate Electronic Communication</i> |
|---|--|
| <ul style="list-style-type: none"> • Sending and replying to text messages from youth ONLY when copying in a supervisor or the youth's parent • Communicating through "group pages" on Facebook or other designated public forums | <ul style="list-style-type: none"> • Harsh, coercive, threatening, intimidating, shaming, derogatory, demeaning or humiliating comments • Sexually oriented conversations • Private messages between staff and volunteers and youth |

| | |
|---|--|
| <ul style="list-style-type: none">• “Private” profiles for staff and volunteers which youth cannot access | <ul style="list-style-type: none">• Posting inappropriate comments on pictures |
|---|--|

H. Gift Giving

Molesters routinely groom youth by giving gifts, thereby endearing themselves to the youth. They might instruct the youth to keep the gifts a secret, which then starts teaching the youth to keep secrets from parents. For this reason, staff and volunteers should only give gifts to groups of youth, and only under the following circumstances:

1. Administration must be made aware of and approve the gift.
2. Parents must be notified.

V. Supervision of Club Programs

Our Club recognizes that monitoring and supervision are critical functions of abuse prevention and provide protection to youth, staff, volunteers, and the Club itself. When interactions are monitored, allegations of abuse or wrongful acts are more easily and accurately investigated and resolved. Our Club has established the following policies to ensure that all staff and volunteers understand their role in this process.

A. General Supervision

1. **Administrative and Supervisory Visits to Club Programs** – Club directors and Club leadership will regularly visit all Club programs to ensure that all activities are well-managed and that Club policies are observed by all in attendance (See **Appendix 3** and **Appendix 4**).
2. **Ratios** – Each program will follow the ratio requirements that are directly related to the goals of the program and the design of the program area. The employee- or volunteer-to-youth ratio should be adjusted for programs that serve youth with special needs.
3. **Mixed Age Groups** – In most incidents involving one youth abusing another youth, the youth are from different age groups. Each program is responsible for establishing specific guidelines for additional monitoring and supervision of activities that involve youth from different age groups. Staff and volunteers must be aware that close line-of-sight supervision is required when monitoring programs that include youth of different ages.
4. **New Program Development** – Staff and volunteers are encouraged to develop new program but are not permitted to direct the new programs for youth without prior review by two levels of management, with the final approval given by the Administration. Requests to develop new programs should be submitted in writing (**Appendix 5**) or on your quarterly planning form.

B. Facility Monitoring

Building architecture can increase or mitigate the risk of an incident or accident. Because most incidents of sexual behavior occur in private, the extent to which privacy is managed, risk is managed. In order to ensure that all of the Club's buildings are properly and consistently monitored, designate a Club employee(s) who will complete the site-inspection checklist at various times throughout the day. See **Appendix 6** for Facility Monitoring Checklist.

C. Monitoring Higher Risk Activities

1. Bathroom Activities

Most incidents of youth-to-youth abuse occur in the bathrooms. Therefore, the following supervision guidelines are recommended:

- a. Option 1: Group Bathroom Breaks (School Age Program)
 - i. Whenever possible, Club staff and volunteers should take groups of two or more youth to the bathrooms for "group bathroom breaks." One adult should not escort one youth; always use the "rule of three" or more. Junior counselors or counselors in training should not escort youth to the bathrooms.

- ii. If the bathroom has only one stall, only one youth should enter the restroom at a time while the other youth wait outside with staff and volunteers. If there are multiple stalls, staff and volunteers should only send in as many youth as there are stalls.
 - iii. Staff and/or volunteers should then stand outside of the bathroom with the door ajar in order to hear what is going on inside the bathroom.
- b. Option 2: Monitoring Club Bathrooms (Traditional Club Setting)
 - i. Club staff and volunteers should randomly and periodically monitor bathrooms to ensure that youth are not lingering there. It is important that staff and volunteers periodically check restrooms so that youth know that an adult could walk in at any time.

If possible, staff and volunteers should use staff-only bathrooms.

2. Transition Times and Free Times

Transition times and free-choice times (or free times) pose a higher risk for incidents because during these times, staff and volunteers may not be assigned a particular group of youth to supervise. To decrease the risk of incidents, implement the following supervision guidelines:

- a. Keep our youth members engaged in programs and services by offering programs that meet their needs and desires and by using member recruitment techniques to encourage members to participate. The more engaged members are in programs the less likely they are to engage in inappropriate behaviors.
- b. Designate certain areas of the Club as off-limits during these times by setting specific and narrow geographic boundaries in the program areas.
- c. Ensure that all staff are assigned specific areas to supervise during transition times and free times. This “zone monitoring” ensures that all accessible areas are monitored. All staff must follow their program schedule and staff supervision scheduled that is posted in the outer office. If a staff member cannot cover their designated program and/or supervision assignment they must communicate this with the Unit Director so that he can find replacement coverage or deny your request to change program/supervision responsibilities. The Club will assign more staff to high-risk areas and activities (i.e., out-door play are in appropriate weather conditions, out teen room, back stairwells, isolated storage areas, perimeter of Club outside, etc.).
- d. Part-time program aides, roaming staff are responsible for monitoring locker room/bathroom, stairwells, outdoor perimeter and any isolated storage areas. There will be no lingering permitted in the locker rooms, stairwells or rear hallways.
- e. Require supervisors to conduct periodic sweeps of the entire activity area. If youth are lingering outside the supervisor should encourage these youth to join an activity and require them to come inside where an appropriate level of supervision exist.
- f. The Unit Director and/or one full-time program director is required on-site at all times to support and lead part-time staff/volunteers, oversee program activities and to manage member issues/parent concerns.

3. **Transporting Youth**

Transporting youth may increase the risk of abuse or false allegations of abuse because staff and volunteers may be alone with a youth or may make unauthorized stops with youth. In addition, transportation activities may provide a time for unsupervised youth to engage in youth-to-youth sexual activity.

When it is necessary to transport youth, staff and volunteers must adhere to the steps described below.

When transporting youth by bus or van:

- a. CPO/Unit Director must be notified of all transportation activities. Please request permission prior to hosting a field trip, etc. outside of the club. Provide a copy of the permission slip form to the CPO and Unit Director.
- b. Youth members participating in the field trips must have a signed parent permission slip to attend and can never be transported without written permission from a parent. Staff and volunteers must take these permission forms and medical releases with them on the trip. They must leave one copy at the club in the main office.
- c. The Club will maintain an 8:1 member to staff ratio on all field trips.
- d. If bus transportation is required staff and volunteers should be seated throughout the bus for easier supervision of youth, with at least one employee or volunteer in the middle of the bus and one in the far rear (youth should not be seated with staff). Staff and volunteers should sit in an outside seat so they can supervise youth on the bus.
- e. Youth should be seated by grade, gender, and behaviors. If possible, high-risk youth should be seated by themselves or next to an employee.
- f. Take a head count or roll call before loading and after unloading vehicles.

When public transportation is used:

- a. In addition to the transportation procedures listed above, youth should remain in one area of the bus, if possible.
- b. Staff and volunteers that are assigned to a group should remain with that group on the bus.
- c. Take a head count or call roll immediately after entering and leaving the bus.

In emergency situations where staff and volunteers must transport youth in non-Club vehicles:

- a. Administrators must be notified of all transportation activities.
- b. Use the “rule of three” when transporting youth: At least two adults must transport a single youth, or at least two youth must be present if transported by a single adult.
- c. Youth must never be transported without written permission from a parent.
- d. Youth must be transported directly to their destination. No unauthorized stops may be made.

- e. An employee or volunteer must document beginning and ending times and mileage, the names of youth, and other staff and volunteers who are involved in transportation, purpose of the transportation, and destination.
- f. Staff and volunteers must avoid unnecessary physical contact with youth while in vehicles.
- g. When possible, staff and volunteers should avoid engaging in sensitive conversations with youth.

4. **Day Trips, Field Trips or Outings**

Field trips present unique risks for the safety of youth. Large groups are difficult to monitor, youth may be more likely to act out in a less structured environment, and our Club cannot screen all other adults who will have access to our youth. It is important that everyone is aware of these risks and takes measures to minimize them.

All field trips or outings must be in compliance with our Club's abuse prevention policies. Additionally, all such activities must adhere to the steps described in **Appendix 7** of this manual.

- a. All off-site activities must be documented on the "Off-Site Activity Sheet" below or a copy of the Club permission slip and approved in writing by the CPO.
- b. Directors and/or Club leadership must observe off-site activities at scheduled times and random intervals.
- c. Parents must be provided with written information about off-site activities. All parents must sign a permission slip for their youth to attend the outing or activity. Staff and volunteers must keep these permission slips on hand during the off-site activity.
- d. A member to staff ratio of 8:1 must be maintained on all day trips, field trips or outings.
- e. When outside of the Club facilities, all youth, staff, and volunteers should be easily identifiable (i.e. lanyards, badges, or shirts).
- f. When transporting youth, the transportation procedures described above must be followed. The Vehicle Use policies and procedures must be followed.
- g. Assign each employee or volunteer to a specific group of youth to supervise. Each employee or volunteer must then maintain a roll sheet listing all of the youth in his or her group. Head counts and roll checks should be conducted routinely.
- h. Specific Recommendations for Parks, Amusement Parks, Arcades, etc.
 - i. If the trip is to a location where youth will be interacting in a large space and it is not possible to assign specific staff and volunteers to specific groups of youth, then:
 - Set boundaries at the location. Tell the youth where they may and may not go. Then post staff and volunteers around the boundaries and at the entrance and exit points.
 - Assign remaining staff and volunteers to monitor specific areas. Post at least one employee or volunteer near the bathrooms. Staff should also be assigned to actively supervise the youth.

- Staff and volunteers must escort all youth to the bathroom as a group. Staff and volunteers should check the bathroom prior to the youth going in, to ensure other adults are not inside. If possible, the employee or volunteer should wait until other adults are no longer in the bathroom, and then send in small groups of youth. The employee or volunteer should then stand at the doorway and verbally check in with the youth to ensure that they are not lingering, and to inform other adults that the youth are being supervised.
- Youth should check in at meeting points at least once every hour.

5. Overnight Trips and Events

Overnight stays present unique risks to youth, staff and volunteers. They often involve changing clothes, groups of both genders and different ages in a more intimate atmosphere than usual, more unstructured activities, and increased supervision demands for staff and volunteers.

a. Supervision Guidelines

- i. All overnight activities must be documented and approved in writing by the CPO.
- ii. Administrators are expected to regularly and randomly observe overnight activities on a scheduled and periodic basis.
- iii. The Director should appoint a “lead” staff or volunteer to supervise the overnight.
- iv. Provide parents with written information about the overnight activity. All parents must sign a permission slip for their youth to attend the overnight.
- v. On all overnight trips two staff members must be present regardless of the number of youth in attendance with a ratio of 8:1 being maintained.

b. Club Overnights

- i. Physical boundaries within the Club must be clearly defined and explained to the youth.
- ii. Assign each staff or volunteer to a specific group of youth to supervise. Each staff or volunteer should then maintain a role sheet that lists all of the youth in his or her group. Head counts and roll checks should be conducted routinely throughout the evening.
- iii. Assign staff and volunteers to high risk areas in the Club facility, such as the bathrooms, entrances and exits, hallways, etc. If it is not possible to assign specific staff and volunteers to these areas, assign specific staff and volunteers to conduct periodic facility “walk-throughs” while utilizing the facility monitoring checklist (**Appendix 6**).
- iv. With regards to sleeping arrangements, separate the male and female youth into separate rooms and post staff and volunteers at the entrances and exits to these rooms. If this is not feasible, separate males and females by as much space as possible.
- v. At least one staff or volunteer must stay awake until all youth members are asleep.

c. **Overnights Away from the Club**

- i. Overnight stays at private homes are prohibited unless approved by the Club administration.
- ii. Physical boundaries at the off-site location must be clearly defined and explained to the youth.
- iii. Assign each staff or volunteer to a specific group of youth to supervise. Each staff or volunteer should then maintain a role sheet that lists all of the youth in his or her group. Head counts and roll checks should be conducted routinely throughout the event.
- iv. If in a cabin type setting, the staff and volunteers should be placed in bunks to maximize supervision around the cabin and in a way that decreases the chances of youth sneaking out (such as by the door).
- v. In hotel rooms, assign youth to rooms based on sex and age. Staff and volunteers should have their own rooms. If staff and volunteers must share rooms with youth, staff and volunteers must have their own beds and never change in front of youth.
- vi. All staff and volunteers are to be on duty in the halls or cabins at night until an hour after lights out and all rooms are quiet.

6. **Youth-to-Youth Interactions**

Most incidents of serious youth-to-youth abuse are preceded by more subtle incidents like name-calling, taunting, or rough-housing. Interrupting these interactions early, and establishing well-known standards of conduct, can keep the Club environment safe. Our Club recognizes that the following interactions are high-risk and should be prohibited:

- a. Hazing
- b. Bullying
- c. Derogatory name-calling
- d. Games of Truth or Dare
- e. Singling out one child for differential treatment
- f. Ridicule or humiliation

7. **Teen Leadership Programs (Jr. Staff/Jr. Counselor Program/Community Service Volunteers)**

Older youth who participate in teen leadership programs are still youth and not staff or volunteers. Therefore, even though they are often given more responsibility, teens in the leadership programs must be provided with guidelines regarding appropriate behavior, and then supervised accordingly. In addition, staff and volunteers must understand and recognize that these teens are still youth and not their peers. Therefore, the following guidelines are recommended for teen leadership programs (**Appendix 8**):

- a. Create a screening process for teen leaders which includes:
 - i. A standard application

- ii. An interview with behaviorally based interview questions
 - iii. References (from teachers, counselors, family friends, etc.)
- b. Train teen leaders in their role in Club programs and on Club policies about appropriate and inappropriate interactions. This training should include the following information:
 - i. Appropriate and inappropriate physical and verbal interactions and the importance of maintaining behavioral boundaries between teen leaders and younger youth and between teen leaders and staff and volunteers.
 - ii. Prohibit teen leaders from being one-on-one with younger youth.
 - iii. Prohibit teen leaders from escorting youth to the bathrooms.
 - iv. Prohibit teen leaders from assisting youth with changing their clothes.
- c. Create a system to monitor the teen leaders:
 - i. Designate a specific employee or volunteer who is in charge of the teen leadership program and its participants.
 - ii. Require teen leaders to wear clothing or lanyards that identify them as leaders-in-training and differentiate them from both staff and volunteers and from the younger youth.
 - iii. Require a supervisor to conduct daily check-ins with teen leaders and their program supervisors.
 - iv. Consider requiring teen leaders to keep a log documenting their daily activities and any problems they encounter. The program supervisor should review these logs daily.

VI. Reporting of Problems

A. Reporting Inappropriate Behaviors between Staff and Volunteers and Youth

Because our Club is dedicated to maintaining zero tolerance for abuse, it is imperative that every employee and volunteer at our Club participate actively in the protection of youth. In the event that staff and volunteers observe any suspicious or inappropriate behaviors on the part of other staff or volunteers, it is their personal responsibility to immediately report their observations. Remember, at our Club, the policies apply to everyone.

Examples of Suspicious or Inappropriate Behaviors Between Staff and Volunteers and Youth

- Violation of the abuse prevention policies described above
- Seeking private time or one-on-one time with youth
- Buying gifts for individual youth
- Making suggestive comments to youth
- Picking favorites

All reports of suspicious or inappropriate behavior with youth will be taken seriously. Our Club's procedures will be carefully followed to ensure that the rights of all those involved are protected.

- 1. Employee and Volunteer Response** – In the event that an employee or volunteer witnesses suspicious or inappropriate behaviors or policy violations from another employee or volunteer, the employee or volunteer is instructed to do the following:

Guidelines for Staff and Volunteer Response to Suspicious or Inappropriate Behavior

- Interrupt the behavior.
- Report the behavior to the CPO, Unit Director or Club leadership and/or make an anonymous report. If the report is about a supervisor or administrator, contact the next level of management.
- Document the report but do not conduct an investigation.
- Keep reporting until the appropriate action is taken.

2. **Supervisor Response** – In the event that a director or Club leadership receives a report of suspicious or inappropriate behaviors or policy violations from an employee or volunteer, the director is instructed to do the following:

| <i>Guidelines for Director and Club Leadership Response to Suspicious or Inappropriate Behavior</i> |
|---|
| <ul style="list-style-type: none">• Report to the next level of administration and determine the appropriate administrator to respond to the concern.• Determine the appropriate response based on the report.• Speak with the employee or volunteer who has been reported.• Review the file of the employee or volunteer to determine if similar complaints were reported.• Document the report on the appropriate form.• If at any point in gathering information about a report of suspicious or inappropriate behavior, a concern arises about possible abuse, contact the state authorities and file a report.• If appropriate, notify parents and/or guardians.• Advise the person who reported the behavior that the report is being taken seriously. |

Based on the information gathered, the following may be required:

- a. Increase monitoring or supervision of the employee, volunteer, or program.
 - b. If policy violations with youth are confirmed, the employee or volunteer must be subject to disciplinary action up to and including termination and prosecution. Disciplinary action will follow the Progressive Disciplinary Process outlined in this manual.
 - c. If more information is needed, interview and/or survey other staff and volunteers or youth.
3. **Organizational Response** – After the internal review of the suspicious or inappropriate behaviors or policy violations, determine if system changes are necessary, such as:

| <i>Guidelines for Organizational Response</i> |
|---|
| <ul style="list-style-type: none">• Review the need for increased supervision.• Review the need for revised policies or procedures.• Review the need for additional training. |

B. Reporting Suspected Abuse by an Adult

1. Employee or Volunteer Response to Abuse

As required by mandated reporting laws, staff and volunteers must report any suspected abuse or neglect of a youth—whether on or off Club property or whether perpetrated by staff, volunteers, or others—to state authorities. Reports may be made confidentially or anonymously. A person who mistakenly reports suspected abuse is immune from civil or criminal liability as long as the report was made in good faith and without malice. Due to the nature of the Club and the services that we provide all staff are considered Mandated Reporters and must report suspected abuse to a minor immediately.

In addition to reporting to state authorities, staff and volunteers are required to report any suspected or known abuse of youth perpetrated by staff or volunteers directly to the Club leadership so that immediate and proper steps may be taken to ensure the safety of alleged victims and others who may be at risk. Reports of suspected or known abuse may be made confidentially to the following:

- a. Immediate supervisor
- b. Directors
- c. Administrators

Additional Guidelines for Staff or Volunteer Response to Incidents or Allegations of Abuse

- If you witness abuse, interrupt the behavior immediately.
- If abuse is disclosed to you, assure the individual disclosing that he or she was correct to tell to you.
- Protect the alleged victim from intimidation, retribution, or further abuse.
- Be sure to document the incident, disclosure, or circumstances causing your suspicion of abuse.
- It is not your job to investigate the incident but it **IS** your job to report the incident to your supervisor in a timely manner.

2. Director and Club Leadership Response to Abuse

In addition to the above response procedures, supervisors and administrators should ensure the following:

Guidelines for Supervisor and Director Response to Incidents or Allegations of Abuse

- Determine the immediate needs of the victim.
- Ensure that the incident has been reported to the proper state authorities.
- Suspend the accused and remove from access to youth.
- Review the file of the accused.
- Gather and document information surrounding the incident.
- Communicate with the authorities as to who will perform the internal investigation. When administrators contact the authorities, the authorities may advise the Club to perform an internal investigation, or authorities may perform their own investigation. The Club will decide how the internal investigation should be completed. If authorities request that the Club take no action, document the request and proceed in accordance with it. If authorities do not request that the Club take no action, proceed with an internal investigation or call Praesidium to assist with the investigation.
- If abuse is confirmed, terminate the employee or volunteer.
- Prepare a media response.
- Notify parents if appropriate.

C. Reporting Youth-to-Youth Sexual Abuse and Sexualized Behaviors

The thought that one youth may sexually abuse another youth does not occur to many people. Unfortunately, abuse between peers has increased 300% in the past few years. Youth-to-youth sexual activity and sexualized behaviors often remain unreported in organizations because staff and volunteers are not comfortable documenting these situations, or may not know how.

1. Youth-to-Youth Interactions

Most serious incidents of youth-to-youth abuse are preceded by more subtle incidents such as name-calling, taunting, or roughhousing. Interrupting these interactions early and establishing and communicating standards of conduct can keep the Club environment safe. Our Club recognizes that the following interactions are high risk and should be prohibited:

| <i>Prohibited Youth-to-Youth Interactions</i> |
|---|
| <ul style="list-style-type: none">• Hazing• Bullying• Derogatory name-calling• Games of Truth or Dare• Singling out one child for different treatment• Ridicule or humiliation |

In order to adequately respond to and track incidents within the Club, all sexual activity between youth and sexualized behaviors of youth must be consistently documented.

2. Employee and Volunteer Response

In the event that an employee or volunteer sees a youth exhibit sexualized behaviors or suspects youth-to-youth sexual activity, the employee or volunteer is instructed to do the following:

| <i>Guidelines for Staff and Volunteer Response to Youth-to-Youth Sexual Activity</i> |
|---|
| <ul style="list-style-type: none">• Interrupt the behavior and separate the youth. Do not investigate.• Report the behavior to the CPO or Unit Director.• Document your report with factual information only. Opinions should not be included on the incident report. |

3. Director or Club Leadership Response

In the event that a CPO and/or Unit Director or Club leader receives a report of a youth's sexualized behavior or youth-to-youth sexual activity, the director should do the following:

Guidelines for Director and Club Leadership Response to Youth-to-Youth Sexual Activity

- Determine the appropriate administrator to conduct an internal review of the incident.
- Notify the parents of all youth involved.
- Notify the authorities if required by state reporting mandates.
- Document the incident and the Club's response.
- Develop a written corrective action or follow-up plan in response to the incident.

4. Organizational Response

After the internal review of the sexualized behavior or youth-to-youth sexual activity, the Club will determine what can be done to prevent a reoccurrence, such as:

Guidelines for Organizational Response

- Review the need for additional supervision.
- Review the need for revised policies or procedures.
- Review the need for additional training.
- Alert others in the organization.

VII. Progressive Discipline

A. Procedures

It is the policy of our Club to maintain the highest quality staff and volunteers who exhibit exemplary conduct and superior performance. To this end, administrators must inform all staff and volunteers of expectations regarding the performance of their roles, how to conform to the Club's policies, and how well their performance meets expectations.

When performance or conduct by an employee or volunteer does not meet the expectations of the Club, it is the responsibility of supervisors and administrators to address the problem(s) in a timely and equitable manner. The procedure would normally include four steps: 1) Counseling, 2) Formal Warning, 3) Probation, and 4) Termination.

All documents regarding the Progressive Discipline Procedure should be retained in the file of the employee or volunteer.

B. Steps in Progressive Discipline

1. **Counseling** – A large portion of performance and conduct deficiencies are identifiable and in many cases, can be addressed and resolved through informal counseling between the supervisor and the employee or volunteer. Effective counseling includes the following:
 - a. Clear identification of the problem with specific examples.
 - b. A mutually agreed upon action plan to resolve the problem.
 - c. Documentation of the counseling and communication, which then should be kept in the file of the counseled individual.
2. **Formal Warning** – Formal warnings should be initiated when 1) counseling fails to resolve the problem, or 2) the problem is of such a serious nature that immediate and formal resolution is required.
 - a. Formal warnings should be documented using the following format:
 - i. A specific description of the problem.
 - ii. Reference to any counseling that was attempted.
 - iii. A statement of the policy that was violated.
 - iv. A summary of corrective actions to be taken.
 - v. A statement of the consequences of failure to resolve the problem(s).
 - vi. A reasonable time frame for resolution (often 15 to 30 days).

- b. Formal Warnings should be presented at a meeting with the supervisor or administrator.
 - c. Staff and volunteers should be required to sign the Formal Warning Document.
 - d. Formal Warning Documents and all accompanying materials should be stored in the file of the individual who receives the warning.
 - e. If formal warnings relate to organizational policies for the protection of youth, Formal Warning Documents should be sent to the Club director.
3. **Probation** – Probation is the third step in the progressive discipline procedure prior to dismissal.
- a. Probation should be initiated when the warning process has not succeeded, or when the misconduct is such that a second infraction would clearly warrant termination.
 - b. The probation process consists of the same elements as the formal warning process with emphasis on the fact that failure to meet the conditions of the probation will result in termination. Significant improvement must be consistently demonstrated during the probation period (typically 30 days).
 - c. A second Formal Warning Document should be completed when the employee or volunteer is placed on probation.
 - d. At the successful conclusion of probation, the employee or volunteer should be notified in writing that he or she is no longer under probation.
4. **Termination** – Termination should be administered under one of two conditions:
- a. Failure to improve conduct during the steps of progressive discipline.
 - b. Serious and major offenses, including but not limited to violations of the organizational policies for the protection of youth.

VIII. Information for Parents and Youth

A. Parent Information

Clubs should provide parents with a written document explaining the Club's policies and procedures related to child abuse prevention. This document should, at a minimum, include the following:

1. The Club's code of conduct.
2. The Club's policies regarding appropriate and inappropriate displays of affection.
3. The Club's policies regarding outside contact.

B. Personal Safety Message for Youth

Club directors should conduct weekly orientations with new youth to provide information about how to protect themselves from abuse. The director should encourage the youth to use the following reminder if anyone makes them feel uncomfortable while they are at the Club:

If someone makes me feel uncomfortable, scared, or hurt, I will yell "STOP" and GO TELL an adult who listens. I have a right to be safe. I deserve respect.

Some youth will still be afraid to report other youth or adults who make them feel uncomfortable, so it is important that the Club provides youth with an anonymous way to make reports. Our Club can do this by creating a Suggestion Box or a Talk Box. The weekly orientation should include a discussion about the Suggestion Box. The director should let youth know that they can use this anonymous method to suggest or report anything, such as:

1. New activities that they would like at the Club
2. Different snack options
3. Serious incidences such as bullying or sexual abuse by another youth
4. Staff and volunteers who make them feel uncomfortable

The director should let the youth know that only designated Club leadership will read the reports. Club leadership must decide how each report will be handled, including documentation, response to youth, parent involvement, etc.

C. Feedback from Parents and Youth

1. Formal Feedback

Clubs should survey youth and their parents periodically. In addition to the questions on your current Club surveys, consider adding additional items related to abuse risk management.

For youth surveys consider the following questions:

- a. What was your favorite part of Club? What was your least favorite part?
- b. Did you like the staff? Why or why not?
- c. Did you like the other youth at Club? Why or why not?
- d. Do you want to come back next year? Why or why not?

For parents consider the following questions:

- a. How satisfied are you with the Club in general?
- b. How satisfied are you with the way your child was treated by the staff?
- c. Would you recommend the Club to your friends? Why or why not?

Appendix 1 Acknowledgement of Abuse Prevention Manual

| Acknowledgment of Abuse Prevention Manual

I have read and agree to comply with the Club's policies regarding sexual abuse prevention.

Signature of Staff or Volunteer

Date

Appendix 2 Code of Conduct

| Code of Conduct

The following policies are intended to assist staff and volunteers in making decisions about interactions with youth. For clarification of any guideline or to inquire about behaviors not addressed here, contact your Executive Director or Supervisor.

Our Club provides the highest quality services available to our youth. Our commitment is to create an environment for youth that is safe, nurturing, empowering, and which promotes growth and success for the youth who participate in our Club. Any type of abuse will not be tolerated and will result in immediate dismissal from the Club. Our Club will fully cooperate with authorities if allegations of abuse are made and investigated.

The Code of Conduct outlines specific expectations of Club staff and volunteers as we strive to accomplish our mission together.

1. Youth will be treated with respect at all times.
2. Youth will be treated fairly regardless of race, sex, age, or religion.
3. Staff and volunteers will not swear or tell off-color jokes.
4. Staff and volunteers are prohibited from having outside contact with youth unless approved by Club administration.
5. Staff and volunteers will not discuss their sexual encounters with or around youth or in anyway involve youth in their personal problems or issues.
6. Staff and volunteers will not date or become romantically involved with youth.
7. Staff and volunteers will not use or be under the influence of alcohol or illegal drugs in the presence of youth.
8. Staff and volunteers will not have sexually oriented materials, including printed or internet pornography, in the presence of youth.
9. Staff and volunteers will not have secrets with youth.
10. Staff and volunteers will dress conservatively in the appropriate uniform and avoid wearing provocative and revealing attire including midriffs, tank tops, halter tops, short shorts, or short skirts.
11. Staff and volunteers will not stare or comment on the youth's bodies.
12. Staff and volunteers will adhere to uniform standards of affection as outlined in this manual.
13. Staff and volunteers will avoid affection with youth that cannot be observed by others.
14. Staff and volunteers will not engage in inappropriate electronic communication with youth.
15. Staff and volunteers are prohibited from working one-on-one with youth in a private setting. Staff and volunteers will use common areas when working with individual youth.
16. Staff and volunteers shall not abuse youth in anyway including the following:

Physical abuse: hitting, spanking, shaking, slapping, unnecessary restraints

Verbal abuse: degrade, threaten, cursing

Sexual abuse: inappropriate touch, exposing oneself, sexually oriented conversations

Mental abuse: shaming, humiliation, cruelty

Neglect: withholding food, water, shelter

17. Youth are prohibited from engaging in the following:

Hazing

Bullying

Derogatory name-calling

Games of Truth or Dare

Ridicule or humiliation

18. Staff and volunteers will report concerns or complaints about other Club staff and volunteers, other adults, or youth to their supervisor who can be reached at <insert telephone number> or the <Anonymous Hotline> at <insert telephone number>.

19. Staff and volunteers who work at the Club may not have engaged in or been accused or convicted of child abuse, indecency with a child, or injury to a child.

Appendix 3 Sample Monitoring Checklist for Club Programs

| Sample Monitoring Checklist for Club Programs

1. **Vary your observation times.** Don't develop a predictable pattern of observation. Drop in at different times each day. Occasionally leave and come back immediately.
2. **Arrive before staff and volunteers.** This gives you an opportunity to check punctuality and the routine that staff and volunteers follow to prepare for the youth to arrive.
3. **Survey the physical area.** Look for items that may provide a health hazard (e.g. broken glass on the playground, rusty corners on chairs, unapproved toys, etc.).
4. **Pay attention to the traffic flow.** Are there parents of the youth in the program nearby? Are there other adults nearby?
5. **Watch activities.** Are they planned and organized? Are the staff and volunteers actively involved?
6. **Observe bathroom activities.** Ask staff and volunteers how they handle bathroom emergencies.
7. **Observe staff and volunteers and youth interactions.**
 - Do staff and volunteers use the proper voice tone with youth?
 - Do staff and volunteers give praise to youth?
 - Do staff and volunteers follow the physical affection guidelines?
 - Appropriate = High fives, side hugs, verbal praise, etc.
 - Inappropriate = Frontal hugs, piggy back rides, carrying youth, etc.
 - Do staff and volunteers know the youth by first and last name?
 - Do staff and volunteers listen to the youth when they make reports?
 - Do staff and volunteers sound enthusiastic?
 - Do staff and volunteers set limits and boundaries?
 - Do staff and volunteers interact with all of the youth?
 - Does a staff or volunteer pay undue attention to any particular youth?
8. **Observe staff and volunteers interactions.**
 - Do staff and volunteers pay more attention to the youth than to each other?
 - Are staff and volunteers spread out and monitoring the entire facility?
 - Are staff and volunteers following the appropriate bathroom procedures?
 - Do staff and volunteers know who is supervising which youth?
 - Do staff and volunteers communicate to each other when one must leave the area?
 - Do staff and volunteers use polite voice tones with one another?
 - Do staff and volunteers share responsibilities around the Club?

9. **Observe staff and volunteers and parent interactions.**

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

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

- How do you like coming here?
- What kinds of things do you do when you are here?
- Is the (title of staff or volunteer) nice to you?
- Have you ever gotten hurt here?
- Has anyone ever been mean to you here?

11. **Ask parents questions, such as:**

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

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

- A youth is left after closing?
- A youth falls, hits her head, and is unconscious?
- Another staff or volunteer shakes a youth for hitting another youth?
- A parent confides in you that she thinks another staff or volunteer is a child molester?

13. **Keep a record** of your visits including your arrival and departure times, which youth and parents were present, and a summary of the information you collected. Provide staff and volunteers with feedback about your visits.

Appendix 4 Sample Staff Performance Review Checklist

Sample Staff Performance Review Checklist

Name: _____ Location: _____

Date: _____ Time: _____

| | Not satisfactory | | Satisfactory | | Exceeds satisfactory |
|--|---------------------|---|--------------|---|-------------------------|
| Tone of voice | 1 | 2 | 3 | 4 | 5 |
| Use of appropriate affection | 1 | 2 | 3 | 4 | 5 |
| Use of appropriate verbal interactions | 1 | 2 | 3 | 4 | 5 |
| Overall supervision of youth | 1 | 2 | 3 | 4 | 5 |
| Adherence to safety standards | 1 | 2 | 3 | 4 | 5 |
| Adherence to bathroom procedures | 1 | 2 | 3 | 4 | 5 |
| Adherence to transition time and “free time” procedures | 1 | 2 | 3 | 4 | 5 |
| Adherence to playground procedures | 1 | 2 | 3 | 4 | 5 |
| Adherence to transportation procedures | 1 | 2 | 3 | 4 | 5 |
| Adherence to off-site and field trip procedures | 1 | 2 | 3 | 4 | 5 |
| Engages in activities with youth | 1 | 2 | 3 | 4 | 5 |
| Maintains clean environments | 1 | 2 | 3 | 4 | 5 |
| Punctuality | 1 | 2 | 3 | 4 | 5 |
| Attends staff meetings | 1 | 2 | 3 | 4 | 5 |
| Documentation | 1 | 2 | 3 | 4 | 5 |
| Staff and Volunteers in Proper Attire | 1 | 2 | 3 | 4 | 5 |
| Overall job performance | 1 | 2 | 3 | 4 | 5 |

Comments: _____

Signature of Supervisor: _____

Appendix 5 Sample New Program Approval Checklist

| Items to Include in New Program Approval Checklist

1. General Program Information

- Brief description of the program

- Ages of Club youth served

- Estimated number of youth to be served

- Estimated number of staff needed (ratio description)

- Will volunteers be needed?

- Purpose/goals of program

- Duration of program

- Do similar programs exist?

2. Appropriateness

- Does the program fit within the goals of the Club?

- Has background research on the program been completed?

3. Program Procedures

- Will transportation be provided? If so, what are the transportation guidelines?

- What are the bathroom procedures for off-site programs?

- Does the program involve overnight stays?

- Does the program include aquatics? If so, what are the procedures for monitoring locker rooms and changing clothes?

- What are the procedures for managing additional high-risk activities during the program?

4. Authorization

- Include the name and signature of the staff submitting the proposal

Include the name and signature of the administrator who approves the proposal

Include the name and signature of the Executive Director who approves the proposal

Appendix 6 Sample Facility Monitoring Checklist

Facility Monitoring Checklist

At the beginning of each week, create a facility monitoring schedule for each site. On a daily basis, make sure that staff complete this checklist at different times during the daily activities (so for example, during summer programs, if the facility monitoring checklist is completed at 10:00 AM on Monday morning, schedule Tuesday's morning check to occur at 11:00 AM, etc.). For summer activities, the following checklist should be completed multiple times throughout the day.

- All unused rooms, offices, storage areas, and closets are locked.

- All windows permit observation into program areas and offices (i.e., artwork on windows should not prevent informal monitoring by passersby; all blinds on windows should be open).

- All staff are identifiable and dressed in the appropriate uniforms.

- All program activities are within the designated ratios (insert your Club ratios here).

- Staff are spread out in the activity area and actively supervising the youth.

- Bathrooms

- The bathroom is clean.

- Neither youth nor adults are just "hanging out" in the bathrooms.

- There is only one youth per stall.

- All youth remain in facility areas that are easily viewed by staff (i.e., youth are not wandering off by themselves without adults present to supervise them).

- The Club utilizes a system for checking youth into and out of the facility.

Site Specific Considerations

- For sites that have stages (such as in a school cafeteria), stage curtains should remain open at all times so that youth cannot sneak behind the curtains.

- For playgrounds, staff should be positioned around the perimeter of the playground to ensure that youth are supervised and that they remain the assigned area. Staff should also be stationed near playground equipment (such as tunnels and jungle gyms) that does not allow for line-of-sight supervision.

Appendix 7 Sample Field Trip Activity Sheet

|Field Trip Activity Sheet

1. Specific location of the off-site activity. (Example: The Children's Museum)

2. Name of the primary contact at the off-site location. (Example: Mary Smith, Director of Group Sales at the Children's Museum)

3. Address and telephone number for the location.

4. Parent permission sheet attached to this document for review.

5. Name and cell phone number of the supervisor for the off-site activity.

6. The staff to youth ratio for the trip and names of all who will be attending.

7. Required attire for staff and youth during the off-site activity.

8. Amount of time required for the off-site activity.

9. Estimated departure time and estimated return time.

10. Method of transportation.

11. Completed seating chart attached.

12. Overall supervision guidelines for location (staff will be assigned groups of youth to monitor throughout the trip, staff will monitor youth in “zones,” etc.).

13. Location of restrooms/locker rooms at off-site location.

14. Cost of the activity.

Last Minute Checklist:

1. **All permission sheets returned and compiled for the off-site activity (youth cannot participate without a permission slip). Staff must take permission slips to the off-site activity to ensure correct parent contact information.**
2. **Roll sheets printed and distributed to all staff for all youth attending the off-site activity.**
3. **All required staff present.**
4. **All staff and youth are in approved attire.**

Appendix 8 Sample Policies and Procedures for Leaders-in-Training Programs

| Sample Policies and Procedures for Leaders-in-Training Programs

1. Define the Teen Leadership Program.

i. What is the goal of the program?

- For example, is the program designed for older youth who desire to become counselors, or is it designed for youth too old for the program, but who still want to participate?

ii. How does the program fit the mission of the Club?

iii. What is the teen leader's role in the program?

iv. What ages of youth are allowed to participate in the program?

v. Are the teen leaders categorized as staff or volunteers?

vi. Who is responsible for supervising the teen program?

2. Create Policies for the Teen Leadership Program.

- Outline appropriate and inappropriate physical, verbal, emotional, and behavioral boundaries between teen leaders and youth and between teen leaders and staff.
- Prohibit teen leaders from being one-on-one with youth.

- Prohibit teen leaders from escorting youth to the bathrooms.
- Prohibit teen leaders from assisting youth with changing their clothes.
- Require teen leaders to wear clothing or lanyards that identify them as leaders-in-training and differentiate them both from staff and younger youth.
- Develop policies governing where teen leaders can spend their time off. For example, are teen leaders permitted to hang out in areas reserved for staff?

3. Create Screening Practices for the Teen Leadership Program.

- Require teen leaders to fill out an application.
- Check references from the teens' parents, teachers, counselors, and/or coaches.
- Interview the teen leaders. Include the teens' parents in these interviews when possible.

4. Train Teen Leaders.

- Train staff and supervisors in how to monitor teen leaders.
- Require teen leaders to attend abbreviated trainings on the following topics:
 - Their role as a leader. Including what they are allowed to do and what they are not allowed to do.
 - General abuse risk management, boundaries, and self-protection.
 - Preventing youth-to-youth sexual activity.
 - How to report concerns about themselves or the youth in the program.

5. Monitor Teen Leaders.

- Designate a specific staff person who is in charge of the teen leadership program and its participants.
- Consider requiring teen leaders to keep a log documenting their daily activities and any problems they encountered. The program supervisor should review these logs on a daily basis.
- Conduct daily check-ins with teen leaders and their supervisors.