



Safe Sport Policy Handbook of the Annapolis Junior Rowing Association, Inc.

EXECUTIVE SUMMARY

As required by all US Rowing member clubs, Annapolis Junior Rowing Association, Inc. (AJR) has adopted the following Safe Sport policies as they relate to AJR activities.

There are a lot of reasons to row – at any level. Rowing is a life-long activity, where athletes often participate to have fun and spend time with friends. Rowing also encourages a healthy lifestyle, builds self-confidence; athletes also do better in the classroom and off the water. They learn goal-setting, teamwork and time management skills. Athletes are less likely to use cigarettes, drugs and alcohol; they have higher graduation rates and are more likely to attend college.

Unfortunately, any sports program involving youth can be a high-risk environment for misconduct, including child physical and sexual abuse. Here, we identify six primary types of misconduct:

- Bullying
- Harassment
- Hazing
- Emotional Misconduct
- Physical Misconduct
- Sexual Misconduct, including Child Sexual Abuse

All forms of misconduct are intolerable and in direct conflict with Olympic, US Rowing and AJR ideals.

Misconduct may damage an athlete's psychological well-being; athletes who have been mistreated experience social embarrassment, emotional turmoil, psychological scars, loss of self-esteem and negative impacts on family, friends and the team. Misconduct often hurts an athlete's competitive performance and may cause him or her to drop out of rowing entirely.

AJR publishes this handbook as a resource to guide the development, implementation and internal review of effective athlete safety and misconduct prevention strategies for AJR rowing activities.

HIGHLIGHTS

- Any information regarding the above six types of misconduct is required by federal law to be reported to the proper authorities, including law enforcement.
- No AJR staff (coach, administrator, etc.) may communicate one on one with any athlete without another coach/athlete/parent being copied or present.
- Annual training is required for all AJR staff, board members, certain volunteers and athletes over 18.
- Any other disciplinary issues not handled by law enforcement and/or SafeSport are handled within AJR and described at the end of this policy.

DEFINITIONS

Child, children, minor and youth

Anyone under the age of 18. Here, “child,” “children,” “minor” and “youth” are used interchangeably.¹

Staff

All individuals appointed by AJR to act in an administrative capacity and all individuals hired by the Board of Directors to coach any AJR program.

Volunteer

Any individual appointed by the AJR Board of Directors or Team Administrator to a position of authority over, or frequent contact, with athletes.

Child physical abuse

- Non-accidental trauma or physical injury caused by contact behaviors, such as punching, beating, kicking, biting, burning or otherwise harming a child. Child physical abuse may also include non-contact physical misconduct as described in the Athlete Protection Policy.
- Legal definitions for the State of Maryland can be found in Family Law Section 5-701.

Child sexual abuse

- Child sexual abuse involves any sexual activity with a child where consent is not or cannot be given. This includes sexual contact with a minor that is accomplished by deception, manipulation, force or threat of force regardless of whether there is deception or the child understands the sexual nature of the activity. Sexual contact between minors can also be abusive if there is a significant imbalance of power or disparity in age, development or size, such that one child is the aggressor. The sexually abusive acts may include sexual penetration, sexual touching

¹ Saul J, Audage NC. *Preventing Child Sexual Abuse Within Youth-serving Organizations: Getting Started on Policies and Procedures*. Atlanta (GA): Centers for Disease Control and Prevention, National Center for Injury Prevention and Control; 2007.

or non-contact sexual acts such as verbal acts, sexually suggestive written or electronic communications, exposure or voyeurism.²

- Legal definitions for the State of Maryland can be found in Family Law Section 5-701.

Misconduct

Conduct which results in harm, the potential for harm or the imminent threat of harm. Age is irrelevant to misconduct. There are six primary types of misconduct in rowing: emotional, physical and sexual misconduct, bullying, harassment and hazing.

Participants

Participants are minors who participate in any AJR activity. To be clear, it is still misconduct if one of the above occurs with someone 18 or over while an athlete participating with AJR.

Transgender Athletes

AJR follows US Rowing policy with regard to transgender athletes. Please see the US Rowing Policy Manual for further information.

Athletes at the youth level (youth, junior, high school, scholastic, U19, U17, U15) shall be allowed to participate in a rowing activity in accordance with their expressed gender identity irrespective of the gender listed on the athlete's birth certificate or student records, and regardless of whether the athlete has undergone any medical treatment, subject to the Eligibility Procedures set forth below [in the US Rowing policy manual].

Annapolis Junior Rowing Association, Inc.'s Safe Sport Policy Handbook

This handbook is a set of guidelines collecting policies and practices related to an AJR's strategy for recognizing, reducing and responding to child sexual abuse and other misconduct in rowing and all AJR activities.

STRATEGIES

Below you will find six strategies for creating a plan to recognize, reduce and respond to misconduct in rowing.³ These strategies include:

Strategy 1: Training and Education

Strategy 2: Screening staff members, volunteers and/or contractors

Strategy 3: Establishing boundaries

Strategy 4: Managing training and competition

Strategy 5: Responding to abuse, misconduct and policy violations; and

Strategy 6: Monitoring your strategy

² *Id.*

³ See Saul J, Audage NC. *Preventing Child Sexual Abuse Within Youth-serving Organizations: Getting Started on Policies and Procedures*. Atlanta (GA): Centers for Disease Control and Prevention, National Center for Injury Prevention and Control; 2007.

STRATEGY 1: TRAINING AND EDUCATION

TRAINING AND EDUCATION

Our policies and procedures require staff members and/or volunteers to report abuse, misconduct and violations of AJR's Safe Sport Policy. To do so, staff members (coaches, riggers, admin, support staff at boathouses) and/or volunteers (volunteer coaches, parent chaperones, referees, other volunteers) should have a basic understanding of sexual abusers, as well as "grooming," the most common strategy offenders use to seduce their victims. Using a combination of attention, affection and gifts, offenders select a child, win the child's trust (and the trust of the child's parent or guardian), manipulate the child into sexual activity, and keep the child from disclosing abuse.

Accordingly, staff members and/or volunteers must successfully complete the training and the test found on the SafeSport website. After completion, forward certificate of compliance to the Team Administrator. The President of the Board of Directors is responsible for the monitoring of the Team Administrator's compliance.

As part of the January 1, 2022 update to the Minor Athlete Abuse Prevention Policy, all athletes 18 or over must take the core SafeSport training in addition to the coaches, board members, staff, etc. Further, training must be offered to parents and all athletes and volunteers and must be recorded. AJR will do so by email notification and recording that in the AJR Board Meeting minutes. AJR will do this twice a year, at the beginning of the fall and the spring seasons.

***Those staff members and/or volunteers who are required to take awareness training (either initial or refresher) will take such training every year by September 1st, or no more than 30 day(s) before they have contact with athletes.**

STRATEGY 2: SCREENING

APPLICANT SCREENING

Staff members, contractors and/or regular volunteers must consent to, and pass, a formal applicant screening process before performing services for AJR.

Elements of our screening process include, as applicable, successful completion of an application, interview, reference check and criminal background check.

EDUCATION ABOUT AJR'S PROTECTION POLICIES

To deter applicants who may be at risk of abusing athletes or participants from applying for positions, AJR educates its applicants about its protection policies and offers applicants an early opt-out by:

- Requiring awareness training before placement and/or before working with athletes and participants
- Informing applicants about our policies and procedures relevant to prevention
- Asking applicants to review and agree to our policies and procedures before proceeding with the process
- Requiring applicants to sign a document acknowledging review of our policies and procedures

WRITTEN APPLICATIONS

Each applicant for a position will complete an application form consisting of personal, identifying information and a general release with applicant's signature.

The written application will:

- Ask about previous work and volunteer experiences
- Ask questions intended to illicit information concerning high-risk behaviors
- Provide a written release for contacting personal references and performing a criminal background check, including an indemnification clause
- Ask open-ended questions that encourage broad answers
- Use disclosure statements to ask applicants about previous criminal arrests or convictions for sexual offenses, violence against youth and other violent criminal offenses or felonies

PERSONAL INTERVIEW

Appropriate staff will interview applicants whose experience and credentials are considered a fit for available positions. During this interview, AJR will ask questions to encourage discussion, clarify responses and expand on the applicant's answers to questions from the written application.

REFERENCES

References of applicants will be contacted (either by phone or in writing) and asked specific questions regarding the applicant's professional experiences, demeanor and appropriateness for involvement with minor athletes and participants.

RELEASE

Each applicant will also provide a signed release, consistent with federal, state and local laws regulating employment practices, that allows references to speak freely about the applicant's qualifications without fear of reprisal and authorizing AJR to obtain information concerning an applicant's past employment, volunteer experience and information provided by the applicant during the screening process (i.e., written application and personal interview).

CRIMINAL BACKGROUND CHECK POLICY

All applicants will be asked to undergo a criminal background check that complies with the Fair Credit Reporting Act before providing services for AJR. Through this criminal background check, AJR will utilize reasonable efforts to ascertain past criminal history of an applicant. The background checks will be redone every two years on every coach and staff member.

PROCESS

The Criminal Background Check Consent and Waiver Release form must be submitted and the applicant cleared before he or she may perform services for AJR.

On receipt of the Criminal Background Check Consent and Waiver Release form, AJR will request that its vendor perform the criminal background check. As part of its criminal background check, AJR's vendor will, at a minimum and without limitation,

- (1) perform a national search of state criminal repositories;
- (2) perform a search of state sexual offender registries; and
- (3) verify a person's identification against his or her social security number or other personal identifier.

POTENTIALLY DISQUALIFYING FACTORS

Criminal History

AJR will use a criminal background check to gather information about an applicant's prior criminal history. The information revealed by the criminal background check may disqualify an applicant from serving as a staff member, contractor and/or volunteer.

Information that could disqualify an applicant includes, but is not limited to, arrests, pleas of no contest and criminal convictions—especially if the underlying criminal behavior involved sex or violence.

Pending Court Cases

No decision will be made on an individual's eligibility for work as a new staff member, contractor and/or volunteer if they have a pending court case for any of the potentially disqualifying offenses until the pending case concludes. AJR may decide to not wait on pending cases and not hire the individual.

Full Disclosure

Each applicant has the affirmative duty to disclose his or her criminal history. Failing to disclose or intentionally misrepresenting an arrest plea or conviction history in an application or any other information provided by an applicant during the screening process is grounds for employment, volunteer and/or membership revocation or restriction, regardless of when the offense is discovered.

- If an applicant (1) is arrested, (2) pleas or (3) is convicted of a crime other than a traffic offense during the screening process, the applicant is required to disclose such information immediately.
- In the event a person is serving as a staff member, contractor or volunteer and (1) is arrested, (2) pleas or (3) is convicted after the completion of the screening process, he or she has an affirmative duty to disclose such information immediately to his or her head coach, Team Administrator and/or Board of Director Member.
- Any applicant who has been banned by another sport organization, as temporarily or permanently ineligible, must self-disclose this information. A failure to disclose is a basis for disqualification for potential applicants.

FINDINGS

Notice of findings will be provided to:

- (1) Applicant;
- (2) AJR Team Administrator who is the Third Party Background Check Contact;
- (3) AJR Board of Directors

AJR's criminal background check report will return a "red light" or "green light" score. A green light score means that the background check vendor located no records that would disqualify the applicant. A green light score, however, is not a certification of safety or permission to bypass/ignore other screening efforts. Other disqualifying factors may exist, and can be revealed through an interview, reference checks and a completed application.

Note: A “green light” finding does not mean that an individual is safe to work with children. Instead a “green light” indicates that no criminal history was found that would disqualify the individual from working with children.

A **red light** finding means the criminal background check revealed criminal records. It is the discretion of the Board of Directors to determine if the findings suggest the applicant “does not meet the criteria” and is not desirable for organization employment or volunteer assignment.

Individuals who are subject to disqualification under a “red light” finding may challenge the accuracy of the reported information reported by the criminal background check vendor.

FREQUENCY OF CRIMINAL BACKGROUND CHECKS

*****Criminal background checks will be refreshed every 24 months for staff members and/or volunteers who are 18 years of age or older and perform services for AJR.**

AFFIRMATIVE DUTY TO DISCLOSE

If, during the course of employment or participation in AJR’s program, a staff member or volunteer is accused, arrested, indicted or convicted of a criminal offense against a child, it is the duty and responsibility of the staff member or volunteer to notify the head coach or an immediate supervisor, Team Administrator and/or a Board of Directors Member.

OTHER POTENTIALLY DISQUALIFYING FACTORS

Even if an applicant passes a criminal background check, other factors from the applicant screening process may disqualify an applicant. An individual may be disqualified and prohibited from providing services for AJR if the individual has:

- Been held liable for civil penalties or damages involving sexual or physical abuse of a minor
- Been subject to any court order involving any sexual or physical abuse of a minor, including but not limited to domestic order or protection
- A history with another organization (employment, volunteer, etc.) of complaints of sexual or physical abuse of minors
- Resigned, been terminated or been asked to resign from a position - paid or unpaid - due to complaint(s) of sexual or physical abuse of minors
- A history of other behavior that indicates they may be a danger to participants in AJR; or
- Not actually performed the job requirements of the previous position held

REVIEW OF DISQUALIFIERS

AJR will review its disqualification criteria every two years.

RECORDS

Records are secured by Team Administrator for a period indicated by applicable law or until seven years after the applicant is no longer affiliated with AJR, whichever date is later.

STRATEGY 3: ESTABLISHING BOUNDARIES

ATHLETE PROTECTION POLICY

COMMITMENT TO SAFETY

Overview

In the event that any staff member or volunteer observes inappropriate behaviors (i.e., policy violations), suspected physical or sexual abuse, or misconduct, it is the personal responsibility of each staff member and volunteer to immediately report his or her observations to the head coach or an immediate supervisor, Team Administrator and/or Board of Directors Member.

AJR is committed to creating a safe and positive environment for athletes' physical, emotional and social development and to ensuring that it promotes an environment free of misconduct.

Staff members and volunteers should not attempt to evaluate the credibility or validity of child physical or sexual abuse allegations as a condition for reporting to appropriate law enforcement authorities. Instead, it is the responsibility of each staff member and volunteer to immediately report suspicions or allegations of child physical or sexual abuse to law enforcement, the head coach, Team Administrator and/or Board of Directors Member.

AJR recognizes that the process for training and motivating athletes will vary with each coach and athlete, but it is nevertheless important for everyone involved in AJR's program to support the use of motivational and training methods that avoid misconduct.

Application

This policy applies to staff members, volunteers, parents, athletes and any other participant. The aforementioned shall refrain from all forms of misconduct, which include:

- Bullying
- Harassment
- Hazing
- Emotional misconduct
- Physical misconduct
- Sexual misconduct, including child sexual abuse

AJR and its staff members, volunteers, parents, athletes and any other participant are expected to adhere to this commitment to safety at all AJR sanctioned activities.

PROHIBITED CONDUCT

Child Sexual Abuse is prohibited under this Policy to include, without limitation:

- (1) Any sexual activity with a child where consent is not or cannot be given. This includes sexual contact with a child that is accomplished by deception, manipulation, force or threat of force, regardless of the age of the participants, and all sexual interactions between an adult and a child, regardless of whether there is deception or the child understands the sexual nature of the activity.

Note concerning peer-to-peer child sexual abuse: Sexual contact between minors also can be abusive. Whether or not a sexual interaction between children constitutes child sexual abuse turns on the existence of an aggressor, the age difference between the children, and/or whether there is an imbalance of power and/or intellectual capabilities.

- (2) Any act or conduct described as child sexual abuse under federal or state law.

Exception

None

Examples

Sexually abusive acts may include sexual penetration, sexual touching or non-contact sexual acts such as verbal acts, sexually suggestive electronic or written communications, exposure or voyeurism.

Emotional Misconduct

- (1) A pattern of deliberate, non-contact behavior that has the potential to cause emotional or psychological harm to an athlete. Non-contact behaviors include:

- a. verbal acts
- b. physical acts
- c. acts that deny attention or support

- (2) Any act or conduct described as emotional abuse or misconduct under federal or state law (e.g. child abuse, child neglect).

Exception

Emotional misconduct does not include professionally-accepted coaching methods of skill enhancement, physical conditioning, team building, discipline or improving athletic performance.

Examples

Examples of emotional misconduct prohibited by this policy include, without limitation:

- (1) **Verbal Acts.** A pattern of verbal behaviors that (a) attack an athlete personally (e.g., calling them worthless, fat or disgusting) or (b) repeatedly and excessively yelling at a particular participant or participants in a manner that serves no productive training or motivational purpose.
- (2) **Physical Acts.** A pattern of physically aggressive behaviors, such as (a) throwing sport equipment, water bottles or chairs at, or in the presence of, participants; or (b) punching walls,

windows or other objects.

- (3) **Acts that Deny Attention and Support.** A pattern of (a) ignoring an athlete for extended periods of time or (b) routinely or arbitrarily excluding participants from practice.

Note: Bullying, harassment, and hazing, defined below, often involve some form of emotional misconduct.

Physical Misconduct

- (1) Contact or non-contact conduct that results in, or reasonably threaten to, cause physical harm to an athlete or other sport participants; or
- (2) Any act or conduct described as physical abuse or misconduct under federal or state law (e.g. child abuse, child neglect, assault).

Exceptions

Physical misconduct does not include professionally-accepted coaching methods of skill enhancement, physical conditioning, team building, appropriate discipline or improving athlete performance. For example, hitting, punching, and kicking are well-regulated forms of contact in combat sports, but have no place in rowing.

Examples

Examples of physical misconduct prohibited by this Policy include, without limitation:

- (1) **Contact offenses.** Behaviors that include:
- (a) punching, beating, biting, striking, choking or slapping an athlete;
 - (b) intentionally hitting an athlete with objects or sporting equipment;
 - (c) providing alcohol to an athlete under the legal drinking age (under U.S. law);
 - (d) providing illegal drugs or non-prescribed medications to any athlete;
 - (e) encouraging or permitting an athlete to return to play prematurely following a serious injury (e.g., a concussion) and without the clearance of a medical professional;
 - (f) prescribing dieting or other weight-control methods (e.g., weigh-ins, caliper tests) without regard for the nutritional well-being and health of athlete.
- (2) **Non-contact offenses.** Behaviors that include:
- (a) isolating an athlete in a confined space (e.g., locking an athlete in a small space);
 - (b) forcing an athlete to assume a painful stance or position for no athletic purpose (e.g. requiring an athlete to kneel on a harmful surface);
 - (c) withholding, recommending against or denying adequate hydration, nutrition, medical attention or sleep.

Note: Bullying, harassment and hazing, defined below, often involve some form of physical misconduct.

Sexual Misconduct

- (1) Any touching or non-touching sexual interaction that is (a) nonconsensual or forced, (b) coerced or manipulated, or (c) perpetrated in an aggressive, harassing, exploitative or threatening manner;
- (2) Any sexual interaction between an athlete and an individual with evaluative, direct or indirect authority. Such relationships involve an imbalance of power and are likely to impair judgment or be exploitative; or
- (3) Any act or conduct described as sexual abuse or misconduct under federal or state law (e.g. sexual abuse, sexual exploitation, rape)

Note: An imbalance of power is always assumed between a coach and an athlete.

Types of Sexual Misconduct

Types of sexual misconduct include:

- (1) sexual assault,
- (2) sexual harassment,
- (3) sexual abuse, or
- (4) any other sexual intimacies that exploit an athlete. **Minors cannot consent to sexual activity with an adult**, and all sexual interaction between an adult and a minor is strictly prohibited.

Exceptions

None

Examples

Examples of sexual misconduct prohibited under this Policy include, without limitation:

- (1) **Touching offenses.** Behaviors that include:
 - (a) fondling an athlete's breasts or buttocks
 - (b) exchange of reward in sport (e.g., team placement, scores, feedback) for sexual favors
 - (c) genital contact
 - (d) sexual relations or intimacies between persons in a position of trust, authority and/or evaluative and supervisory control over athletes or other sport participants.

Comment

(1) **Authority and Trust.** Once the unique coach-athlete relationship is established, the authority and trust on the part of the coach over the athlete shall be assumed, regardless of age. Accordingly, sexual interaction or intimacies between a coach and an athlete or other participant are prohibited, regardless of age, both during coaching and during that period following coaching if an imbalance in power could jeopardize effective decision-making.

Imbalance of Power. Factors relevant to determining whether there is an imbalance of power include, but are not limited to: (a) the nature and extent of the coach's supervisory, evaluative or other authority over the athlete being coached; (b) the actual relationship between the parties; (c) the parties' respective roles; (d) the nature and duration of the sexual relations or intimacies; (e) the age of the coach; (f) the age of the athlete or participant; (g) and whether the coach has engaged in a pattern of sexual interaction with other athletes or participants.

(2) **Exception.** This section does not apply to a pre-existing relationship between two spouses or life partners.

(2) **Non-touching offenses.** Behaviors that include:

- (a) a coach discussing his or her sex life with an athlete
- (b) a coach asking an athlete about his or her sex life
- (c) coach requesting or sending a nude or partial-dress photo to athlete
- (d) exposing athletes to pornographic material
- (e) sending athletes sexually explicit or suggestive electronic or written messages or photos (e.g. "sexting")
- (f) deliberately exposing an athlete to sexual acts
- (g) deliberately exposing an athlete to nudity (except in situations where locker rooms and changing areas are shared)
- (h) sexual harassment; specifically, the sexual solicitation, physical advances, or verbal or nonverbal conduct that is sexual in nature, and
 - a. is unwelcome, offensive or creates a hostile environment, and the offending individual knows or is told this
 - b. is sufficiently severe or intense to be harassing to a reasonable person in the context.

Bullying

(1) An intentional, persistent and repeated pattern of committing or willfully tolerating physical and non-physical behaviors that are intended, or have the reasonable potential, to cause fear, humiliation or physical harm in an attempt to socially exclude, diminish or isolate the targeted athlete(s), as a condition of membership

(2) Any act or conduct described as bullying under federal or state law

Exceptions

Bullying does not include group or team behaviors that (a) are meant to establish normative team behaviors, or (b) promote team cohesion.

For example, bullying does not include verbal admonitions to encourage team members to train harder and to push through a difficult training regimen.

Examples

Examples of bullying prohibited by this Policy include, without limitation:

- (1) **Physical behaviors.** Behaviors that include (a) hitting, pushing, punching, beating, biting, striking, kicking, choking, or slapping an athlete; (b) throwing at, or hitting an athlete with, objects such as sporting equipment.
- (2) **Verbal and emotional behaviors.** Behaviors that include (a) teasing, ridiculing, intimidating; (b) spreading rumors or making false statements; or (c) using electronic communications, social media, or other technology to harass, frighten, intimidate or humiliate (“cyber bullying”).

Harassment

- (1) A repeated pattern of physical and/or non-physical behaviors that (a) are intended to cause fear, humiliation or annoyance, (b) offend or degrade, (c) create a hostile environment or (d) reflect discriminatory bias in an attempt to establish dominance, superiority or power over an individual athlete or group based on gender, race, ethnicity, culture, religion, sexual orientation, gender expression or mental or physical disability; or
- (2) Any act or conduct described as harassment under federal or state law

Exceptions

None

Examples

Examples of harassment prohibited by this Policy include, without limitation:

- (1) **Physical offenses.** Behaviors that include (a) hitting, pushing, punching, beating, biting, striking, kicking, choking or slapping an athlete or participant; (b) throwing at or hitting an athlete with objects including sporting equipment.
- (2) **Non-physical offenses.** Behaviors that include (a) making negative or disparaging comments about an athlete’s sexual orientation, gender expression, disability, religion, skin color, or ethnic traits; (b) displaying offensive materials, gestures, or symbols; (c) withholding or reducing playing time to an athlete based on his or her sexual orientation.

Hazing

- (1) Coercing, requiring, forcing or willfully tolerating any humiliating, unwelcome or dangerous activity that serves as a condition for (a) joining a group or (b) being socially accepted by a group’s members; or
- (2) Any act or conduct described as hazing under federal or state law

Exception

Hazing does not include group or team activities that (a) are meant to establish normative team behaviors or (b) promote team cohesion.

Examples

Examples of hazing prohibited by this Policy include, without limitation:

- (1) requiring, forcing or otherwise requiring the consumption of alcohol or illegal drugs
- (2) tying, taping or otherwise physically restraining an athlete
- (3) sexual simulations or sexual acts of any nature
- (4) sleep deprivation, otherwise unnecessary schedule disruption or the withholding of water and/or food
- (5) social actions (e.g. grossly inappropriate or provocative clothing) or public displays (e.g. public nudity) that are illegal or meant to draw ridicule
- (6) beating, paddling or other forms of physical assault
- (7) excessive training requirements focused on individuals on a team

Comment: Activities that fit the definition of hazing are considered to be hazing regardless of an athlete's willingness to cooperate or participate.

WILLFULLY TOLERATING MISCONDUCT

It is a violation of this Athlete Protection Policy if a staff member and/or volunteer knows of misconduct, but takes no action to intervene on behalf of the athlete(s), participant(s), staff member, and/or volunteer.

REPORTING

Although these policies are designed to reduce child sexual abuse and other misconduct, it can still occur. Staff members, volunteers and participants of AJR shall follow the reporting procedures set forth in Safe Sport's Reporting Policy. **AJR does not investigate suspicions or allegations of child physical or sexual abuse, or attempt to evaluate the credibility or validity of such allegations, as a condition of reporting suspicions or allegations to the appropriate law enforcement authorities.**

VIOLATIONS

Violations of the Athlete Protection Policy shall be reported pursuant to our Reporting Policy and will be addressed by AJR's Board of Directors.

STRATEGY 4: MANAGING TRAINING AND COMPETITION

SUPERVISION OF ATHLETES AND PARTICIPANTS

During training and competition, AJR strives to create two-deep leadership and minimize one-to-one interactions to create a safe training environment and to protect athletes and participants.

APPROPRIATE ONE-ON-ONE INTERACTIONS

Individual Meetings

An individual meeting may be necessary to address an athlete's concerns, training program, or competition schedule. Under these circumstances, coaches, staff members and/or volunteers are to observe the following guidelines:

- Any individual meeting should occur when others are present and where interactions can be easily observed
- Where possible, an individual meeting will take place in a publicly visible and open area, such as the boathouse or dock area.
- If an individual meeting is to take place in an office or room, the door should remain unlocked and open (such as regattas).
- If a closed-door meeting is necessary, the coach or staff member must ensure another coach is present and ensure the door remains unlocked. **Further, the minor athlete parent(s) must be informed prior to a one-on-one meeting and must consent in writing.**

Individual Training Sessions

AJR does not hold individual training sessions or offer massage/rubdown athletic training options.

PROHIBITED ONE-ON-ONE INTERACTIONS

Except as set forth above, minor athletes and participants will not be left unattended or unsupervised during AJR activities and AJR coaches, staff members and/or volunteers are prohibited from being alone with an individual athlete or participant. Due to logistics of Camp Woodlands, AJR recognizes that there are times when traveling from one area of camp to another that there could be one-on-one interactions, but there will not be established meeting times of one-on-one interactions with no other AJR participants on camp grounds, rooms or buildings.

PHYSICAL CONTACT WITH ATHLETES

Appropriate physical contact between athletes and coaches, staff members, contractors or volunteers is a productive and inevitable part of sport. Athletes are more likely to acquire advanced physical skills and enjoy their sport participation through appropriate physical contact. However, guidelines for appropriate physical contact reduce the potential for misconduct in sport.

APPROPRIATE PHYSICAL CONTACT

AJR adheres to the following principles and guidelines in regards to physical contact with our athletes:

Common Criteria for Appropriate Physical Contact

Physical contact with athletes – for safety, consolation and celebration – has multiple criteria in common which make them both safe and appropriate. These include, but not limited to:

- the physical contact takes place in public
- there is no potential for, or actual, physical or sexual intimacies during the physical contact
- the physical contact is for the benefit of the athlete, not to meet an emotional or other need of an adult

Safety

The safety of our athletes is paramount and in many instances we make the athletic space safer through appropriate physical contact. Examples include:

- spotting an athlete so that they will not be injured by a fall or piece of equipment
- positioning an athlete's body so that they more quickly acquire an athletic skill, get a better sense of where their body is in space, or improve their balance and coordination
- making athletes aware that they might be in harm's way because of other athletes practicing around them or because of equipment in use
- releasing muscle cramps

Celebration

Sports are physical by definition and we recognize participants often express their joy of participation, competition, achievement and victory through physical acts. We encourage these public expressions of celebration, which include:

- greeting gestures such as high-fives, fist bumps, and brief hugs
- congratulatory gestures such as celebratory hugs, "jump-arounds" and pats on the back for any form of athletic or personal accomplishment

Consolation

It may be appropriate to console an emotionally distressed athlete (e.g., an athlete who has been injured or has just lost a competition). Appropriate consolation includes publicly:

- embracing a crying athlete
- putting an arm around an athlete while verbally engaging them in an effort to calm them down ("side hugs")
- lifting a fallen athlete off the playing surface to encourage them to continue competition

PROHIBITED PHYSICAL CONTACT

Prohibited forms of physical contact, which shall be reported immediately under our Reporting Policy include, without limitation:

- asking or having an athlete sit in the lap of a coach, administrator, staff member or volunteer
- lingering or repeated embraces of athletes that go beyond the criteria set forth for acceptable physical contact
- slapping, hitting, punching, kicking or any other physical contact meant to discipline, punish or achieve compliance from an athlete
- “cuddling” or maintaining prolonged physical contact during any aspect of training, travel or overnight stay
- playful, yet inappropriate contact that is not a part of regular training, (e.g., tickling or “horseplay” wrestling)
- continued physical contact that makes an athlete obviously uncomfortable, whether expressed or not
- any contact that is contrary to a previously expressed personal desire for decreased or no physical contact, where such decreased contact is feasible in a competitive training environment.

VIOLATIONS

Violations of this policy must be reported to the head coach, Team Administrator, and/or Board of Directors Member and violations will be addressed by the Board of Directors. Some forms of physical contact may constitute child physical or sexual abuse that **must be reported to appropriate law enforcement authorities.**

ELECTRONIC COMMUNICATIONS POLICY

As part of AJR's emphasis on athlete safety, all electronic communications between a coach and athlete must be professional in nature and for the purpose of communicating information about team activities.

As with any communication, the content of any electronic communication should be readily available to share with the athlete's family. At the request of a parent or guardian, any email, electronic text, social media or similar communication will copy or include the athlete's parents or guardians.

FACEBOOK, INSTAGRAM, SNAPCHAT, BLOGS AND SIMILAR SITES

Coaches or staff may not have athletes of AJR's Team join a personal social media page. Athlete members and parents can friend the official AJR's Team page.

AJR uses Team Snap for all coach/administrator to athlete communication. All posts, messages, text, or media of any kind between coach and athlete must be professional in nature and for the purpose of communicating information about team activities or for team-oriented motivational purposes.

TWITTER, INSTANT MESSAGING AND SIMILAR MEDIA

Coaches and athletes may "follow" each other. Coaches cannot "re-tweet" athlete message posts. All posts between coach and athlete must be for the purpose of communicating information about team activities.

EMAIL AND SIMILAR ELECTRONIC COMMUNICATIONS

AJR uses Team Snap to conduct team communications. No direct email between a coach and athlete is allowed without another coach, athlete or parent being copied. These should be kept to a minimum.

TEXTING AND SIMILAR ELECTRONIC COMMUNICATIONS

Texting is allowed between coaches or staff and athletes with a two person rule (another coach, athlete or parent being copied). All texts between coach and athlete must be professional and for the purpose of communicating information about team activities. These should be kept to a minimum.

ELECTRONIC IMAGERY

From time to time, digital photos, videos of practice or competition, and other publicly obtainable images of the athlete – individually or in groups – may be taken. These photos and/or videos may be submitted to local, state or national publications, used in club videos, posted on club or club associated websites, or offered to the club families seasonally on disc or other electronic form. It is the default policy of AJR to allow such practices as long as the athlete or athletes are in public view and such imagery is both appropriate and in the best interest of the athlete and AJR. Imagery must not be contrary to any rules as outlined in AJR's Safe Sport Policy Handbook.

REQUEST TO DISCONTINUE ALL ELECTRONIC COMMUNICATIONS OR IMAGERY

The parents or guardians of an athlete may request in writing that their child not be contacted by any form of electronic communication by coaches (photography or videography).

MISCONDUCT

Social media and electronic communications can also be used to commit misconduct (e.g., emotional, sexual, bullying, harassment, and hazing). Such communications by coaches, staff, volunteers, administrators, officials, parents or athletes will not be tolerated and are considered violations of our Athlete Protection Policy.

VIOLATIONS

Violations of AJR's Electronic Communications and Social Media Policy should be reported to the head coach, Team Administrator and/or a Board of Directors Member. Complaints and allegations will be addressed AJR's Board of Directors.

LOCKER ROOMS, BATHROOMS AND CHANGING AREA POLICY

The following guidelines are designed to maintain personal privacy as well as to reduce the risk of misconduct in locker rooms, bathrooms and changing areas.

FACILITIES

We practice at Camp Woodlands, 2744 Riva Road, Annapolis, MD.

This location has:

- (a) No designated locker room or changing facilities. Athletes will be expected to come dressed for practice and to change and shower at home.
- (b) A changing area in the bathroom at the top of the path to the water is shared with the general public at Camp Woodlands. As such, there could be times where people who are not associated with AJR are in the bathroom/changing area before, during and after the time of practice.

When we travel for competition the facilities may differ from location to location. As a rule, athletes will be expected to come dressed for racing at regattas at the time of departure.

MONITORING

AJR has staggered the launching of practice boats, with different groups launching and docking throughout the practice time. It is therefore not practical to constantly monitor bathrooms and changing area over this extended course of time. While we do not post staff members inside or at the doors of the bathrooms and changing area, we do make occasional sweeps of these areas. Staff members conduct these sweeps, before and after practice as athletes are leaving the dock area.

Coaches and staff members make every effort to recognize when an athlete goes to the bathroom or changing area during practice and competition and, if they do not return in a timely fashion, will check the athlete's whereabouts.

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Due to the fact that parents do not regularly access Camp Woodlands other than to drop off or pick up their athlete, AJR does not have parents regularly using the bathrooms or changing area.

If an athlete needs assistance with his or her uniform or gear, or an athlete's disability warrants assistance, then we ask that parents let the head coach or Team Administrator know beforehand that he or she will be helping the athlete.

MIXED-GENDER TEAMS

Since the team consists of both male and female athletes, both female and male privacy rights must be given consideration and appropriate arrangements made. If separate locker rooms are not available, then the athletes will take turns using the bathroom/changing area to change.

USE OF CELL PHONES AND OTHER MOBILE RECORDING DEVICES

Cell phones and other mobile devices with recording capabilities, including voice recording, still cameras and video cameras increase the risk for different forms of misconduct in bathrooms and changing areas. As a result, **THERE WILL BE NO USE OF A DEVICE'S RECORDING CAPABILITIES IN THE BATHROOMS OR ANY CHANGING AREA.**

Violations of this policy will be addressed under the Review Panel and may result in the sanctions as set forth therein, including temporary suspension from practice and/or competition.

TRAVEL

Travel will be a standard aspect of our competitive seasons and AJR has established policies to minimize one-on-one interactions and reduce the risk of misconduct. Adherence to these travel guidelines will increase athlete safety and improve the competitive experience while keeping travel a fun and enjoyable experience. Parents of minor athletes must consent in writing for AJR approved travel (such as a team bus).

LOCAL AND TEAM TRAVEL

We distinguish between travel to training and practice ("local travel"), and travel to competition involving a coordinated carpool, bus transportation and/or overnight stay ("team travel").

Local Travel

For local travel (to and from practice), athletes or their parents/guardians (for minor athletes) are responsible for making all travel arrangements. In these instances it is the responsibility of the athlete or their parents/guardians (for minor athletes) to ensure the person transporting the athlete maintains all safety and legal requirements, including, but not limited to, a valid driver's license, proper insurance, well maintained vehicle, and compliance with all state laws.

In an effort to minimize one-on-one interactions, AJR staff members, coaches and/or volunteers, who are not also acting as a parent, should not drive alone with an unrelated athlete and should only drive with at least two other athletes or another adult at all times, unless otherwise agreed to in writing by the athlete's parent or guardian in advance of local travel. In any case where a staff member and/or volunteer is involved in the athlete's local travel, a parental release is required in advance.

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Coaches, staff members and volunteers who are also an athlete's guardian may provide shared transportation for any athlete(s). We encourage guardians to pick up their athlete first and drop off their athlete last in any shared or carpool travel arrangement. We also recommend completing a shared travel declaration form signed by the parents/guardians of any minor athlete who is being transported as part of such a carpool arrangement.

Team Travel

Team travel occurs when AJR sponsors, coordinates or arranges for travel and/or overnight stays, so that our teams can compete locally, regionally, nationally or internationally. Because of the greater distances, coaches, staff, volunteers and chaperones will often travel with the athletes. However, no coach, staff member, or volunteer will engage in team travel without the proper safety requirements in place, including valid drivers' licenses, proper insurance, well-maintained vehicles and compliance with all state laws.

AJR makes efforts to provide adequate supervision through coaches and other adult chaperones.

For team travel, hotels and bus service will be booked in advance by AJR Travel Coordinator. Athletes will share rooms, with 2-4 athletes assigned per room depending on accommodations. AJR will also notify hotel management should any special arrangements be warranted. For instance, AJR will request an additional large room or lobby area, so that our members and athletes may meet or socialize as a group. When possible AJR will designate separate spaces for adults and athletes to socialize.

We encourage family members who wish to stay in the team hotel to do so. If family members do not stay in the team hotel, we encourage all athletes to call parents and guardians regularly and allow for any unscheduled calls by either the athlete or parent/guardian.

Volunteer chaperones in groups of two ensure all athletes are in their assigned hotel room when the "lights out" call is made. Chaperones in groups of two also monitor the hallways at different times during the night to ensure all athletes have remained in their assigned room.

Chaperones are also present when AJR utilizes a bus service for travel. Chaperones are responsible for monitoring behavior while athletes are on the bus. Athletes are not permitted to be on the bus alone without a Chaperone.

INDIVIDUAL TRAVEL

AJR does not permit its athletes travel individually to competitions unless transported by their parents or guardians.

TRAVEL NOTIFICATION

When possible, AJR's Travel Coordinator will provide reasonable advance notice before team travel. Notice will include the dates, location and duration of competition. Travel notice will also include the designated team hotel for overnight stays. The AJR Travel Coordinator will be the point of contact to

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confirm your intention to travel and to help with travel details.

AJR will email through Team Snap specific travel itineraries when they become available. These will include a more detailed, hour-by-hour itinerary as well as contact information for team travel chaperones.

MIXED-GENDER AND MIXED-AGE TRAVEL

AJR is made up of male and female athletes from 8th – 12th grade. Athletes will only share a room with other athletes of the same sex and age group. Athletes will also be grouped by age and sex for the purposes of assigning an appropriate chaperone. We will make every effort to provide these groups at least one chaperone of the same sex. However, we rely on parents to serve as chaperones and may be limited in providing this match.

Regardless of gender, a coach shall not share a hotel room or other sleeping arrangement with an athlete (unless the coach is the parent, guardian, sibling or spouse of that particular athlete). Where an adult is registered both as a coach of AJR, and is functioning primarily as a coach, he or she may share sleeping arrangements with another registered coach.

COACH AND STAFF RESPONSIBILITIES

During team travel, coaches and staff members will help athletes, fellow coaches and staff members adhere to policy guidelines, including, without limitation, the Travel Policy, Locker Rooms, Bathrooms and Changing Areas Policy and Reporting Policy.

When not practicing, training, competing, or preparing for competition, coaches and staff will monitor the activities of athletes, fellow coaches and staff during team travel. Coaches and staff will:

- a. prepare athletes for team travel and make athletes aware of all expectations. Supplemental information will be given to parents/guardians of athletes who are considered inexperienced travelers, new or relatively new to team travel, or who are under the age of 14
- b. familiarize themselves with all travel itineraries and schedules before the initiation of team travel
- c. conform to, and monitor for others' adherence, the Athlete Protection Policy and all policies during team travel
- d. encourage minor athletes to participate in regular, at least daily, scheduled communications with their parents/guardians
- e. help athletes be on time for all team commitments (as possible)
- f. assist with team travel logistical needs (as possible)
- g. support chaperones and/or participate in the monitoring of athletes for adherence to curfew restrictions set based on age and competition schedule as listed in travel itinerary
- h. ensure athletes are complying with hotel room restrictions based on gender or age bracket requirements
- i. make certain that athletes are not alone in a hotel room with any adult apart from a family member; this includes coaches, staff and chaperones

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- j. not use drugs or alcohol while performing their coaching duties
- k. immediately report any concerns about physical or sexual abuse, misconduct, or policy violations
- l. notify parents before taking any disciplinary action against a minor athlete if the athlete is traveling without his or her parents.

CHAPERONE RESPONSIBILITIES

Chaperones accompany team travel to ensure that the athletes, coaches, staff, and volunteers adhere to the AJR's policy guidelines. While these include the travel policy, it also includes all other relevant policies contained in AJR's Safe Sport Policy Handbook. At this time, AJR utilizes a two person rule for chaperones (including at least one chaperone of the same sex as the athletes being monitored). SafeSport does not require background checks in this case. If there are not enough chaperones and one on one interaction may occur, then a background check is required. SafeSport training is highly recommended for all chaperones and is required for any chaperone exercising one-on-one authority over athletes.

If a chaperone has not undergone a criminal background check and SafeSport's awareness training, the chaperone will not be permitted to have any one-on-one interactions with athletes. If a chaperone has undergone a criminal background check and awareness training, he or she may have appropriate one-on-one interactions as outlined in this handbook.

Chaperones will monitor the activities of all coaches, staff members, volunteers and athletes during team travel. Specifically, chaperones will:

- a. familiarize themselves with all travel itineraries and schedules before team travel
- b. monitor for adherences to club policies during team travel
- c. encourage minor athletes to participate in regular, at least daily, scheduled communications with their parents/guardians
- d. help athletes be on time for all team commitments (as possible)
- e. assist coaches, staff and other volunteers with team travel logistical needs (as possible)
- f. in groups of two monitor athletes for adherence to curfew restrictions set based on age and competition schedule as listed in travel itinerary
- g. ensure athletes comply with hotel room restrictions based on gender or age bracket requirements
- h. not use drugs or abuse alcohol while performing their chaperone duties
- i. make certain that athletes are not alone in a hotel room with any adult apart from a family member; this includes coaches, staff and chaperones
- j. immediately report any concerns about sexual and physical abuse, misconduct or policy violations to head coach, Team Administrator and/or Board of Directors Member.

STRATEGY 5: RESPONDING TO ABUSE, MISCONDUCT & POLICY VIOLATIONS

REPORTING POLICY

Every AJR staff member and/or volunteer must report:

- (1) violations of the AJR Safe Sport Policy Handbook,
- (2) misconduct as defined in AJR's Athlete Protection Policy, and
- (3) suspicions or allegations of child physical or sexual abuse.

AJR will immediately seek legal advice when allegations of child physical or sexual abuse have been made.

As a matter of policy, AJR does not investigate suspicions or allegations of child physical or sexual abuse or attempt to evaluate the credibility or validity of such allegations as a condition for reporting to the appropriate law enforcement authorities.

Reporting Child Physical or Sexual Abuse

Child Physical or Sexual Abuse

Staff members and/or volunteers at AJR are required to immediately report suspicions or allegations of child sexual abuse by a staff member, volunteer, chaperone and/or athlete, to:

- (1) head coach or immediate supervisor, and/or
- (2) Team Administrator and/or,
- (3) Board of Directors Member and,
- (4) **appropriate law enforcement authorities.**

Grooming

Because sexual abusers "groom" children for abuse – the process used by offenders to select a child, to win the child's trust (and the trust of the child's parent or guardian), to manipulate the child into sexual activity and to keep the child from disclosing abuse – it is possible that a staff member and/or volunteer may witness behavior intended to groom a child for sexual abuse. All questions or concerns related to inappropriate, suspicious or suspected grooming behavior should be directed to their head coach, Team Administrator and/or Board of Directors Member.

Peer-to-Peer Sexual Abuse

Approximately 1/3 of all child sexual abuse occurs at the hands of other children and the obligation to report extends to peer-to-peer child sexual abuse. Whether or not a sexual interaction between children constitutes child sexual abuse turns on the existence of an aggressor, the age difference between the children, and/or whether there is an imbalance of power or intellectual capabilities. **If you have any concerns that an interaction between children may constitute sexual abuse, report it to the appropriate law enforcement authorities and the head coach, Team Administrator and/or Board of Directors Member.**

Reporting Misconduct and Policy Violations

If any staff member and/or volunteer receives an allegation or observes misconduct or other inappropriate behavior, such as grooming, that is not reportable to the appropriate law enforcement authorities, it is the responsibility of each staff member and/or volunteer to report their observations to:

- (1) the head coach or immediate supervisor,
- (2) Team Administrator or
- (3) Board of Directors Member.

AJR also encourages member parents and athletes to communicate violations of AJR's Safe Sport Policy Handbook to their head coach or immediate supervisor, Team Administrator and/or Board of Directors Member. Where applicable, parents may also report to the appropriate law authorities.

Allegations and suspicions of child physical and sexual abuse should be reported as directed in the prior Reporting Child Physical or Sexual Abuse section.

REPORTING PROCEDURE

To Whom to Report

Staff members, athletes, parents, and volunteers may report to any coach, Team Administrator and/or Board of Directors Member with whom they are comfortable sharing their concerns immediately.

All AJR Board of Directors shall be notified immediately via email and/or telephone of any reported concern, allegation or violation.

A staff member and/or volunteer must report any allegation of child physical or sexual abuse to relevant law enforcement authorities. **As a matter of policy, AJR does not investigate suspicions or allegations of child physical or sexual abuse or attempt to evaluate the credibility or validity of such allegations as a condition for reporting to the appropriate law enforcement authorities.**

How to Report Incident

SafeSport and AJR will take a report in the way that is most comfortable for the person initiating a report including an anonymous, in-person, verbal or written report. Regardless of how you choose to report, it is helpful to AJR for individuals to provide, at a minimum, (1) the name of the complainant(s); (2) the type of misconduct alleged and the name(s) of the individual(s) alleged to have committed the misconduct.

Reporting Form

Individuals reporting child physical or sexual abuse or other misconduct may complete an Incident Report Form. This form is provided by SafeSport. Information on this form will include:

- 1) the name(s) of the complainant(s)
- 2) the type of misconduct alleged
- 3) the name(s) of the individual(s) alleged to have committed the misconduct
- 4) the approximate dates the misconduct was committed

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- 5) the names of other individuals who might have information regarding the alleged misconduct
- 6) a summary statement of the reasons to believe that misconduct has occurred

AJR will withhold the complainant's name on request, to the extent permitted by law. Reporting forms are attached hereto as a part of the AJR's Safe Sport Policy Handbook.

CONFIDENTIALITY, ANONYMOUS REPORTING AND BAD-FAITH ALLEGATIONS

Confidentiality

To the extent permitted by law and under advice from legal counsel, and as appropriate, AJR will keep confidential the complainant's name on request, not make public the names of potential victims, the accused perpetrator or the people who made a report of child physical and sexual abuse to the authorities.

Anonymous Reporting

AJR recognizes it can be difficult for an athlete, teammate, friend or family member to report an allegation of misconduct and strives to remove as many barriers to reporting as possible. **Anonymous reports may be made without the formality of completing an Incident Report Form:**

- by completing the Reporting Form without including their name
- by expressing concerns verbally to the head coach, Team Administrator and/or Board of Directors Member
- via email, texts or notes left for the head coach, Team Administrator and/or Board of Directors Member.

However, anonymous reporting may make it difficult for AJR to properly address allegations and notify the appropriate law enforcement authorities.

To reiterate, all suspicions of child physical or sexual abuse will be reported to the appropriate law enforcement authorities.

"Whistleblower" Protection

Regardless of outcome, AJR will support the complainant(s) and his or her right to express concerns in good faith. AJR will not encourage, allow or tolerate attempts from any individual to retaliate, punish, allow or in any way harm any individual(s) who reports a concern in good faith. Such actions against a complainant will be considered a violation of the AJR Safe Sport Policy Handbook and grounds for disciplinary action.

Bad-Faith Allegations

A report of abuse, misconduct or policy violations that is malicious, frivolous or made in bad faith is prohibited. Such reports will be considered a violation of the AJR Safe Sport Policy Handbook and grounds for disciplinary action. Depending on the nature of the allegation, a person making a malicious, frivolous or bad-faith report may also be subject to civil or criminal proceedings.

HOW REPORTS ARE HANDLED

Suspicious or Allegations of Child Physical or Sexual Abuse

Reporting to Law Enforcement and/or Child Protective Services

An independent investigation can harm youth and/or interfere with the legal investigative process. AJR, its staff members and/or volunteers **do not attempt to evaluate the credibility or validity of child physical or sexual abuse as a condition for reporting to appropriate law enforcement authorities.** As necessary, however, AJR may ask a few clarifying questions of the minor or person making the report to adequately report the suspicion or allegation to law enforcement authorities. SafeSport training details how investigations are handled.

For mandatory reporting laws, visit www.childwelfare.gov.

Immediate Suspension or Termination

When an allegation of child physical or sexual abuse is made against a staff member, youth and/or volunteer, AJR may immediately remove that individual from contact with any children in the program until the allegation has been investigated by an official agency. As necessary, AJR may suspend or change the assignment of a staff member and/or volunteer.

In those cases, where the Ted Stevens Act may apply, the accused individual will be offered a hearing. A hearing under the Ted Stevens Act will not necessarily affect AJR's ability to immediately suspend or terminate the accused individual from employment or performing services for AJR.

A staff member or volunteer's failure to report to the head coach or an immediate supervisor, Team Administrator and/or Board of Directors Member is a violation of this policy and grounds for termination of a staff member and/or dismissal of a volunteer.

AJR will seek legal counsel when a staff member or volunteer's suspension or termination is in question.

Misconduct and Policy Violations

AJR will address alleged policy violations and misconduct – bullying, harassment, hazing, emotional, physical and sexual – that are not reportable under relevant state or federal law or SafeSport guidelines. Staff members, volunteers, athletes and/or parents must report policy violations and misconduct to the head coach, Team Administrator and/or Board of Directors Member.

NOTIFICATION

Following AJR's receipt of a credible allegation that results in the removal of an employee, coach or other volunteer, AJR's Board of Directors may consider the circumstances in which it will notify other parents of athletes with whom the accused individual may have had contact. At AJR's discretion, as appropriate, and after consultation with legal counsel, AJR may notify its staff members, contractors, volunteers, parents, and/or athletes of any allegation of child physical or sexual abuse or other criminal behavior that (1) law enforcement authorities are actively investigating; or (2) that AJR is investigating internally. Advising others of an allegation may lead to additional reports of child physical or sexual abuse and other misconduct.

DISCIPLINARY RULES AND PROCEDURE

While AJR endeavors to provide support and guidance to participants on a day-to-day basis, it is also important for AJR to have a formal procedure for disciplinary action to address alleged violations of its

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policies and other inappropriate behaviors, which is consistent with AJR Safe Sport Policy Handbook and/or its Bylaws.

DISCIPLINARY RULES

AJR recognizes that there are varying levels of misconduct. For example, physical and sexual misconduct are serious violations that may result in immediate dismissal. In contrast, a youth participant who tells a single sexually risqué joke constitutes less serious misconduct and depending on the circumstances, might be dealt with more appropriately through dialogue and a verbal warning. In all cases, AJR's Board of Directors' disciplinary procedures and actions will be proportionate, reasonable and applied fairly and equally.

DISCIPLINARY PROCEDURE

On receipt of an allegation against a staff member and/or volunteer, AJR's Head Coach and Board of Directors will determine in its discretion the appropriate steps to address the conduct based on several factors, including (i) the age of the complainant or victim, (ii) the age of the accused and (iii) the nature, scope, and extent of the allegations.

If needed AJR will seek advice from legal counsel in regards to scope of allegation and findings as well as disciplinary action.

AJR's disciplinary response will depend on the nature and seriousness of the incident and in extreme cases, misconduct will result in immediate summary dismissal, provided that the accused individual shall be advised of their right to a hearing. If the accused individual is a minor, AJR will contact his/her parents or guardians.

DISCIPLINARY ACTION

Sanctions for violations of the AJR's Safe Sport Policy Handbook or for other non SafeSport covered issues will be proportionate and reasonable under the circumstances. For non SafeSport issues, the coaches have the lead in dealing with the athletes in question and will inform the Board as necessary.

In addition to day-to-day guidance, Coaches and/or the AJR Board of Directors may take the following disciplinary actions, without limitation:

- Inform the individual's direct-line supervisor or, in the case of a youth participant, the youth's parent or guardian
- Provide the individual with guidance, redirection and instruction
- Temporary suspension from competition
- File a formal incident report
- Issue a verbal warning
- Issue a written and/or final written warning
- Implement a limited access agreement (e.g., limiting an individual's access to certain buildings or to youth)
- Provide informed supervision, where at least one staff member is informed of the allegation and is instructed to vigilantly supervise the accused participant or stakeholder in his or her interactions with the program and/or organization

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- Engage in restorative practices, i.e., creation of a respectful and safe dialogue when a misunderstanding or harm has occurred
- Suspend or terminate employment or membership

ONGOING EMPLOYMENT AND/OR PARTICIPATION

On receipt of a credible and specific allegation of child abuse or other serious misconduct (e.g., physical and sexual abuse as defined in our Athlete Protection Policy), AJR's Board of Directors may immediately suspend or terminate the accused individual to ensure participant safety.

COMPLAINANT PROTECTION

Regardless of outcome, AJR's Board of Directors will support the complainant(s) and his or her right to express concerns in good faith. AJR's Board of Directors will not encourage or tolerate attempts to retaliate, punish or in any way harm any individual(s) who report(s) a concern in good faith. Such actions will be grounds for disciplinary action.

BAD-FAITH ALLEGATIONS

Any individual who alleges misconduct under the AJR's Safe Sport Policy Handbook that, upon review, is determined to be malicious, frivolous or made in bad faith will be a violation of our AJR's Safe Sport Policy Handbook. Bad-faith allegations may also be subject to criminal or civil proceedings.

INVESTIGATION AND ADJUDICATION—*for* RESOLVING ALLEGATIONS UNDER THE TED STEVENS ACT

AJR utilizes this Investigation and Adjudication procedure to resolve those allegations that are governed by the Ted Stevens Act. A hearing under the Ted Stevens Act will not necessarily affect AJR's ability to immediately suspend or terminate an accused individual.

On receipt of:

- (1) an allegation of misconduct, as defined in AJR's Athlete Protection Policy, that does not involve child physical or sexual abuse
- (2) an adverse employment determination by AJR for emotional, physical or sexual misconduct as set forth in AJR's Athlete Protection Policy

AJR shall determine the appropriate steps to address the conduct based on several factors, including (i) the age of the complainant or victim, (ii) the age of the accused and (iii) the nature, scope and extent of the allegations. Such steps may include, without limitation:

- The collection of additional information from the individual in question, other individuals with potential knowledge or evidence of the incident or the accused individual
- Formal investigation and hearing
- Retention of legal counsel or investigation services to investigate and/or make a recommendation as to whether a violation of the relevant policy has occurred and/or a recommendation as to the appropriate sanction

Where serious allegations of misconduct are at issue (e.g., physical and sexual misconduct as defined in our Athlete Protection Policy), AJR may elect in its discretion to undertake a full investigation and

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hearing before determining the appropriate disciplinary action. **This investigation and/or hearing will in no way interfere with an ongoing criminal investigation or prosecution.**

SUSPENSION BEFORE FINAL RESOLUTION

If the reported complaint or employment/membership decision by AJR indicates that an individual's continued employment, membership or participation poses a risk of ongoing physical or emotional harm, AJR may wish to suspend the accused individual pending final resolution of the complaint to eliminate any danger to an athlete, sport participant or other individual. In such instances, AJR will provide the individual with notice and offer her/him an opportunity to contest the suspension.

AJR may suspend the accused individual where there is a reasonable belief that the individual has committed emotional, physical or sexual misconduct. Evidence which may be found sufficient to support a reasonable belief includes, at a minimum:

- the suspension or termination of employment or membership by another rowing program or workplace
- an Incident Report Form with specific and credible information
- other legal documentation or report supporting a reasonable belief that the individual has committed emotional, physical or sexual misconduct, including abuse of a child (e.g., a criminal indictment).

For the purposes of this Policy, a suspension from sport involvement shall mean that for the duration of the period of suspension, the accused individual may not participate in any capacity or in any role in the business, events, or activities of the AJR.

INVESTIGATION

As appropriate, and at its discretion, AJR may institute a formal investigation and hearing procedure to address serious allegations of misconduct (e.g., physical and sexual misconduct). However, AJR anticipates that an investigation and hearing will be undertaken to address only the most serious allegations and patterns of behavior that warrant significant sanctions. Accordingly, AJR anticipates that this disciplinary procedure will be used rarely.

If an investigation is conducted, the complainant, victim and accused individual shall have the right to:

- a) Receive written notice of the report or complaint, including a statement of allegations
- b) Present relevant information to the investigator(s)
- c) Legal counsel, at his or her own expense

HEARING

Procedural Safeguards

In every case where a hearing is warranted pursuant to this Policy, an adjudication shall be conducted that shall in all cases comply with AJR's bylaws. The adjudication shall further conform to the provisions and principles set out hereafter. However, deviations in one or more of the procedural safeguards are permitted, provided the following conditions are satisfied:

- a) The individual is informed of the allegations and evidence brought against him or her

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- b) The individual is given a reasonable opportunity to respond to the allegations brought forward
- c) The individual may be represented by legal counsel at his or her expense
- d) The panel member(s) who make the determination are free of conflicts of interests and render an unbiased decision
- e) There is a right to appeal the panel's decision

Preliminary Determination

On receipt of a disclosure and/or additional information made pursuant to this Policy, if the Incident Review Official is satisfied, in the exercise of his or her discretion, that there is a sufficient reasonable, reliable and persuasive evidence to support the complaint alleging emotional, physical or sexual misconduct, he or she shall notify the Review Panel.

Notice

The accused individual will be notified of a specific date and time to ensure that he or she is available for the hearing. Unless the Review Panel requires the individual to attend the hearing in person, the individual may appear by telephone conference call or virtual meeting. The individual has the right to be represented by legal counsel at the hearing, provided that the counsel's participation may be subject to the reasonable hearing rules related to the conduct of the hearing.

Timing

The Review Panel shall have the authority to set timelines and other rules regarding the proceeding and the conduct of the hearing, as it deems necessary.

On request of the accused individual, and provided that it is necessary to expedite the proceeding to resolve a matter relating to scheduled training or competition, the Review Panel may render an expedited determination.

Evidence

At the hearing, the accused individual will be allowed to present any reasonable evidence or argument that he or she wishes the Panel to consider. The Panel may require or permit documentary evidence, such as the written report of any investigator or other fact-finder, before the hearing and that the names of any witnesses be disclosed before the hearing. The Panel may also consider a local club's employment determination as evidence to be considered.

If the complainant/alleged victim(s) is a minor, the investigator's or other fact-finder's report may substitute for the minor witness's direct testimony, provided that the accused had an opportunity to present and respond to relevant information collected during the investigation and before the report was transmitted to the Review Panel.

The Review Panel may proceed in the accused individual's absence if it cannot locate the individual or if the individual declines to attend the hearing.

Findings and Sanctions

The Panel has the discretion to impose sanctions on the individual if it finds based on a preponderance of the evidence that emotional, physical or sexual misconduct has occurred.

The Panel will communicate its finding to the individual. The Panel may impose sanctions on the individual in its findings.

Any sanctions imposed by the Panel against the individual must be proportionate and reasonable, relative to the content that is found to have occurred. The decision regarding the appropriate sanction shall be up to the panel deciding each complaint. In imposing a sanction, the Review Panel shall consider:

- a) The legitimate interest of AJR in providing a safe environment for its participants
- b) The seriousness of the offense or act
- c) The age of the accused individual and alleged victim when the offense or act occurred
- d) Any information produced by the accused individual, or produced on behalf of the individual, in regard to the individual's rehabilitation and good conduct
- e) The effect on the AJR's reputation
- f) Whether the individual poses an ongoing concern for the safety of AJR's athletes and participants
- g) Any other information, which in the determination of the Panel, bears on the appropriate sanction

Sanctions may range from a warning and a reprimand to suspension from sport involvement with the AJR for a period of time. Suspensions from sport involvement with AJR may be temporary or permanent. The most severe sanction possible to impose will be permanent suspension from sport involvement and expulsion from the AJR.

For the purposes of this Policy, a suspension from sport involvement shall mean that the individual may not participate in any capacity or in any role in the business, events or activities of the relevant organization or its affiliated members for the duration of the period of suspension.

Confidentiality

The conduct of the hearing will be private. If the Panel determines that the individual has violated policy, it may publish its decision or a brief summary of its decision, unless the accused is a minor. However, if the individual appeals, the summary of the panel's decision will not be disclosed until an appellate decision has been made.

If the Panel determines the accused individual did not violate the relevant policy, the panel will publish a summary only at the individual's written request.

Consult with counsel before making any such report public.

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APPEAL

If the individual disagrees with the finding or sanction of the panel and wishes to appeal, he or she may file an appeal with AJR Board of Directors within 10 days of the AJR's finding. On appeal, the AJR Board of Directors will address the merits of the AJR's decision *de novo*, and not the process that was utilized. A decision rendered by the AJR Board of Directors shall be final and binding on all parties.

STRATEGY 6: MONITORING YOUR STRATEGY

By monitoring the interactions among staff, volunteers, athletes, and other, AJR works to prevent, recognize and respond to inappropriate and harmful behaviors as set forth in the AJR Safe Sport Policy Handbook, while reinforcing appropriate behaviors.

MONITORING COMPLIANCE WITH POLICIES AND PROCEDURES

AJR monitors for compliance with its policies and procedures, including without limitation its Awareness Training, Travel, Locker Room, Bathroom and Changing Area, and Physical Contact Policies.

MONITORING METHODS

AJR utilizes multiple monitoring methods to observe how individuals are interacting, including without limitation (1) formal supervision, including regular evaluations; and (2) informal supervision, including regular and random observation (e.g., roving and checking interactions throughout practices or regattas), and (3) maintaining frequent contact with staff members, volunteer and athletes who interact off-site.

RESPONDING TO INTERACTIONS

While AJR has a formal reporting policy, staff members and volunteers should be prepared to respond immediately to inappropriate or harmful behavior, potential risk situations and potential boundary violations.

Staff members and volunteers will redirect inappropriate behaviors to promote positive behaviors, confront inappropriate or harmful behaviors, and report behaviors if necessary.

REPORTING

Staff members and volunteers are required to report policy violations, misconduct and physical and sexual abuse consistent with AJR's Reporting Policy. **AJR does not investigate suspicions or allegations of child physical or sexual abuse or attempt to evaluate the credibility or validity of such allegations as a condition for reporting to appropriate law enforcement authorities.**



SUPPLEMENTAL FORMS

IN SUPPORT OF

ANNAPOLIS JUNIOR ROWING ASSOCIATION, INC.

SAFE SPORT POLICY HANDBOOK

APPLICATION FOR EMPLOYMENT

Please answer each question fully and accurately. No action can be taken on this application unless it is complete. Use blank papers if you do not have enough room on this application. **PLEASE PRINT**, except for signature on back of this application. **PLEASE USE INK.**

All coaching positions are part-time positions. Practice is Monday – Friday, 3:45-6:30 p.m. You will be expected to attend designated regattas each season.

Job Applied For: _____ Today's Date: ____/____/_____

When are you available to start employment? ____/____/_____

Salary requested: \$_____ per coaching session. Regatta pay is \$_____ per day.

PERSONAL INFORMATION:

Name (Last, First, Middle) _____

Current Street Address _____

City, State, Zip _____

Home Telephone (____) _____ Cell Telephone (____) _____

Are you at least 18 years of age (circle)? Yes No

E-mail address: _____

Emergency Contact:

Name _____

Phone Number _____

Relationship _____

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EMPLOYMENT HISTORY: (Do not need to complete even if you have attached a resume.)

Account for all periods of time including military service and any periods of unemployment for the past five years. List your most current employment first. If self-employed provide company name and supply business references.

Time in Position	Name and complete address of employer (street, city, state, zip)	Name and Title Of Last Supervisor	Reason for Leaving

Your title: _____ Employer telephone () _____

Key Duties: _____

Time in Position	Name and complete address of employer (street, city, state, zip)	Name and Title Of Last Supervisor	Reason for Leaving

Your title: _____ Employer telephone () _____

Key Duties: _____

Time in Position	Name and complete address of employer (street, city, state, zip)	Name and Title Of Last Supervisor	Reason for Leaving

Your title: _____ Employer telephone () _____

Key Duties: _____

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EDUCATION:

School	Name of School	Course Of Study	Grade Completed Degree or did not finish
High School			
College			
College			
Rowing Experience (Club, what participation, dates)			

Do you have experience driving a launch (circle)? Yes No

If born after 1972, do you have your Maryland Boater’s Safety Card (circle)? Yes No

Do you have experience with rowing shell rigging (circle)? Yes No

Do you have experience with rowing shell repair (circle)? Yes No

Do you have experience with driving loaded trailer (circle)? Yes No

Do you have a US Rowing Safe Sport Certificate of Completion (circle)? Yes No

Are you certified in CPR/First Aid? Yes No Are you certified to operate an AED? Yes No

Are you willing to read and sign acknowledgement of reading the Annapolis Junior Rowing Association’s, Inc. Safe Sport Policy Handbook (circle)? Yes No

GENERAL: YOU MUST ANSWER ALL QUESTIONS IN THIS SECTION.

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1. Have you ever been convicted under any criminal law; including any plea of "guilty", "no contest" or "deferred adjudication" (excluding minor traffic violations)? Yes No
If yes, when, where, and what was the disposition? _____
2. Do you have charges or prosecutions that are pending? Yes No
3. Have you ever been fired from a job, or asked to resign? Yes No If yes, please explain:

4. Do you have any relatives currently employed by this organization? Yes No
5. May we contact your present and/or past employer? Yes No If no, please explain:

6. For driving jobs only: Do you have a valid driver's license? Yes No
License No _____ Class _____ State _____ Expires: _____
7. Professional License: National State Both
License (specify) _____ License No: _____ By _____ Expires _____

REFERENCES:

Give three references, business or faculty, who are familiar with your qualifications

NAME	COMPLETE ADDRESS (Street, City, State, Zip)	PHONE	OCCUPATION

NOTE:

Offered employment may be contingent upon acceptable references from current and former employers.

Offered employment may be contingent upon findings of a criminal background check.

Signature

Date

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AFFIDAVIT, CONSENT AND RELEASE

PLEASE READ EACH STATEMENT CAREFULLY BEFORE SIGNING

I certify that all information provided in this employment application is true and complete. I understand that any false information or omission may disqualify me from further consideration for employment and may result in my dismissal if discovered at a later date.

I authorize the investigation of any or all statements contained in this application. I also authorize, whether listed or not, any person, school, current employer, past employers and organizations to provide relevant information and opinions that may be useful in making a hiring decision. I release such persons and organizations from any legal liability in making such statements. A copy of this Affidavit signed by me can be used as my authorization for release of information from my former employers, schools or persons named in this application.

I understand I may be required to successfully pass a drug screening examination. I hereby consent to a pre- and/or post-employment drug screen as a condition of employment, if required.

I will initiate a criminal background check through NCIS and that findings could disqualify me from employment by AJR.

I UNDERSTAND THAT THIS APPLICATION, VERBAL STATEMENTS BY MANAGEMENT, OR SUBSEQUENT EMPLOYMENT DOES NOT CREATE AN EXPRESSED OR IMPLIED CONTRACT OF EMPLOYMENT NOR GUARANTEE EMPLOYMENT FOR ANY DEFINITE PERIOD OF TIME. IF EMPLOYED, I UNDERSTAND THAT I HAVE BEEN HIRED AT THE WILL OF THE EMPLOYER AND MY EMPLOYMENT MAY BE TERMINATED AT ANY TIME, WITH OR WITHOUT REASON AND WITH OR WITHOUT NOTICE.

I have read, understand and, by my signature, consent to these statements.

Signature _____ Date _____

For AJR use only:

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Recommended Questions	Questions to Avoid with References
When did (candidate) work for your company?	Any question that relates to race or ethnicity.
Could you confirm starting and ending employment dates? When did s/he leave the company?	Any question that tends to identify the candidate's age if it is not a job requirement. (ex: do you know when the candidate graduate from high school?)
Were you asked to be a reference by (candidate)?	Any question attempting to identify the candidate's nationality, lineage, ancestry, national origin.
What was her/his position? Can you describe the job responsibilities?	Any question related to the candidate's children, child care, ages of the candidate's children, or other subjects that are likely to be perceived by covered group members, especially women, as discriminatory.
Did (candidate) supervise other employees? How effectively? If I spoke to those employees, how do you think they would describe (candidate's) management style? How would you describe her/his supervisory/management skills?	Are there any health-related reasons why (candidate) may not be able to perform on the job?
How did (candidate) handle conflict? How about pressure? Stress?	Does (candidate) have any physical or mental defects which preclude them from performing certain kinds of work?
Did you act as (candidate's) supervisor? If (candidate) did not report to you, what was your working relationship? Did you evaluate (candidate's) performance? What was noted as needing improvement during this performance review? What do you consider (candidate's) key strengths?	Has (candidate) been hospitalized in the last five years?
How would you describe (candidate's) punctuality?	Has (candidate) recently had a major illness?
Could you rate (candidate's) reliability on a scale of 1-10, 10 being the best?	How many days was (candidate) absent from work because of illness last year?
What was his/her biggest accomplishment while working at your company?	Has (candidate) ever filed for workers' compensation insurance?

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How would you describe (candidate's) ability to work as part of a team?	Any inquiry that is not job-related or necessary for determining and applicant's potential for employment.
(Candidate) is being considered for the following position; do you think he/she is a good fit? Why?	Is (candidate) a citizen of the U.S.?
What haven't we discussed that you feel is vital for me to know about (candidate)?	Has (candidate) ever worked for your company under a different name?
Would you re-hire this person? Why or why not?	

REFERENCE INFORMATION

Applicant name: _____

Position: _____

Date: _____

Reference Name: _____

Reference Position/Organization: _____

In what capacity do you know the candidate?

How long have you known him/her?

What are his/her strengths?

In which areas could he/she improve?

What would be the ideal role for him/her?

Please describe candidate's interaction in a team setting.

Would you rehire him/her?

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Is there any other information you feel would be helpful for us to know about him/her?

AJR INCIDENT REPORTING FORM – SAMPLE 1

AJR strongly encourages the reporting of misconduct. AJR appreciates your willingness to report misconduct and violations of the AJR Safe Sport Policy.

THIS SECTION IS ABOUT THE INDIVIDUAL YOU ARE REPORTING. PLEASE PROVIDE AS MUCH INFORMATION AS POSSIBLE.

First and last name of individual you are reporting: _____

Age or approximate age: _____

Gender - Male or Female: _____

Full address (if known) _____

Position(s) this individual holds or held:

_____ Head Coach _____ Assistant Coach _____ Team Administrator

_____ Chaperone/Volunteer _____ Other/Not Sure

Where did the incident take place?

Please describe what happened?

THIS SECTION IS FOR INFORMATION ABOUT THE VICTIM(S). IF YOU ARE THE VICTIM AND WISH TO REMAIN ANONYMOUS, YOU MAY DO SO. IN THAT CASE, ONLY ENTER YOUR AGE.

First and last name _____

Age: _____

Full address: _____

Contact phone number: _____

Email address: _____

Parent/Guardian name: _____

Parent/Guardian phone number: _____

Parent/Guardian email address: _____

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THIS SECTION IS FOR INDIVIDUAL REPORTING INCIDENT IF DIFFERENT FROM THE VICTIM. YOU MAY REMAIN ANONYMOUS IF YOU WISH. HOWEVER, PROVIDING YOUR INFORMATION IS VASTLY HELPFUL TO A SWIFT AND EFFECTIVE INVESTIGATION. A PERSON REPORTING ALLEGED MISCONDUCT SHOULD NOT FEAR ANY RETRIBUTION AND/OR CONSEQUENCE WHEN FILING A REPORT HE OR SHE BELIEVES TO BE TRUE.

First and last name _____

Full address: _____

Contact phone number: _____

Email address: _____

Club affiliation, if any: _____

Relationship to victim, if any:

_____ Parent/Guardian _____ Other family member of victim _____ Friend of victim

_____ Fellow athlete _____ Fellow coach _____ Other, prefer not to say

Do you have any other information regarding this alleged offense that would be helpful or that you would like to mention?

AJR INCIDENT REPORTING FORM – SAMPLE 2

Incident:	
Reported By:	
Date:	
Individuals (s) Involved:	

Investigated By:	
-------------------------	--

Location of Incident:	
------------------------------	--

Summary of Complaint:	
----------------------------------	--

INCIDENT REPORT FORM

Statements Provided By:	
------------------------------------	--

Conclusion:	
--------------------	--

Recommendation:	
------------------------	--

ACTION TAKEN:



APPENDIX:
Additional Resources

APPENDIX: ADDITIONAL RESOURCES

Prevention

- Centers for Disease Control, www.cdc.gov/ViolencePrevention/childmaltreatment/index.html
- U.S. Department of Health and Human Services, Child Welfare Information Gateway, www.childwelfare.gov

Applicant Screening

- “Staff Screening Toolkit: Building a Strong Foundation Through Careful Staffing,” Patterson, John C. (Nonprofit Risk Management Center), www.nonprofitrisk.org

Creating Policies and Procedures

- Saul J, Audage NC. *Preventing Child Sexual Abuse Within Youth-serving Organizations: Getting Started on Policies and Procedures*. Atlanta (GA): Centers for Disease Control and Prevention, National Center for Injury Prevention and Control; 2007.

Risk Management

- Public Entity Risk Institute (PERI), www.riskinstitute.gov
- Nonprofit Risk Management Center, www.nonprofitrisk.org
- Nonprofit Risk Management Center, “The Season of Hope: A Risk Management Guide for Youth-serving Nonprofits.”
- National Resource Center for Community-Based Child Abuse Prevention, Evaluation Toolkit, Logic Model Builder: <http://friendsnrc.org/evaluation-toolkit>

Reporting

- Child Information Gateway, www.childwelfare.gov

Effects of Child Abuse and Neglect

- Child Welfare Information Gateway, “Long-Term Consequences of Child Abuse and Neglect,” www.childwelfare.gov/pubs/factsheets/long_term_consequences.pdf

Counseling

- Childhelp, <http://www.childhelp.org>
- Childhelp National Child Abuse Hotline: 1.800.4.A.CHILD (1.800.422.4453) (staffed 24 hours a day, seven days a week, with professional crisis counselors)
- Child Molestation Prevention, <http://childmolestationprevention.org/pages/diagnosis/html>
- Sexual Behaviors Consultation Unit, Johns Hopkins Hospital, http://hopkinsmedicine.org/psychiatry/specialty_areas/sexual_behaviors/