

Jefferson City Area YMCA

Child Abuse Prevention
Handbook for Employees and
Volunteers



At the Y, we are committed to providing kids with a safe and positive experience as we nurture community and encourage the joy of being active. Parents place their trust in the Y to help their children thrive. Our core values of caring, honesty, respect, and responsibility are part of everything we do.

Because of this, we place great value on creating the most child-safe environments possible. We believe when staff members, volunteers, & parents are well informed about safety protocols, it greatly assists our constant vigilance of all who have potential access to children.

The zero-tolerance YMCA policies in this document are regularly communicated with staff members, volunteers, and parents. All YMCA members are regularly encouraged to report any deviation from these policies immediately. As a YMCA staff member or volunteer, your understanding and enforcement of these policies and procedures is essential to keeping kids safe at the Y.

IMPORTANT PHONE NUMBERS

Craig Lammers, CEO	761-9011
Isaac Williams, Membership/Risk Management	761-9192
Shelly Poire, Marketing/Development Director	761-9002
Child Abuse Hotline	1-800-392-3738
Praesidium 24/7 Anonymous Helpline	1-855-347-0751

CODE OF CONDUCT FOR YMCA STAFF

1. To protect YMCA staff, volunteers, and program members, at no time during a YMCA program may a staff person be alone with a single child where he or she cannot be observed by others. As staff supervise children, they should space themselves in such a way that other staff can see them.
2. Staff shall never leave a child unsupervised.
3. Rest-room supervision: Staff will make sure the rest room is not occupied by suspicious or unknown individuals before allowing children to use the facilities. Staff will stand in the doorway of the rest room while children are using the rest room. This policy allows privacy for the children and protection for the staff (not being alone with a child). If staff are assisting younger children, doors to the facility must remain open. No child, regardless of age, should ever enter a bathroom alone on a field trip or at other off-site location. Always send children in threes (known as the rule of three), and whenever possible, with staff.
4. Staff should conduct or supervise private activities in pairs—diapering, putting on bathing suits, taking showers, and so on. When this is not feasible, staff should be positioned so that they are visible to others.
5. Staff shall not abuse children in any way, including
 - a. physical abuse—striking, spanking, shaking, slapping, and so on;
 - b. verbal abuse—humiliating, degrading, threatening, and so on;
 - c. sexual abuse—touching or speaking inappropriately;
 - d. mental abuse—shaming, withholding kindness, being cruel, and so on;
 - e. neglect—withholding food, water, or basic care.

- f. no type of abuse will be tolerated and may be cause for immediate dismissal.
6. Staff must use positive techniques of guidance, including redirection, positive reinforcement, and encouragement rather than competition, comparison, and criticism. Staff will have age-appropriate expectations and set up guidelines and environments that minimize the need for discipline. Physical restraint is used only in predetermined situations (when necessary to protect the child or other children from harm), administered only in a prescribed manner, and must be documented in writing.
 7. Staff will conduct a health check of each child upon his or her arrival each time the program meets, noting any fever, bumps, bruises, burns, and so on. Questions or comments will be addressed to the parent or child in a nonthreatening way. Staff will document any questionable marks or responses.
 8. Staff will respond to children with respect and consideration and treat all children equally, regardless of sex, race, religion, culture, economic level of the family, or disability.
 9. Staff will respect children's rights not to be touched or looked at in ways that make them feel uncomfortable, and their right to say no. Other than diapering, children are not to be touched on areas of their bodies that would be covered by a bathing suit.
 10. Staff will refrain from intimate displays of affection toward others in the presence of children, parents, and staff.
 11. Staff are not to transport children in their own vehicles or allow youth participants old enough to drive to transport younger children in the program.
 12. Staff must appear clean, neat, and appropriately attired.
 13. Using, possessing, or being under the influence of alcohol or illegal drugs during working hours is prohibited.

14. Smoking or use of tobacco in the presence of children or parents during working hours is prohibited.
15. Possession or use of any type of weapon or explosive device is prohibited.
16. Using YMCA computers to access pornographic sites, send e-mails with sexual overtones or otherwise inappropriate messages, or develop online relationships is not allowed.
17. Profanity, inappropriate jokes, sharing intimate details of one's personal life, and any kind of harassment in the presence of children, parents, volunteers, or other staff is prohibited.
18. Staff may not be alone with children they meet in YMCA programs outside the YMCA. This includes babysitting, sleepovers, driving or riding in cars, and inviting children to their homes. Exceptions require a written explanation before the fact and are subject to prior administrator approval.
19. Staff must be free of physical and psychological conditions that might adversely affect children's physical or mental health. If in doubt, an expert should be consulted.
20. Staff will portray a positive role model for youth by maintaining an attitude of loyalty, patience, courtesy, tact, and maturity.
21. Staff should not give excessive gifts (e.g., TV, video games, jewelry) to youth.
22. Staff may not date program participants who are under the age of 18.
23. Under no circumstances should staff release children to anyone other than the authorized parent, guardian, or other adult authorized by the parent or guardian (written parent authorization on file with the YMCA).
24. Staff are to report to a supervisor any other staff or volunteer who violates any of the policies listed in this Code of Conduct.

25. Staff are required to read and sign all policies related to identifying, documenting, and reporting child abuse and attend trainings on the subject, as instructed by a supervisor.
26. Staff will act in a caring, honest, respectful, and responsible manner consistent with the mission of the YMCA.

DEFINITIONS AND FACTS OF CHILD ABUSE

Physical: An injury or pattern of injuries that happen to a child that is not accidental. These injuries may include beatings, burns, bruises, bites, welts, strangulation, broken bones, or death.

Neglect: Neglect occurs when adults responsible for the well-being of a child fail to provide for or protect the child. Neglect may include not giving food, clothing, or shelter; failing to keep children clean; lack of supervision; and withholding medical care.

Emotional: Any chronic and persistent act by an adult that endangers the mental health or emotional development of a child including rejecting; ignoring; terrorizing; corrupting; constantly criticizing; making mean remarks; insulting; and giving little or no love, guidance, or support.

Sexual: Sexual abuse is the sexual assault or sexual exploitation of children. Sexual abuse may consist of numerous acts over a long period or a single incident. Children can be victimized from infancy through adolescence. Sexual abuse includes rape, incest, sodomy, fondling, exposing oneself, oral copulation, penetration of the genital or anal openings, as well as forcing children to view or appear in pornography. The perpetrator keeps the child from disclosing through intimidation, threats, and rewards.

Facts about Abuse

In the United States between 1 in 3 and 1 in 4 females are sexually abused as children. At least 1 in 7 males have been sexually assaulted before they reach the age of 18 (Johnson and For Kids Sake, Inc. 1992).

In 75 percent of sexual abuse cases the child knows the offender (USDHHS, Child Maltreatment 2000).

Abuse crosses all socioeconomic backgrounds.

More than 3 million cases of child abuse are reported to child protective services agencies each year (USDHHS, Child Health USA 2002). Child abuse and maltreatment consists of several different types of behavior, including neglect (46 percent of all reported cases in 2001), physical abuse (18 percent), sexual abuse (9 percent), emotional abuse and domestic violence (4 percent), and other forms of maltreatment (23 percent). More than 1,200 children die each year as a result of being abused or neglected (USDHHS, Child Maltreatment 2001).

POLICIES

Policies define the bandwidth of acceptable behavior in the Jefferson City Area YMCA. Because offenders often violate policies to gain access to youth, when staff members and volunteers know and understand policies, they can identify, interrupt, and report policy violations. Simply interrupting a policy violation can

prevent a false allegation of abuse or put an offender on notice that no one works in private, the rules apply to everyone, and violations will be detected.

Physical Contact

The Jefferson City Area YMCA’s physical contact policy promotes a positive, nurturing environment while protecting youth, staff members and volunteers. The Jefferson City Area YMCA encourages appropriate physical contact with youth and prohibits inappropriate displays of physical contact. Any inappropriate physical contact by staff members or volunteers towards youth in the Jefferson City Area YMCA’s programs will result in disciplinary action, up to and including termination of employment.

Appropriate Touching

- Touching should be in response to the need of the child and not the need of the adult.
- Touching should be with the child’s permission; resistance from the child should be respected.
- Touching should avoid breasts, buttocks, and groin.
- Touching should be open and not secretive.
- Touching or other physical contact should be governed by the age and developmental stage of the child (see examples below).

Additional Forms of Appropriate and Inappropriate Touch

Appropriate at work	
Pat on the shoulder	Definitely—a great way to show affection
Hugging	Use a sideways hug if you initiate
High fives	A great way to be affectionate at work
Secret handshake	Great team builder if used wisely
Applying sunscreen to a child	Only if you have parent’s permission (and only in areas described in training; let child apply sunscreen elsewhere)

Inappropriate at work	
Caressing	<i>Too intimate</i>
Kiss (on the cheek, mouth, top of head)	<i>Tell child, "Kisses are for family"</i>
Piggyback rides	<i>Too much contact and favoritism</i>
Back rub	<i>Too intimate</i>
Wrestling or roughhousing	<i>It's not safe</i>
Playing mercy or uncle	<i>Games that injure are not fun</i>
Carrying a child	<i>Too much contact and favoritism</i>
Shoulder rides	<i>Too much contact and favoritism</i>
Touching where swimsuits cover	<i>Too intimate</i>
Child hanging on your body	<i>Unsafe; you need to be able to move in a crisis</i>

Verbal Interaction

Staff members and volunteers are prohibited from speaking to youth in a way that is, or could be construed by any observer, as harsh, coercive, threatening, intimidating, shaming, derogatory, demeaning, or humiliating. Staff members and volunteers must not initiate sexually oriented conversations with youth. Staff members and volunteers are not permitted to discuss their own sexual activities with youth.

Appropriate	Inappropriate
Positive Reinforcement	Name-Calling
Appropriate Jokes	Discussing Sexual behavior or in any way involving youth in the personal problems or issues of staff members and volunteers
Encouragement	Secrets
Praise	Cursing

Child hanging on your body	Off-color or sexual jokes
	Shaming or Belittling
	Derogatory remarks
	Harsh language that may be frighten, threaten, or humiliate youth
	Derogatory remarks about youth or their family

One-on-One Interaction

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

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

- When meeting one-on-one with a youth, always do so in a public place where you are in full view of others.
- Avoid physical affection that can be misinterpreted. Limit affection to pats on the shoulder, high fives, and handshakes.
- If meeting in a room or office, leave the door open or move to an area that can be easily observed by others passing by.
- Inform other staff members and volunteers that you are alone with a youth and ask them to randomly drop in.
- Document and immediately report any unusual incidents, including disclosures of abuse or maltreatment, behavior problems and how they were handled, injuries, or any interactions that might be misinterpreted.

Electronic Communication

Any private electronic communication between staff member or volunteers and youth, including the use of social networking websites like - Facebook, Instagram, Snapchat, instant messaging, texting, etc. - is prohibited. All communication between staff members, volunteers, and youth must be transparent.

The following are examples of appropriate and inappropriate electronic communication:

Appropriate

- Sending and replying to emails and text messages from youth ONLY when copying in a supervisor or the youth's parent
- Communicating through "Jefferson City Area Y group pages" on Facebook or other approved public forums

Inappropriate

- Harsh, coercive, threatening, intimidating, shaming, derogatory, demeaning or humiliating comments
- Sexually oriented conversations
- Private messages between staff members and/or volunteers with youth
- Posting pictures of YMCA of Delaware participants on social media sites
- Posting inappropriate comments on pictures
- "Friending" participants on social networking sites

Cell Phone & Other Electronic Device Use:

While assigned to work with youth, staff members and volunteers are not permitted to use electronic communications device except for approved business uses (sign in out, file access, etc.) and during approved breaks and emergency situations. Internet use, text messaging and/or emailing pictures while assigned to work with youth is strictly prohibited regardless of the type of device used and whether for business or personal reasons. Employees need to ensure that friends and family members are aware of this policy.

Contacting Jefferson City Area YMCA members and/or program participants for personal and/ or inappropriate reasons shall be grounds for discipline up to and including termination of employment.

Acceptable Use of Cell Phones & Other Electronic Device During Program Hours:

There are occasions in which staff members and volunteers will need to use personal or Jefferson City Area YMCA issued electronic communication devices. In these cases, staff members and volunteers will have explicit direction from supervisors governing use. Situations which may require use of Jefferson City Area YMCA issued or personal electronic communication devices include:

- a. Sign In/Out
- b. Field Trips
- c. Off-site Programs
- d. Emergencies

Gift Giving

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

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

MONITORING AND SUPERVISION

When staff members and volunteers are adequately supervised, potential offenders are less likely to act on their impulses because they face detection. When youth are adequately supervised, they too are less likely to engage in inappropriate interactions with others. Similarly, the facility must be monitored, particularly out-of-the-way locations or locations that might permit an offender undue access to or privacy with a youth. Effective supervision and monitoring require that a variety of methods be used frequently, at both scheduled and random times.

Facility Monitoring

All staff are strongly encouraged to periodically and randomly monitor the facility. Ways in which staff can do this are:

- Walk through locker rooms
- Walk through group exercise rooms
- Ensure no doors to closets, unused offices or rooms are left unlocked
- Observe any areas, including stairwells, on a random basis

Checking Members into a Facility

- When anyone (members, guests, residents, construction workers, maintenance, cleaning crews, etc.) enters the facility during operational hours, they must check in with the front desk.
- All unmonitored entry/exit doors must be locked & secure at all time

General Supervision

General supervision procedures:

- Administrative and Supervisory Visits to Youth Programs- Youth supervisors and administrators regularly visit all youth programs to ensure that all activities are well-managed and that youth policies are observed by all in attendance.
- Ratios- Each program will follow the ratio requirements that are directly related to the goals of the program and the design of the program area. The staff or volunteer-to-youth ratio should be adjusted for programs that serve youth with special needs.
- Mixed Age Groups- In most incidents involving one youth abusing another youth, the youth are from different age groups. Each program is responsible for establishing specific guidelines for additional monitoring and supervision of activities that involve youth from different age groups. Staff members and volunteers must be aware that close line of sight supervision is required when monitoring programs that mixed age groups.

Inclusive Environment

At the Y, we know communities can be safe, vital and cohesive, because we have seen it happen — indeed, we have helped make it happen, by respecting all people and creating welcoming environments. As such, the Jefferson City Area YMCA will not tolerate the mistreatment or abuse of one youth by another youth. In addition, The Jefferson City Area YMCA will not tolerate any behavior that is classified under the definition of bullying, and to the extent that such actions are disruptive, we will take steps needed to eliminate such behavior.

Bullying is aggressive behavior that is intentional, is repeated over time, and involves an imbalance of power or strength. Bullying can take on various forms, including:

- Physical bullying – when one person engages in physical force against another person, such as by hitting, punching, pushing, kicking, pinching, or restraining another.
- Verbal bullying – when someone uses their words to hurt another, such as by belittling or calling another hurtful names.
- Nonverbal or relational bullying – when one person manipulates a relationship or desired relationship to harm another person. This includes social exclusion, friendship manipulation, or gossip. This type of bullying also includes intimidating another person by using gestures.
- Cyberbullying – the intentional and overt act of aggression toward another person by way of any technological tool, such as email, instant messages, text messages, digital pictures or images, or website postings (including blogs). Cyberbullying can involve:
 - Sending mean, vulgar, or threatening messages or images.
 - Posting sensitive, private information about another person.
 - Pretending to be someone else in order to make that person look bad.
 - Intentionally excluding someone from an online group.
- Hazing – an activity expected of someone joining or participating in a group that humiliates, degrades, abuses, or endangers that person regardless of that person’s willingness to participate.
- Sexualized bullying – when bullying involves behaviors that are sexual in nature. Examples of sexualized bullying behaviors include sexting, bullying that involves exposures of private body parts, and verbal bullying involving sexualized language or innuendos.
- Anyone who sees an act of bullying, and who then encourages it, is engaging in bullying.

Monitoring Youth in Facilities

The Jefferson City Area YMCA does not allow youth under the age of 13 to be alone in the facility without a parent or guardian present unless they are participating in a supervised YMCA program or activity. When dropping youth off to a YMCA program, the Jefferson City Area YMCA expects parents and guardians to follow each program's drop off and pick up procedures. For programs that use informal sign in procedures, the Jefferson City Area YMCA recommends that parents and guardians escort their child to and from program activities until the child is at least 13 years old.

Because the YMCA is responsible for all youth in the facility, we require the following practices:

1. A parent or legal guardian must complete a membership application which includes identifying information, the youth's date of birth, and emergency contact information.
2. While in the facility, youth may be supervised directly, indirectly, or with a combination of the two techniques.
3. For direct supervision, the program may offer structured, scheduled activities like basketball tournaments, swimming activities, arts and crafts, etc. These activities should have one or more staff members and/or volunteers assigned to lead and supervise.
4. For indirect supervision, the program must designate certain building areas as authorized areas. Authorized areas could include a gymnasium, a game area, or a classroom for doing homework and so on. Authorized areas must be easily visible and routinely and systematically checked by staff members. Youth should know that they will be supervised by staff members at all times, and all staff members should know which areas are authorized and which are not.
5. YMCA Directors must develop supervision standards for the authorized areas. For example:
 - a. Determine how frequently authorized areas should be monitored by staff.
 - b. Assign staff members specific supervision responsibilities over authorized areas.
 - c. Require staff members to record when they monitor authorized areas with checklists or other methods.

6. All program staff members and volunteers must wear nametags and/or identifying clothing so that the youth can easily recognize them as staff.
7. Train all staff members and volunteers:
 - a. To greet youth that enter the facility; to direct youth to the structured activities or authorized areas; and, to redirect youth who are not in an authorized area or who are not participating in a structured activity.
 - b. To be aware of the risks involved with mixing age groups and how to monitor activities involving mixed age groups.
 - c. To routinely monitor high risk areas (such as bathrooms, locker rooms, and unused rooms). Specific staff members should be designated to supervise these areas (i.e., Managers on Duty). These staff members should document the scheduled and periodic sweeps of high risk locations.

Monitoring High Risk Activities

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

Bathroom Activities

When supervising restroom use, adult staff members should first quickly scan the bathroom before allowing youth to enter.

- For “Group Bathroom Breaks”:
 - Staff members take groups of two or more youth to the bathroom – following the “rule of three” or more.
 - If the bathroom only has one stall, only one youth should enter the restroom while the others wait outside with the staff member.
 - If there are multiple stalls, only send in as many youth as there are stalls.
 - Minimize youth of different ages using the bathroom at the same time.
 - Staff members must stand outside the bathroom door, but remain within earshot.
- For bathrooms within a classroom:

- Require youth to ask permission to use the bathroom.
- Require all staff members to frequently check bathrooms.
- Staff members must stand outside the bathroom door, but remain within earshot.
- Staff members are prohibited from using the bathroom at the same time as youth.
- If assisting younger youth in the stalls, the staff members should keep the door to the stall open.

Diapering and Toileting Young Children

Caring for young children necessitates additional safety measures to protect staff members and children when staff members change diapers or assist with toileting.

- For diapering
 - Place the changing table in an open area where adult actions can be observed by others or cameras.
 - Diapers may only be changed when at least two adults are present or staff are otherwise observable by camera.
 - Staff members must document each diaper change in writing on the child's daily sheet or other approved document.
 - Staff members who notice anything out of the ordinary or concerning while changing the infant's diaper must immediately notify the child's parent/guardian.
 - Staff members working in licensed child care programs must know and follow all licensing requirements having to do with diapering.
- For toileting
 - Staff members must stand in the doorway with the door ajar while children use the restrooms.
 - If staff members must enter the restroom to assist a child, the door to the restroom must remain open.
 - When possible, send in only one child at a time.
 - When not possible, send in only as many children as there are stalls.

Locker Room Facilities

Locker rooms should not be utilized by youth in YMCA programs. Instead, youth should utilize restrooms in program areas or family restrooms.

- All staff are encouraged to periodically walk through locker rooms
- No horseplay of anytime should be permitted in the locker rooms
- Nudity is not allowed in locker rooms except in front of ones locker for the purpose of changing, or in the shower. A towel should be worn at all times going from locker to shower.

Transition Times and Free Times

Transition times and free times pose a high risk for incidents because during these times, staff members and volunteers may not be assigned a group of youth to supervise. To decrease the risk of incidents, implement the following procedures:

- Youth must remain in line-of-site of staff at all times.
- Each program's staff-to-youth ratio must be maintained.
- Narrow geographic boundaries should be established in the program areas.
- Staff members must be assigned specific areas to supervise ("zone monitoring").
- Practices during transition and free times must ensure bathroom monitoring occurs.
- Roll calls should be taken for each age group at designated intervals for the program.
- Supervisors must conduct periodic check-ins and sweeps of the entire activity area.

Playground Activities

The playground procedures require:

- Youth must remain in line-of-site of staff members at all times.
- Narrow geographic boundaries should be established around the playground area.

- Program Directors must provide staff members with specific instructions on how to monitor barriers of supervision (such as storage sheds, playhouses, tunnels, and shrubs).
- Staff members must be assigned specific areas to supervise (“zone monitoring”).
- Practices during playground activities must ensure bathroom monitoring occurs.
- Roll calls should be taken for each age group at designated intervals for the program.
- Supervisors must conduct periodic check-ins and assessments of the activity period and of the entire activity area.

Transportation Activities

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

When transporting youth for YMCA activities, the following procedures must be followed:

- Youth may only be transported in YMCA approved vehicles.
- All youth on the trip must have a written parent permission form on file.
- Staff members must have a list of the youth on the trip. The staff must take roll when boarding the bus, when leaving the bus, periodically throughout the trip, and then again when boarding the bus.
- Program staff-to-youth ratios must be maintained at all times. When possible, do not count the driver in the supervision ratio.
- Staff members must sit in seats that permit maximum supervision. When traveling on a bus,

staff should Use the “rule of three” when transporting youth: At least two adults must transport a single youth, or at least two youth must be present if transported by a single adult.

- Staff members must be spread out throughout the bus.
- Mixed age groups youth and youth of opposite genders are discouraged from sitting together.
- When possible, high risk youth are seated by themselves or with a staff member.
- Drivers are prohibited from making unauthorized stops.
- Where applicable (such as in mentoring programs), staff must document the beginning and ending time of the trip and the mileage, names of the youth being transported, and the destination.
- Any unusual circumstances must be documented and reported to direct Supervisor.
- Youth must be transported directly to their destination. No unauthorized stops may be made.

Off-Site Activities

When supervising youth during off-site activities, the following procedures must be followed:

- All off-site activities require supervisor approval.
- All off-site activities require parental approval.
- Each program’s staff-to-youth ratio must be maintained.
- Requiring staff members, volunteers and youth to be easily identifiable.
- Specific bathroom and locker room procedures as applicable to the outing should be reviewed with staff members, volunteers & youth.
- Transportation procedures are followed for all off-site activities that require transportation.

- Supervisor must regularly observe the off-site activities at scheduled times and random intervals.
- Consider specific recommendations based on the location and type of activity (for example, Amusement parks, Water Parks, Arcades, etc.).

Overnight Activities

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

When supervising youth during overnight activities, the following procedures must be followed:

- All overnight activities must be documented and approved in writing by the Program Director.
- Program Directors are expected to regularly and randomly observe overnight activities on a scheduled and periodic basis.
- The Director should appoint a “lead” staff member to supervise the overnight. A meeting with all staff members and volunteers must be conducted to discuss the unique risks of overnight trips, unique elements of the specific overnight trip and to review the specific policies and procedures.
- Provide parents with written information about the overnight activity. All parents must sign a permission slip for their youth to attend the overnight.

- Determine the appropriate staff-to-youth ratios before the event and schedule staff accordingly.
- Meetings with the group should be hosted in open and observable areas; meetings should not be hosted in staff member, volunteer, or youth rooms.

Overnights at the Facility, except Resident Camps:

- Physical boundaries within the Jefferson City Area YMCA must be clearly defined and explained to the youth.
- Assign each staff member or volunteer to a specific group of youth to supervise. Each staff member or volunteer should then maintain a role sheet that lists all the youth in his or her group.
Head counts and roll checks should be conducted routinely throughout the overnight.
- Assign staff members and volunteers to high risk areas in facility, such as the bathrooms, entrances and exits, hallways, etc. If it is not possible to assign specific staff members or volunteers to these areas, assign specific staff members and volunteers to conduct periodic facility “walk-throughs”.
- With regards to sleeping arrangements, separate the male and female youth into separate rooms and post staff members or volunteers at the entrances and exits to these rooms. If this is not feasible, separate males and females by as much space as possible.
- When performing room checks, staff members and volunteers should always go in pairs.
- At least one staff member must stay awake overnight.

Overnights at Resident Camp and/or Away from the Facility:

- Overnight stays at private homes are prohibited unless approved by the administration.

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

Supervisors and Administrators Monitoring On-Site and Off-Site Programs

- Keep a record. Document your supervision visits. Include information like your arrival and departure times, which youth and parents were present, and a summary of the information collected. Provide staff members and volunteers with feedback about visits.
- Vary your observation times. Do not develop a predictable pattern of observation. Drop in at different times each day. Occasionally leave and come back immediately.
- Arrive before staff members and volunteers. Check punctuality and the routine that staff members and volunteers follow to prepare for the youth to arrive.
- Survey the physical environment.

- Is this a suitable location for the activity (e.g. size of area for number of youth, ability to supervise all areas used by youth, landscaping that may inhibit supervision)?
- Are unused rooms, offices, storage areas, and closets locked?
- Do windows permit observation into all program areas? Are any objects preventing information observation through windows?
- Are staff identifiable and dressed in appropriate uniforms?
- Are program activities within designated ratios?
- Are staff spread out and actively supervising youth?
- Are you easily viewed by staff? Are youth able to wander off?
- Are youth checked in or signed in according to policy?
- Are there any safety hazards?
- Watch activities.
 - Are they planned and organized?
 - Are the staff members and volunteers monitoring and supervising effectively? During program activities? During transitions? During free or open play?
 - Ask to see the schedule of activities and compare with what is happening?
- Observe bathroom and locker room activities. Observe bathroom and locker room activities to ensure that the staff members and volunteers are complying with the established policies and procedures.
 - Are the bathrooms clean?
 - Is anyone (adult or youth) loitering in or near the bathrooms?
 - Is only one youth allowed per stall?
 - When used outside of scheduled breaks do staff follow the rule of three?
- Observe Interactions.
 - Are staff actively interacting with youth?
 - Are interactions consistent with the abuse policies & procedures?
 - Do staff greet adults who enter the program space?

RESPONDING

Our response to suspicious or inappropriate interactions, policy violations, and incidents or allegations of abuse can dramatically affect the harm to the individuals involved and the damage to the Jefferson City Area YMCA. Once a staff member, volunteer, youth, or parent has expressed a concern or made an allegation about the treatment of a youth, swift and determined action must be taken to reduce any subsequent risk to the youth, to the accused staff member or volunteer, and to the Jefferson City Area YMCA. Therefore, the Jefferson City Area YMCA has established precise, unequivocal requirements for reporting to the authorities and for adhering to a serious-incident response plan.

Responding to Suspicious or Inappropriate Behaviors or Policy Violations

Because the Jefferson City Area YMCA is dedicated to maintaining zero tolerance for abuse, it is imperative that every staff member and volunteer actively participates in the protection of youth. If staff members or volunteers observe any suspicious or inappropriate behaviors and/or policy violations on the part of other staff members, volunteers, Y members or guests, it is their personal responsibility to immediately report their observations. Remember, at the Jefferson City Area YMCA, the policies apply to everyone.

Examples of Suspicious or Inappropriate Behaviors Between Staff Members/Volunteers and Youth:

- Violation of the child protection policies described above
- Seeking private time or one-on-one time with youth
- Buying gifts for individual youth

- Making suggestive comments to youth
- Picking favorites

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

Staff and Volunteer Response

If staff members or volunteers witness suspicious or inappropriate behaviors or policy violations from another staff member or volunteer, the staff member or volunteer is instructed to do the following:

Interrupt the behavior.

- Report the behavior to a supervisor, director, or other authority.
- If you are not comfortable making the report directly, make it anonymously.
- If the report is about a supervisor or administrator, contact the next level of management.
- Document the report, but do not conduct an investigation.
- Keep reporting until the appropriate action is taken.

Supervisor and Administrator Response

If a supervisor or an administrator receives a report of suspicious or inappropriate behaviors or policy violations from a staff member or volunteer, the supervisor is instructed to do the following:

- Report to the next level of administration and determine the appropriate administrator to respond to the concern.
- Determine the appropriate response based on the report.
- Speak with the staff member or volunteer who has been reported.
- Review the file of the staff member or volunteer to determine if similar complaints were reported.
- Document the report on an incident report form.

- If at any point in gathering information about a report of suspicious or inappropriate behavior, a concern arises about possible abuse, contact the state authorities and file a report.
- If appropriate, notify parents and/or guardians.
- Advise the person who reported the behavior that the report is being taken seriously.

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

- Increase monitoring or supervision of the staff member, volunteer, or program.
- If policy violations with youth are confirmed, the staff member or volunteer will be subject to disciplinary action up to and including termination and prosecution. Disciplinary action will follow the Progressive Disciplinary Process outlined in the Jefferson City Area YMCA's Employee Handbook.
- If more information is needed, interview and/or survey other staff member and volunteers or youth.

Jefferson City Area YMCA Response:

After the internal review of the suspicious or inappropriate behaviors or policy violations, the Jefferson City Area YMCA will determine what can be done to prevent a reoccurrence, such as:

- Review the need for additional supervision.
- Review the need for revised policies or procedures.
- Review the need for additional training.
- Alert others in the Jefferson City Area YMCA.

Responding to Suspected Abuse by an Adult

Staff Member or Volunteer Response to Abuse:

As required by mandated reporting laws, staff members and volunteers must report any suspected abuse or neglect of a youth—whether on or off Jefferson City Area YMCA property or whether perpetrated by staff members, volunteers, or others—to state authorities. Reports may be made confidentially or anonymously. A person who mistakenly reports suspected abuse is immune from civil or criminal liability if the report was made in good faith and without malice. In addition to reporting to state authorities, staff members and volunteers are required to report any suspected or known abuse of youth perpetrated by staff members or volunteers directly to leadership so that immediate and proper steps may be taken to ensure the safety of alleged victims and others who may be at risk. Reports of suspected or known abuse may be made confidentially to immediate Supervisor, YMCA Directors, or to Praesidium’s Anonymous Hotline at 1-855-347-0751.

The following are guidelines for Staff Members and Volunteers responding to incidents of allegations of abuse:

- If you witness abuse, interrupt the behavior immediately.
- If abuse is disclosed to you, assure the individual disclosing that he or she was correct to tell to you.
- Protect the alleged victim from intimidation, retribution, or further abuse.
- Immediately report the allegation or incident to the proper Jefferson City Area YMCA Staff (Immediate supervisor, CEO or Risk Management Director) and the Missouri Child Abuse and Neglect Hotline at 1-800-392-3738.
- Be sure to document the incident, disclosure, or any circumstances causing your suspicion of abuse.
- State only the facts.
- It is not your job to investigate the incident but it IS your job to report the incident to your supervisor in a timely manner.
- Check back to make sure appropriate steps were taken. If not, report again to your supervisor or the Jefferson City YMCA CEO or Director of Risk Management.

Supervisors and Administrators Response to Abuse:

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

- First, determine if the youth is still in danger and if so, take immediate steps to prevent any further harm.
- Gather as much information about the allegation as you can. For example, who made the report, who was allegedly abused, who was the alleged abuser, what was the nature of the alleged abuse, where and when did the alleged abuse occur, etc.
- Accurately record everything you learn in as much detail as you can. Remember your notes may be read by others. Stick to the facts.
- Contact the appropriate local authorities as indicated by your mandatory reporting procedures.
- Make sure you get a case number and the name and contact information of the person with whom you speak at the reporting agency.
- If the alleged abuse involves a staff member or volunteer, notify the Jefferson City Area YMCA's CEO or Director of Risk Management.
- Suspend the accused staff member or volunteer until the investigation is completed.

Jefferson City Area YMCA Response:

After the internal review of the suspected abuse by an adult, the Jefferson City Area Y will determine what can be done to prevent a reoccurrence, such as:

- Review the need for additional supervision.
- Review the need for revised policies or procedures.
- Review the need for additional training.
- Alert others in the Jefferson City Area YMCA

Responding to Youth-to-Youth Sexual Abuse and Sexualized Behaviors

The thought that one youth may sexually abuse another youth does not occur to many people. Unfortunately, abuse between peers has increased 300% in the

past few years. Youth-to-Youth sexual activity and sexualized behaviors often remain unreported in organizations because staff members and volunteers are not comfortable documenting these situations, or may not know how.

Youth-to-Youth Interactions:

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

Prohibited Youth-to-Youth Interactions

- Hazing
- Bullying
- Derogatory name-calling
- Games of Truth or Dare
- Singling out one child for different treatment
- Ridicule or humiliation

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

Staff Member and Volunteer Response:

Youth-to-youth sexual behaviors can include inappropriate touching, exposing body parts, using sexualized language, making threats of sexual activity, engaging in sexual activity, and similar types of interactions.

If staff members witness youth-to-youth sexual behaviors, they are instructed to follow these guidelines:

Guidelines for Staff Members and Volunteers Responding to Youth-to-Youth Sexual Activity

- If you observe sexual activity between youth, you should immediately separate them.
- Calmly explain that such interactions are not permitted and separate the youth.
- Notify your supervisor.
- Complete the necessary paperwork including what you observed and how you responded.
- Follow your supervisor's instructions regarding notifying the authorities and informing the parents of the youth involved.
- In some cases, if the problem is recurring discipline may be required including not allowing one or both youth to return to the program.

Supervisors and Administrators Response:

If a supervisor or administrator receives a report of a youth's sexualized behavior or youth-to youth sexual activity, the supervisor should do the following:

Guidelines for Supervisors and Administrators Responding to Youth-to-Youth Sexual Activity

- Meet with the staff member or volunteer who reported the sexual activity to gather information.
- Confirm that the youth involved have been separated or placed under increased supervision.
- Review the steps taken by the staff members or volunteers on duty.
- Review the incident report to confirm it is accurately and thoroughly completed.
- Meet with parents of the youth involved.
- Determine what actions should be taken to make sure there is no recurrence, including assessing the suitability of the program for the children involved.
- Notify the proper authorities.
- Develop a written corrective action or follow-up plan in response to the incident

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

- Review the need for additional supervision
- Review the need for revised policies or procedures
- Review the need for additional training
- Alert others in the Jefferson City Area YMCA

Jefferson City Area YMCA Response:

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

- Review the need for additional supervision.
- Review the need for revised policies or procedures.
- Review the need for additional training.
- Alert others in the Jefferson City Area YMCA

RECOGNIZING

The first step in helping abused or neglected children is learning to recognize the signs of child abuse and neglect. The presence of a single sign does not prove child abuse is occurring in a family, but a closer look at the situation may be warranted when these signs appear repeatedly or in combination.

The following signs may signal the presence of child abuse or neglect:

The Child

- Shows sudden changes in behavior or school performance
- Has not received help for physical or medical problems brought to the parents' attention
- Has learning problems (or difficulty concentrating) that cannot be attributed to specific
- physical or psychological causes
- Is always watchful, as though preparing for something bad to happen
- Lacks adult supervision
- Is overly compliant, passive, or withdrawn
- Arrives early, stays late, and does not want to go home

The Parent

- Shows little concern for the child
- Denies the existence of—or blames the child for—the child's problems in school or at home
- Asks teachers or other caregivers to use harsh physical discipline if the child misbehaves
- Sees the child as entirely bad, worthless, or burdensome
- Demands a level of physical or academic performance the child cannot achieve
- Looks primarily to the child for care, attention, and satisfaction of emotional needs

The Parent and Child

- Rarely touch or look at each other
- Consider their relationship entirely negative
- State that they do not like each other

The following are specific signs that may be present when a child is abused physically, emotionally or sexually, or neglected. These signs do not necessarily mean abuse is taking place, but can be good indicators:

Possible signs of physical abuse when the child:

- Has unexplained burns, bites, bruises, broken bones, or black eyes
- Has fading bruises or other marks noticeable after an absence from school
- Seems frightened of the parents and protests or cries when it is time to go home
- Shrinks at the approach of adults
- Reports injury by a parent or another adult caregiver
- Consider the possibility of physical abuse when the parent or other adult caregiver:
 - Offers conflicting, unconvincing, or no explanation for the child's injury
 - Describes the child as "evil," or in some other very negative way
 - Uses harsh physical discipline with the child
 - Has a history of abuse as a child

Possible signs of neglect when the child:

- Is frequently absent from school
- Begs or steals food or money
- Lacks needed medical or dental care, immunizations, or glasses
- Is consistently dirty and has severe body odor
- Lacks sufficient clothing for the weather
- Abuses alcohol or other drugs
- States that there is no one at home to provide care
- Consider the possibility of neglect when the parent or other adult caregiver:
 - Appears to be indifferent to the child
 - Seems apathetic or depressed
 - Behaves irrationally or in a bizarre manner
 - Is abusing alcohol or other drugs

Possible signs of Sexual Abuse when the child:

- Has difficulty walking or sitting

- Suddenly refuses to change for gym/pool or to participate in physical activities
- Reports nightmares or bedwetting
- Experiences a sudden change in appetite
- Demonstrates bizarre, sophisticated, or unusual sexual knowledge or behavior
- Runs away
- Reports sexual abuse by a parent or another adult caregiver
- Consider the possibility of sexual abuse when the parent or other adult caregiver:
 - Is unduly protective of the child or severely limits the child's contact with other children, especially of the opposite sex
 - Is secretive and isolated
 - Is jealous or controlling with family members

Possible signs of Emotional abuse when the child:

- Shows extremes in behavior, such as overly compliant or demanding behavior, extreme passivity, or aggression
- Is either inappropriately adult (parenting other children, for example) or inappropriately infantile (frequently rocking or head-banging, for example)
- Is delayed in physical or emotional development
- Has attempted suicide
- Reports a lack of attachment to the parent
- Consider the possibility of emotional maltreatment when the parent or other adult caregiver
 - Constantly blames, belittles, or berates the child
 - Is unconcerned about the child and refuses to consider offers of help for the child's problems
 - Overtly rejects the child

GRIEVANCE POLICY AND PROCEDURE

The Jefferson City YMCA takes the concerns of our employees and volunteers seriously. It is our desire that everyone feels welcome and safe working and/or volunteering at the YMCA.

When there is a problem regarding working conditions, hours, salary, performance of duties, or any other matters including resignation or dismissal, it shall first be discussed between the staff member or volunteer and their immediate supervisor. If the matter is not then settled satisfactorily, the following steps shall may be taken:

- The individual/volunteer may submit a written statement to the Department Supervisor, who will have a joint conference with all parties concerned, and attempt to resolve the problem. A copy of the statement should be placed in the personnel file of the staff member/volunteer.
- If this does not result in a satisfactory solution, the staff member/volunteer may present the matter in writing to the Chief Executive Officer, after having written notice to their immediate supervisor of their intention to do so. The Chief Executive Officer will then seek a satisfactory solution in a joint conference with all concerned.

The following procedures will be followed for responding to concerns, complaints or grievances by the YMCA:

- After meeting with the employee/volunteer the direct supervisor will provide a written response to the employee/volunteer who brought the complaint no later than 2 weeks after their meeting.
- If the employee/volunteer is not satisfied with the response, they may present the matter to the CEO after notifying their supervisor of their intent to do so.
- After the meeting with the CEO, the CEO will provide a written response within 2 weeks.
- If the employee/volunteer is not satisfied with the response, they may then present their complaint in writing to the YMCA Board. The Board is the final arbitrator and their response will be final.

The direct supervisor and/or CEO will thoroughly investigate any complaints. All employees must cooperate fully with the investigation. Retaliation of any type will not be tolerated by any parties involved.

Contact Information for Employees or Volunteers

Craig Lammers

CEO

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525 Ellis Blvd, Jefferson City MO 65101

Shelly Poire

Development and Marketing

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525 Ellis Blvd, Jefferson City MO 65101

ACKNOWLEDGEMENT FORM

I have received a copy of the Jefferson City Area YMCA's Abuse Prevention Handbook. I have read and agree to comply with the Jefferson City Area YMCA's policies regarding child protection.

I am aware that, if at any time, I have questions regarding the policies of the Jefferson City Area YMCA, I should direct them to my Supervisor or the CEO.

I understand and agree to comply with the policies and information contained in the Jefferson City Area YMCA's Abuse Prevention Handbook and that my continued employment is contingent on my following all policies of the Jefferson City Area YMCA.

Employee/Volunteer
Name _____

Employee/Volunteer
Signature _____

Date _____