



BOYS & GIRLS CLUBS
OF SOUTH CENTRAL TENNESSEE

Member Safety Policies

Effective, Jan. 1, 2022

Table of Contents

Proposed Language	2
Overview & Objectives	3
National Child Safety Advisory Taskforce	4
Sample Policies	5
Compliance Measures	29

1.5 Policies for the protection of youth

Existing Language Approved July 26, 2021

Every Member Organization shall have in place **and follow** policies and standards to protect youth **that incorporate policies approved by the National Council** and include but are not limited to:

- a. **Child abuse prevention and response**, including guidance on staff-to-child ratios and prohibition of private one-on-one interactions between youth and staff, volunteers and board members;
- b. Supervision and facilities;
- c. Screening and onboarding;
- d. Drug and Alcohol-Free Workplace
- e. Incident management;
- f. **Technology acceptable use**, including prohibition of inappropriate technology-based interactions between youth and staff, volunteers, board members and other youth during and after Club hours.
- g. Transportation; and
- h. Emergency Operations

Developing a strong safety culture across the Boys & Girls Club Movement hinges on the consistent application of safety policies and practices at every Clubhouse. Based on an analysis of past critical incidents and current best practices, it was recommended by the national Child Safety committee and validated by the Affiliate Membership Task Force that we must have consistent policies that are part of and core to every organization's safety program. Each of the identified policies address specific needs unique to our system, provide specific guidance and establish effective practices to protect young people.

How policy topics were chosen

The selected policies are based on a review of information obtained through critical incident reports, Club consultations, a safety spot check pilot, literature reviews and collective input from internal and external safety experts. In many cases, the policies provide specific, detailed guidance to support current membership requirements regarding the promulgation of safety policies.

How policies were developed

The policies were developed through a collaborative process that included a review of existing policies at various Clubs and similar organizations outside the Movement, in addition to analyzing regulatory requirements and other industry standards. The experts who informed the policies represented a broad cross-section of stakeholders from youth-serving organizations and insurance companies, child abuse prevention experts and research leaders. This includes representatives from YMCA, YWCA, Big Brothers Big Sisters, Goddard Schools, Nonprofit Risk Management Center, American Camp Association, Redwoods Insurance Group, Markel, Praesidium and others.

Vetting of policies

The policies were vetted and validated both internally and externally. In August 2019, a group of CEOs came to Atlanta to weigh in on the safety policies. Policies were then vetted and edited within BGCA through a partnership of Child Safety & Quality Assurance, Field Services, Youth Development, and Legal Services teams. A National Child Safety Advisory Task Force also provides feedback on safety-related matters through ongoing reviews and suggestions.

Resources

BGCA is committed to supporting the application of these policies. To ensure that Clubs build a strong foundation for safety, BGCA offers a variety of support and resources. These include individual consultations, webinars and learning events, along with a resource library on <http://bgca.net/childsafety>.



National Child Safety Advisory Taskforce Roster

Audrey Oliver

Account Manager
Praesidium Inc.

Aaron Lundberg, MSW

President and CEO
Praesidium, Inc.

Chris Newlin, MS, LPC

Executive Director
National Children's Advocacy
Center

Keith L. Kaufman, Ph.D.

Professor, Clinical
Psychology Department of
Psychology

Kathleen McChesney,

Ph.D. President
Kinsale Consulting and
Investigations

Eliza McCoy

Executive Director of
Outreach, Training &
Prevention National Center
for Missing & Exploited
Children

Jim Clark

President & CEO
Boys & Girls Clubs of America

Lorraine E. Orr

Chief Operations Officer Boys
& Girls Clubs of America

Mike Belcher

VP, Child Safety & Quality
Assurance
Boys & Girls Clubs of America

Kristine B. Morain, Esq.

SVP
and General Counsel Boys &
Girls Clubs of America

Mitru Ciarlante

National
Director, Child & Club Safety
Boys & Girls Clubs of America

Steve Morris

National Director, Safety
Operations Boys & Girls Clubs
of America

Safety Policy Packet Overview



Current Approach to Safety Policies

The current safety [membership requirements](#) for Boys & Girls Clubs state that all member organizations are required to adopt and adhere to safety policies that protect youth. Furthermore, all staff and volunteers must be trained on these policies annually.

Proposed Approach to Safety

The Child Safety & Quality Assurance (CSQA) department has historically provided suggested policy templates for Clubs to use in meeting current membership requirements. We are proposing a strategic shift away from that practice to increase clarity, consistency and compliance with Club safety practices.

Upon adoption and annually thereafter, the National Council would review and approve minimum safety policies authored by CSQA for adoption by all Clubs. These policies will provide the foundation for Club safety policies and operations but can be supplemented with additional operational detail and procedures specific to each individual organization. Core consistency and minimum standards across safety policies will strengthen organizations, improve monitoring and support compliance.

The proposed key policy drafts listed below are included in this packet. Ultimately, these policies would become part of a **Child & Club Safety Handbook**. Under the proposed strategy, Club organizations would be required to adopt the entire handbook of policies that address safety and risk prevention and supplement them according to the needs of each organization.

POLICY	PAGE
• Child Abuse Prevention	2
• Prohibition of Private One-on-One Interaction	4
• Supervision & Facilities (includes guidance on restroom usage)	7
• Screening and Onboarding	9
• Drug- and Alcohol-Free Workplace	11
• Incident Management	14
• Technology Acceptable Use	16
• Transportation	22
• Emergency Operations Plan	24

Child Abuse Prevention

Policy (Page 1 of 3)



The priority of Boys & Girls Clubs of South Central Tennessee (BGCSTN) is the physical and emotional safety of its members, staff and volunteers. BGCSTN maintains a zero-tolerance policy for child abuse.

BGCSTN implements policies and procedures for members, employees, volunteers, visitors or any victims of sexual abuse or misconduct to report any suspicion or allegation of abuse.

DEFINITIONS

One-on-Contact Prohibition: BGCSTN prohibits isolated one-on-one interaction between Club participants and staff or volunteers, including board members. This includes prohibiting one-on-one contact at any time at the Club, in vehicles or by phone, text, social media or any other means.

Exceptions may only be made when delivering approved medical or counseling services by a licensed, trained therapist or similar professional according to professional guidelines. All staff and volunteers, including minor staff (under age 18), are strictly prohibited from meeting Club participants outside of any Club-sponsored activities. The only exception to this rule is if the Club participant is a child or sibling of a staff member or volunteer.

Child abuse is when an adult or another child, whether through action or by failing to act, causes serious emotional or physical harm to a child. Sexual abuse or misconduct may include but is not limited to:

- Any sexual activity, involvement or attempt of sexual contact with a person who is a minor (under 18 years old).
- Sexual activity with another who is legally incompetent.
- Physical assault or sexual violence, such as rape, statutory rape, abuse, molestation or any attempt to commit such acts.
- Unwanted and intentional physical conduct that is sexual in nature, such as touching, pinching, patting, brushing, massaging someone's neck or shoulders and/or pulling against another's body or clothes.
- Inappropriate activities, advances, comments, bullying, gestures, electronic communications or messages (e.g., by email, text, or social media).

Grooming is when someone builds an emotional connection with a child to gain their trust for the purposes of sexual abuse, sexual exploitation or trafficking. Grooming behaviors may include but are not limited to:

- Targeting specific youth for special attention, activities or gifts.
- Isolating youth from family members and friends physically or emotionally. This can include one-on-one interactions such as sleepovers, camping trips and day activities.
- Gradually crossing physical boundaries, full-frontal hugs that last too long, lap sitting or other "accidental" touches.

MANDATED REPORTING

Every staff member or volunteer of BGCSTN who becomes aware of or has suspicion of child abuse or neglect must immediately report to Club leadership. Club leadership is responsible for reporting the incident immediately to the appropriate authorities according to state mandated reporting laws, as well as to Boys & Girls Clubs of America (BGCA) within 24 hours via the critical incident system.

Child Abuse Prevention Policy (Page 2 of 3)



REQUIRED TRAINING

BGC SCTN conducts and reports through a BGCA-approved process the following training for all staff members and volunteers with direct repetitive contact with young people (at the intervals noted for each).

Before providing services to young people, and annually thereafter:

1. BGCA-approved child abuse prevention
2. BGCA-approved mandated reporting
3. BGCA-approved grooming prevention

Annually:

- All the policies, including all safety policies, for BGC SCTN.

PHYSICAL INTERACTIONS

Every staff member and volunteer of BGC SCTN is required to maintain appropriate physical contact with minors. Appropriate and inappropriate interactions include but are not limited to the following:

Appropriate	Inappropriate
<ul style="list-style-type: none">• Side hugs• Handshakes• High-fives and hand slapping• Holding hands (with young children in escorting situations)	<ul style="list-style-type: none">• Full-frontal hugs or kisses• Showing affection in isolated area• Lap sitting• Wrestling or piggyback/shoulder rides• Tickling• Allowing youth to cling to an adult's leg

VERBAL INTERACTIONS

Every staff member and volunteer of BGC SCTN is required to maintain appropriate verbal interactions with minors. Appropriate and inappropriate interactions include but are not limited to the following:

Appropriate	Inappropriate
-------------	---------------

Child Abuse Prevention Policy (Page 3 of 3)



<ul style="list-style-type: none">• Positive reinforcement• Child-appropriate jokes (no adult content)• Encouragement• Praise	<ul style="list-style-type: none">• Name calling• Inappropriate jokes (adult-only content)• Discussing sexual encounters or personal issues• Secrets• Profanity or derogatory remarks• Harsh language that may frighten, threaten or humiliate youth
--	---

ABUSE AND SAFETY RESOURCES

Boys & Girls Clubs of South Central Tennessee prominently displays BGCA-approved collateral that shares ethics hotline, crisis textline and safety helpline information with members, staff, volunteers and families. We also share all safety policies with parents and guardians upon receiving a youth membership application.

Prohibition of Private One-on-One Interaction Policy

(Page 9 of 3)



Boys & Girls Clubs of South Central Tennessee is committed to providing a safe environment for members, staff and volunteers. To further ensure their safety, the organization prohibits all one-on-one interactions between Club members and staff and volunteers (including board members). All staff and volunteers must abide by the following:

- Ensure all meetings and communications between members and staff or volunteers are never private (see definition below).
- Ensure in-person meetings take place in areas where other staff and/or members are present.
- Communicate to another staff member whenever an emergency arises that necessitates an exception to this policy.
- Never initiate private or isolated one-on-one contact with a member.
- Never have a private or isolated meeting or communication with a member. This includes in-person meetings and virtual communications such as texting, video chat and social media between only a staff member or volunteer and a single member.
- Never transport one Club member at a time. This includes transportation in Club or leased vehicles.

Exceptions may only be made when delivering medical or counseling services by a licensed, trained therapist or similar professional. All exceptions shall be documented and provided to Club leadership in advance.

If an emergency arises that necessitates an exception to this policy, the emergency exception shall be communicated to Club leadership as soon as practicable, and ideally before engaging in one-on-one interaction.

ONE-ON-ONE INTERACTION POLICY GUIDANCE

The following guidance should be used when implementing related policies and procedures.

Definition of one-on-one interaction

One-on-one interaction is defined as any private contact or communication (including electronic communication) between any Club participant and an adult, including adult staff, minor staff, volunteers, board members and others who might encounter members during regular programming and activities.

- **Private** contact/communication is any communication, in person or virtual, that is between one youth member and one adult (18 or over) that takes place in a secluded area, is not in plain sight and/or is done without the knowledge of others. Private places can include but are not limited to vehicles, rooms without visibility to others, private homes and hotel rooms. Examples of private contact include but are not limited to:
 - Meeting behind closed doors (in rooms without windows or visible sightlines) or any spaces that are not visible to others.
 - One staff member transporting one member in a vehicle.
 - Electronic communications (text, video, social media, etc.) between one member and one staff member or volunteer.

Prohibition of Private One-on-One Interaction Policy

(Page 10 of 3)



- **Public contact/communication** is any communication or meeting, in person or virtual, that is between at least three individuals, including two staff and one member, one staff and two members or variations of these combinations. Examples of public contact include but are not limited to:
 - Meeting in plain sight of others (e.g., in a quiet corner of an active games room).
 - Transporting members via public transportation (bus, taxis, train, air, etc.) or transporting multiple members.
 - Electronic communications (text, video, social media, etc.) between multiple members and adults (e.g., group chats).
 - Public places can include but are not limited to buses, airports, shopping malls, restaurants and schools.

Impact on mentoring programs

Mentorship is a key component of Boys & Girls Club programming and has tremendous positive impact on members. Prohibition of one-on-one interaction does not have to negatively affect mentor programs and/or relationship building. Mentors can adjust their practices to include:

- Holding mentor and coaching sessions in areas where other staff and/or members are present or can see you – for example, in large rooms where meetings are visible but not heard.
- Copying parents, staff or other members (when appropriate) on written and/or electronic communications.
- Scheduling meetings during Club hours and at the Club site.
- Documenting interactions between mentors and youth.

Impact on partnerships with local mentoring organizations

- All local mentors are required to abide by Club policies, including background check requirements and prohibition of one-on-one interaction.
- External mentors are required to abide by all Club safety policies and procedures.
- A written agreement should be in place to determine how and when the external organization assumes custody and responsibility of the member; these procedures should be clearly communicated to parents or guardians.
- Every interaction between mentor and youth will be documented and maintained

Impact on travelling to off-site events and activities

- When travelling to external events such as Keystone, Youth of the Year or other off-site events, the one-on-one policy shall continue to be followed.
- Should the Club take responsibility for transporting members to and/or from an event, one staff member should not transport one single child at any time in a vehicle. Accommodations shall be made to ensure at least three people (two staff and one member or one staff and two members) are together when traveling. As an alternative, public transportation may be used (e.g., taxi, Uber, public transport).
- If this arrangement presents staffing or budget challenges, consider the following:
 - Inviting parents or guardians to attend and/or chaperone their child.
 - Including additional youth (e.g., Junior Youth of the Year) and/or staff in travel plans.

Prohibition of Private One-on-One Interaction Policy

(Page 3 of 3)



- Coordinating with other Clubhouses or nearby organizations to travel together.
- Travelling with additional staff or members.
- Parents and guardians should also provide written consent in each instance in which a member travels to any off-site event. NOTE: Parents or guardians are never allowed to provide consent for one-on-one interaction.
- Similar practices should be in place when coordinating field trips.

Impact on transportation to and from the Club

- When transporting members to and/or from a Club-sponsored event or activity, single members should not be transported alone with one staff person.
- Consider the following to accommodate single children:
 - Modify bus or van routes so single children aren't picked up first or dropped off last.
 - Use a bus aide if available.
 - Pick up and drop off children in groups.
 - Modify staff schedules to ensure multiple staff are present.

Exceptions to policy

Exceptions to the one-on-one policy can be made under the following circumstances:

- When delivering medical or counseling services by a licensed, trained therapist or similar professional (e.g., counselors, social workers).
- When the emotional or physical safety of a member is at risk and a private, one-on-one communication is deemed necessary by Club leadership.
- In emergency situations that could create a safety risk, exceptions can be made (e.g., if a member is not picked up by a parent and leaving them alone at the Club could be a safety risk).

Should exceptions need to be made, the Club shall have policies in place to monitor interactions, including but not limited to:

- Disclosing the meeting to Club leadership and regularly checking in with the member and adult during conversations.
- Placing time limits on conversations.
- Meeting in rooms with clear sight lines (e.g., rooms with windows or glass doors).
- Documenting the interaction.
- In an emergency, disclosing the situation to another staff member before engaging in one-on-one interaction.

Supervision and Facilities Policy

(Page 1 of 2)



SUPERVISION

Boys and Girls Clubs of South Central Tennessee is committed to providing a safe environment. All Club activities and program spaces shall always be under continuous supervision by sight or sound (for restroom supervision) by an appropriate adult staff (18 or over). To ensure appropriate supervision, staff and volunteers:

- Must abide by the prohibition of private one-on-one interaction policy.
- Must abide by all the organization's disciplinary policies and procedures.
- Must ensure that at least one adult staff (18 and over) is present when supervising members.
- Must always maintain proper supervision ratios.
- Must be trained on appropriate supervision tactics and behavior patterns.
- Must ensure that all youth staff and volunteers are supervised by an adult (18 and over) staff member.
- Must immediately notify Club leadership and/or submit written reports detailing supervision issues, accidents or critical incidents.
- Must never use electronic devices such as cell phones, PDAs or other communication devices while supervising members unless for Club purposes, as defined in the Acceptable Technology Use Policy.

RESTROOM USAGE

Boys & Girls Clubs of South Central Tennessee is committed to providing a safe, clean environment and enforces the following restroom policy for members, staff, volunteers and other adults.

- There will be either a designated adult restroom or procedures to ensure adults and minors never utilize a restroom at the same time.
- Club will either have single-user restrooms or multi-user restrooms with single stalls that can be secured from the inside.
- When using restrooms at public facilities during field trips, a minimum of three youth will be escorted by one staff member, who will wait outside the main entrance of the restroom.

RESTROOM MONITORING

Restrooms shall be regularly monitored by designated staff according to a schedule set by Club leadership. Monitoring includes walk-throughs, inspections and/or any (but not necessarily all) of the best practices outlined below:

- Implementing procedures to limit the number of children using restrooms at the same time.
- Prohibiting younger children and teens from sharing a restroom.
- Positioning staff near restroom entries to maintain auditory supervision of space.
- Designing or renovating multi-user restrooms to eliminate outer doors, while maintaining privacy with individual stalls.

Staff observing unacceptable restroom conditions or incidents shall:

- Immediately notify Club leadership of the incident.
- Document, in writing, restroom conduct incidents and report them to Club leadership as soon as possible in compliance with the Club's Incident Reporting Policy.

Supervision and Facilities Policy

(Page 2 of 2)



ENTRANCE AND EXIT CONTROL

All facility entries and exits shall be controlled and monitored by paid adult staff (18 or over) during all hours of operation, along with a system to monitor and track everyone who is in the facility.

All exit doors shall have an audible alarm to discourage unauthorized use to exit or enter the facility.

Only designated adult staff (18 or over) shall be authorized to possess keys and/or badges to open any facility. If an employee is supervising a scheduled activity, they shall be responsible for the security of their program space.

FACILITY CONDITION

All program spaces shall have clear lines of visibility and be monitored by adult staff when in use. Areas that are not in use shall remain locked and only accessible by adult staff.

All interior and exterior spaces, hallways, stairs and stairways shall be monitored, maintained, well-lit, clean and free of hazards and obstructions. All storage closets and other unused spaces are to be locked during operational hours.

Damages to facilities shall be repaired in a reasonable manner. Damages that pose imminent risk to the health and safety of members, staff or volunteers shall be repaired immediately. If immediate repair to damage that poses imminent risk is not possible, Club leadership shall determine whether temporary or permanent closure of the facility may be required. Any damage to a facility that results in an incident deemed critical to the organization shall be reported to the appropriate authorities as a critical incident.

FOOD AND DRINK

Any distribution, preparation or consumption of food and/or drink at any facility shall comply with all applicable food services sanitation and public health codes. If food is prepared and served on site, required city or county health department inspection certificates shall be posted. Any dangerous kitchen utensils, including knives, shall be properly and securely stored.

Screening and Onboarding Policy

(Page 14 of 2)



Boys & Girls Clubs of South Central Tennessee is committed to selecting and retaining effective staff and volunteers to serve our youth. As part of the selection process and in accordance with state background check regulations, background checks and screening procedures are conducted in accordance with this policy.

BACKGROUND CHECKS

Boys & Girls Clubs of South Central Tennessee conducts criminal background checks of all employees, including minors; board volunteers and others who serve on a standing committee; and all other volunteers, including partners and minors, who have direct repetitive contact with minors.

Name-based or fingerprint-based record searches may be used in any combination, but the background check shall at a minimum:

- Verify the person's identity and legal aliases through verification of a social security number.
- Provide a national Sex Offender Registry search.
- Provide a comprehensive criminal search that includes a national search.
- Provide a comprehensive local criminal search that includes either a statewide or county level criminal search, depending on jurisdiction (*a current list of jurisdictions can be found at www.bgca.net/childsafety*).
- Include any additional background check criteria required by organizational policies, funding or licensing agencies or required in the applicable jurisdiction, such as motor vehicle records, child abuse registry or credit checks.

Such checks will be conducted prior to employment and at regular intervals not to exceed twelve months.

All background check findings shall be considered when making employment or volunteer decisions, and Boys & Girls Clubs of South Central Tennessee will not employ potential staff or engage potential volunteers if such individual:

- a. Refuses to consent to a criminal background check.
- b. Makes a false statement in connection with such criminal background check.
- c. Is registered, or is required to be registered, on a state or national sex offender registry.
- d. Has been convicted of a felony consisting of:
 1. Murder
 2. Child abuse
 3. Domestic violence
 4. Abduction or human trafficking
 5. A crime involving rape or sexual assault
 6. Arson
 7. Weapons
 8. Physical assault or battery
 9. Drug possession, use or distribution in the last five years
- e. Has been convicted of any misdemeanor or felony against children, including child pornography.

Screening and Onboarding Policy

(Page 15 of 2)



INTERVIEWING

Boys & Girls Clubs of South Central Tennessee will conduct in-person behavioral-based interviews with every candidate for employment or program volunteer service. BGCA will provide behavioral-based interview questions for local use.

REFERENCE CHECKS

Boys & Girls Clubs of South Central Tennessee conducts reference checks on any candidate for employment or volunteer with direct repetitive contact with young people. Should candidates for employment have previous experience with a Boys & Girls Club, information on the candidate's eligibility for rehire/volunteering must be obtained from all previous Boys & Girls Clubs for which the candidate worked prior to extending an offer for employment or volunteer service. Additionally, Boys & Girls Clubs of South Central Tennessee ~~will provide~~ ^{may provide} when asked by other Member Organizations.

STAFF AND VOLUNTEER ONBOARDING

Upon offer of a position, each new Club employee shall receive and confirm in writing receipt of an up-to-date employee policies and procedures manual or handbook that, at a minimum, articulates current:

- Conditions of employment;
- Benefits;
- Rights and responsibilities of employees;
- Club safety policies; and
- Any other important employment-related information.

Before working with any Club members, all staff and volunteers at a minimum shall be given an orientation that includes an overview of the following:

- The organization's mission, goals, policies and procedures and schedule;
- Job descriptions and performance standards for their position;
- The needs and other relevant characteristics of program participants, including cultural and socioeconomic characteristics;
- Personnel and volunteer policies and procedures, including expectations regarding work hours and schedules, breaks and planning time;
- Operational policies and procedures related to safety, supervision, transportation, facilities, emergency operations, etc.; and
- Completion of the required **Child Abuse Prevention Trainings** approved by BGCA.

Drug- and Alcohol-Free Workplace Policy

(Page 1 of 3)



DRUG AND ALCOHOL POLICY

Boys & Girls Clubs of South Central Tennessee is committed to providing a safe environment for members, staff and volunteers. To further ensure their safety, the organization maintains a drug- and alcohol-free workplace. The unlawful or improper use of drugs – including marijuana, controlled substances or alcohol in the workplace – presents a danger to everyone. The organization also has a duty to comply with the requirements of the Drug-Free Workplace Act of 1988.

- Employees are prohibited from reporting to work or working while under the influence of alcohol and/or illegal or unauthorized drugs.
- Employees are prohibited from reporting to work or working when the employee is using any legal drugs; exceptions can be made in accordance with state law when the use is pursuant to a doctor's orders and the doctor has advised the employee that the substance does not adversely affect the employee's ability to safely perform his or her job duties. Employees taking any legal drugs that potentially affect job safety or performance are responsible for notifying their supervisor and/or Club leadership so that a determination of job performance or a reasonable accommodation can be made. An employee may not be permitted to perform his or her job duties unless such a determination or reasonable accommodation has been made.
- Employees are prohibited from engaging in the unlawful or unauthorized manufacturing, distribution, dispensing, sale or possession of illegal drugs and alcohol in the workplace, including on organization paid time, on organization premises, in organization vehicles or while engaged in organization activities.
- Employees must notify their supervisor and/or Club leadership immediately of any criminal drug or alcohol violation.
- Employment with the organization is conditional upon full compliance with the foregoing drug- and alcohol-free workplace policy. Any violation of this policy might result in disciplinary action, up to and including discharge.

Boys & Girls Clubs of South Central Tennessee further reserves the right to take any and all appropriate and lawful actions necessary to enforce this drug- and alcohol-free workplace policy, including but not limited to the inspection of organization-issued lockers, desks or other suspected areas of concealment, as well as an employee's personal property when the organization has reasonable suspicion to believe that the employee has violated this policy.

SMOKING POLICY

Boys & Girls Clubs of South Central Tennessee will comply with all applicable federal, state and local regulations regarding non-smoking in the workplace in order to provide a work environment that promotes productivity and the well-being of its employees. Smoking in the workplace can adversely affect members, employees and volunteers. Accordingly, smoking is restricted at all its facilities.

Smoking is defined to include the use of any tobacco-containing products, including cigarettes, cigars and pipes, as well as the use of electronic cigarettes (e-cigarettes) and vaporizers.

Smoking is prohibited at all Boys & Girls Clubs properties except for external areas where it is specifically authorized. The smoking policy applies to employees, volunteers and members while on Club premises or during Club activities (on or off site).

Drug- and Alcohol-Free Workplace Policy

(page 2 of 3)



REASONABLE SUSPICION

Staff and or volunteers shall immediately notify Club leadership of any action by an employee or volunteer who demonstrates an unusual pattern of behavior suggesting that they are under the influence of drugs or alcohol. Club leadership will determine whether the employee should be examined by a physician or clinic and/or tested for drugs or alcohol in accordance with the Club's drug-testing policies. Employees and volunteers believed to be under the influence of drugs or alcohol will be required to leave the premises. Any illegal drugs or drug paraphernalia will be turned over to the appropriate law enforcement agency and may result in criminal prosecution.

Examples of behavior suggesting that employees or volunteers are under the influence of drugs or alcohol include but are not limited to:

- Odors (smell of alcohol, body odor or urine);
- Movements (unsteady, fidgety, dizzy);
- Eyes (dilated, constricted or watery eyes or involuntary eye movements);
- Face (flushed, sweating, confused or blank look);
- Speech (slurred, slow, distracted mid-thought, inability to verbalize thoughts);
- Emotions (argumentative, agitated, irritable, drowsy);
- Actions (yawning, twitching); or
- Inactions (sleeping, unconscious, no reaction to questions).

Unusual patterns of behavior that may suggest drug or alcohol misuse include but are not limited to:

- Repeatedly calling in sick;
- Being absent directly before or after holidays and weekends;
- Repeatedly damaging inventory or failing to meet reasonable work schedules; and
- Being involved in frequent accidents that can be related to the use of drugs or other substances.

INSPECTION AND TESTING

Boys & Girls Clubs of South Central Tennessee reserves the right to take any and all appropriate and lawful actions necessary to enforce this drug- and alcohol-free workplace policy, including but not limited to the inspection of organization-issued lockers, desks or other suspected areas of concealment, as well as an employee's personal property when the organization has reasonable suspicion to believe that the employee has violated this drug- and alcohol-free workplace policy (see "Reasonable Suspicion" above).

Screening, testing and security measures may be used as methods of enforcement, as permitted by applicable state law. It is a violation of this policy to refuse to submit to testing. Tests that are paid for by the organization are the property of the organization, and the examination records will be treated as confidential and held in separate medical files. However, records of specific examinations will be made available, if required by law or regulation, to the employee, persons designated and authorized by the employee, public agencies, relevant insurance companies and/or the employee's doctor.

Drug- and Alcohol-Free Workplace Policy

(Page 3 of 3)



PRESCRIPTION MEDICATION AND LEGAL DRUGS

Employees and volunteers are prohibited from reporting to work or working when using any legal drugs, except when the use is pursuant to a doctor's orders and the doctor has advised the employee or volunteer that the substance does not adversely affect the employee's or volunteer's ability to safely perform his or her duties.

Employees and volunteers taking a legal drug, such as prescription medication or medical marijuana, that potentially affects job safety or performance are responsible for notifying their supervisor and/or Club leadership so that a determination of job performance or reasonable accommodation can be made. An employee/volunteer may not be permitted to perform his or her job duties unless such a determination or reasonable accommodation is made.



Clear reporting policies and procedures are an important element in responding to incidents that might occur in Clubhouses. Staff and volunteers must at a minimum immediately report and document all safety incidents that might affect staff, volunteers, members and others who visit Clubhouses.

GENERAL INCIDENT DESCRIPTION

Safety incidents can include but are not limited to:

- Inappropriate activity between adults (18 and over) and youth;
- Inappropriate activity between multiple youth;
- Allegations of abuse;
- Bullying behavior;
- Inappropriate electronic communications between adults (18 or over) and youth;
- Minor and major medical emergencies;
- Accidents, including slips and falls;
- Threats made by or against staff, volunteers and/or members;
- Physical assaults and injuries, including fights;
- Missing children;
- Criminal activity, including theft and robbery; and
- Other incidents as deemed appropriate by Club leadership.

Safety incidents include those that occur during Club programs, on Club premises and/or during a Club-affiliated program or trip.

INTERNAL INCIDENT REPORTING

Any employee or volunteer who becomes aware of an incident, as defined in this policy, shall immediately complete an incident report and submit the incident to Club leadership.

The following information shall be included on an Incident Report:

- Date and location
- Incident details (if applicable)
- Witnesses and contact information
- Names of all involved (youth and staff if applicable)
- All notifications made (first responders, parents, leadership, etc.)

EXTERNAL INCIDENT REPORTING

Boys & Girls Clubs of South Central Tennessee follows all applicable mandated reporting statutes and regulations and all applicable federal, state and local laws (including those around licensing, for licensed organizations) for the protection and safety of youth. Types of incidents reported include but are not limited to:

- Inappropriate activity between adults (18 or over) and youth;
- Inappropriate activity between multiple youth;
- Allegations of child abuse;
- Any form of child pornography;
- Criminal activity, including assault, theft and robbery; or
- Children missing from the premises.

Incident Management Policy

(Page 2 of 2)



INCIDENT INVESTIGATION

Boys & Girls Clubs of South Central Tennessee takes all incidents seriously and is committed to supporting external investigations of all reported incidents and allegations or internal investigations by the Safety Committee when not an externally reportable incident.

Federal, state and local criminal and or mandated child abuse reporting laws must be complied with before any consideration of an internal investigation. The internal investigation should never be viewed as a substitute for a required criminal or child protective services investigation.

In the event that an incident involves an allegation against a staff member, volunteer or Club member, the Club shall suspend that individual immediately (employees with pay) and maintain the suspension throughout the course of the investigation.

BGCA CRITICAL INCIDENT REPORTING

Each Member Organization shall immediately report any allegation of abuse or potential criminal matter to law enforcement. In addition, each Member Organization shall report the following critical incidents to BGCA within 24 hours:

- a. Any instance or allegation of child abuse, including physical, emotional or sexual abuse; sexual misconduct or exploitation (Club-related or not) against any child by a current employee or volunteer; or any Club-related instance by a former employee or volunteer.
- b. Any instance or allegation of child abuse, including physical, emotional or sexual abuse; or sexual misconduct or exploitation by a youth towards another youth at a Club site or during a Club-sponsored activity.
- c. Any child who might have been abducted or reported missing from a Club site or Club-sponsored activity.
- d. Any major medical emergency involving a child, staff member or volunteer at a Club site or during a Club-sponsored activity leading to extended hospitalization, permanent injury or death; or a mental health crisis with a child requiring outside care.
- e. Any instance or allegation of abuse, including physical, emotional or sexual abuse, sexual misconduct, harassment or exploitation (Club-related or not) involving any staff member; or any Club-related instance or allegation of abuse, including physical, emotional or sexual abuse, sexual misconduct harassment or exploitation against a volunteer or visitor.
- f. Any failure to comply with requirements set forth by childcare licensing agencies or organizations.
- g. Any known or suspected felony-level criminal act committed at a Club site or during a Club-sponsored activity.
- h. Any misappropriation of organizational funds in the amount of \$10,000 or greater, or any amount of federal funds.
- i. Any criminal or civil legal action involving the organization, its employees or volunteers, as well as any changes in the status of an open organization-related legal action.
- j. Negative media attention that could compromise the reputation of the Member Organization or the Boys & Girls Clubs of America brand.
- k. Any other incident deemed critical by the Member Organization.

Failure to report safety incidents to Boys & Girls Clubs of America could result in a funding hold or the organization being placed on provisional status.

Technology Acceptable Use Policy (Page 21 of 6)



Boys & Girls Clubs of South Central Tennessee is committed to providing a safe use of technology and online safety for members, staff and volunteers. The acceptable use policy provides the framework for those safety practices and procedures.

CLUB MEMBER USAGE

Before a member will be allowed to use Club technology equipment or their personal device, both the member and his/her parent/guardian will need to read and sign the Technology Acceptable Use policy and return it to the Club. Under the Technology Acceptable Use policy, the following relevant principles shall apply:

Club devices shall include any and all Club-owned existing and/or emerging technologies and devices that can take photographs, play and record audio or video, input text, upload and download content and/or media and transmit or receive messages or images.

Personally owned devices shall include any and all member-owned existing and/or emerging technologies and devices that can take photographs, play and record audio or video, input text, upload and download content and/or media and transmit or receive messages or images.

Club purposes shall include program activities, career development, communication with experts and/or Club peer members, homework and Club activities. Members are expected to act responsibly and thoughtfully when using technology resources. Members bear the burden of responsibility to inquire with staff when they are unsure of the permissibility of a particular use of technology prior to engaging in its use.

Authorized use: Club devices and personally owned devices are permitted for use during approved Club times for Club purposes and in approved locations only. The Club expressly prohibits the use of Club devices or personally owned devices in locker rooms, restrooms and other areas where there is an expectation of privacy.

Appropriate use: Members may not use any technology to harass, threaten, demean, humiliate, intimidate, embarrass or annoy their peers or others in their community. Any inappropriate use of a Club or personally owned device, as determined by Club staff, can lead to disciplinary action including but not limited to confiscation of the device, immediate suspension from the Club, termination of membership or other disciplinary actions determined to be appropriate to the Club's existing disciplinary policies including, if applicable, referral to local law enforcement.

Monitoring and inspection: Boys & Girls Clubs of South Central Tennessee reserves the right to monitor, inspect, copy and review any personally owned device that is brought to the Club. Parents/guardians will be notified before such an inspection takes place and may be present, at their choice, during the inspection. Parents/guardians may refuse to allow such inspections. If so, the member may be barred from bringing personally owned devices to the Club in the future.

Loss and damage: Members are responsible for keeping devices with them at all times. Staff are not responsible for the security and condition of the member's personal device. Furthermore, the Club is not liable for the loss, damage, misuse or theft of any personally owned device brought to the Club.

Any inappropriate or unauthorized use of a Club or personally owned device, as determined by Club staff, can lead to disciplinary action including but not limited to confiscation of the device, immediate suspension from the Club, termination of membership or other disciplinary actions determined to be appropriate to the

Technology Acceptable Use Policy (Page 22 of 6)



Club's existing disciplinary policies, including, if applicable, referral to local law enforcement.

Technology Acceptable Use Policy (Page 23 of 6)



Members must be aware of the appropriateness of communications when using Club or personally owned devices. Inappropriate communication is prohibited in any public or private messages, as well as material posted online. Inappropriate communication includes but is not limited to the following:

- Obscene, profane, lewd, vulgar, rude, inflammatory, threatening or disrespectful language or images typed, posted or spoken by members;
- Information that could cause damage to an individual or the Club community or create the danger of disruption of the Club environment;
- Personal attacks, including prejudicial or discriminatory attacks;
- Harassment (persistently acting in a manner that distresses or annoys another person) or stalking of others;
- Knowingly or recklessly posting false or defamatory information about a person or organization; or
- Communication that promotes the destruction of property, including the acquisition or creation of weapons or other destructive devices.

If a member is told to stop sending communications, that member must cease the activity immediately.

Cyberbullying

Members may not utilize any technology to harass, threaten, demean, humiliate, intimidate, embarrass or annoy their peers or others in their community. This behavior is cyberbullying, which is defined as bullying that takes place using emerging technologies and devices. Any cyberbullying that is determined to disrupt the safety and/or well-being of the Club, Club members, Club staff or community is subject to disciplinary action.

Examples of cyberbullying include, but are not limited to:

- Harassing, threatening or hurtful text messages, emails or comments on social media.
- Rumors sent by email or posted on social networking sites.
- Embarrassing pictures, videos, websites or fake profiles.

Members may not attempt to gain unauthorized access to the Club's network, or to any other computer system through the Club's network. This includes attempting to log in through another person's account or accessing another person's files. Members may not use the Club's network to engage in any illegal act, including, but not limited to, arranging for the purchase or sale of alcohol, tobacco or other drugs; engaging in criminal activity; or threatening the safety of another person. Members may not make deliberate attempts to disrupt the computer system or destroy data by spreading computer viruses.

Monitoring and inspection: Boys & Girls Clubs of South Central Tennessee reserves the right to monitor, inspect, copy and review files stored on Club-owned devices or networks. In addition, Boys & Girls Clubs of South Central Tennessee reserves the right to inspect and/or review personally owned devices that are brought to the Club.

Parents/guardians will be notified before such an inspection takes place and may be present, at their choice, during the inspection. Parents/guardians may refuse to allow such inspections but the member may be barred from bringing personally owned devices to the Club in the future.

Technology Acceptable Use Policy (Page 3 of 6)



Internet access: Personally owned devices used at the Club must access the internet via the Club's content-filtered wireless network and are not permitted to directly connect to the internet through a phone network or other content service provider. Boys & Girls Clubs of South Central Tennessee reserves the right to monitor communication and internet traffic, and to manage, open or close access to specific online websites, portals, networks or other services. Members must follow Club procedures to access the Club's internet service.

Loss and damage: Members are responsible for keeping the personal device with them at all times. Staff are not responsible for the security and/or condition of the member's personal device. Furthermore, the Club shall not be liable for the loss, damage, misuse or theft of any personally owned device brought to the Club.

Parental notification and responsibility: While the Boys & Girls Clubs of South Central Tennessee Technology Acceptable Use Policy restricts the access of inappropriate material, supervision of internet usage might not always be possible. Due to the wide range of material available on the internet, some material might not fit the particular values of members and/or their families. Because of this, it is not considered practical for Boys & Girls Clubs of South Central Tennessee to monitor and enforce a wide range of social values in student use of the internet. If parents/guardians do not want members to access information beyond the scope of the Technology Acceptable Use Policy, they should instruct members not to access such materials.

Digital citizenship: Club members shall conduct themselves online in a manner that is aligned with the Boys & Girls Clubs of South Central Tennessee Code of Conduct. The same rules and guidelines members are expected to follow offline (i.e., in the real world) shall also be followed when online. Should a member behave online in a manner that violates the Boys & Girls Clubs of South Central Tennessee Code of Conduct, that member shall face the same discipline policy and actions they would if their behavior had happened within the physical Club environment.

Club-owned-and-operated technology: Members are expected to follow the same rules and guidelines when using Club-owned technology. Club technology and systems are the property of the Club, are intended to be used for Club purposes and are to be used during approved times with appropriate supervision. Club members shall never access or use Club technology or systems without prior approval.

Digital citizenship and technology safety training: All members who wish to use a Boys & Girls Clubs device or equipment will be required to successfully complete a BGCA-provided digital citizenship and technology safety training. This training is required for all members annually.

Technology Acceptable Use Policy (Page 4 of 6)



STAFF AND VOLUNTEER USAGE

Before a staff member can use Club technology equipment or a personal device, he/she shall read and sign the Technology Acceptable Use policy and return it to the Club. Under the Technology Acceptable Use policy, the following relevant principles shall apply:

Club devices shall include any and all Club-owned existing and/or emerging technologies and devices that can take photographs, play and record audio or video, input text, upload and download content and/or media and transmit or receive messages or images.

Personally owned devices shall include any and all staff-owned existing and/or emerging technologies and devices that can take photographs, play and record audio or video, input text, upload and download content and/or media and transmit or receive messages or images.

Club Purposes include but are not limited to the delivery of program activities, accessing sanctioned training or career development opportunities, communication with experts and/or authorized Club staff and for Club purposes or management of other Club activities, such as member check-in or incident reporting. Staff are expected to act responsibly and thoughtfully when using technology resources. Staff bear the burden of responsibility to ask their supervisor when they aren't sure of the permissibility of a particular use of technology prior to engaging in that use.

Authorized use: Personally owned devices are permitted for use during approved Club times for Club purposes and in approved locations only. The Club expressly prohibits the use of personally owned devices in locker rooms, restrooms and other areas where there is an expectation of privacy.

Appropriate use: Staff may not use any technology to harass, threaten, demean, humiliate, intimidate, embarrass or annoy their peers or others in their community. Any inappropriate use of a personally owned device, as determined by a supervisor, can lead to disciplinary action including but not limited to confiscation of the device, immediate suspension from the Club, termination of employment or volunteer assignment or other disciplinary actions determined to be appropriate to the Club's existing disciplinary policies including, if applicable, referral to local law enforcement.

Monitoring and inspection: Boys & Girls Clubs of South Central Tennessee reserves the right to monitor, inspect, copy and review a personally owned device that is brought to the Club. Staff may refuse to allow such inspections. If so, the staff member may disciplinary action up to and including termination

Loss and damage: Staff are responsible for keeping devices with them at all times. Supervisors and the Club at large are not responsible for the security and condition of the staff member's personal device. Furthermore, the Club is not liable for the loss, damage, misuse or theft of any personally owned device brought to the Club.

Technology Acceptable Use Policy (Page 5 of 6)



Any inappropriate or unauthorized use of a personally owned device, as determined by a supervisor, can lead to disciplinary action including but not limited to confiscation of the device, immediate suspension from the Club, termination of employment or volunteer assignment or other disciplinary actions determined to be appropriate to the Club's existing disciplinary policies, including, if applicable, referral to local law enforcement.

Inappropriate communication includes but is not limited to:

- Obscene, profane, lewd, vulgar, rude, inflammatory, threatening or sexual content or disrespectful language or images typed, posted or spoken by staff or members.
- Information that could cause conflict.
- Personal attacks, including prejudicial or discriminatory attacks.
- Harassment (persistently acting in a manner that distresses or annoys another person) or stalking others.
- Knowingly or recklessly posting false or defamatory information about a person or organization.
- Communication that promotes the destruction of property, including the acquisition or creation of weapons or other destructive devices.

If a staff member is told to stop sending communications, he/she must cease the activity immediately.

Staff must be aware of the appropriateness of communications when using Club or personally owned devices. Inappropriate communication is prohibited in any public or private messages, as well as material posted online.

Staff may not use any technology to harass, threaten, demean, humiliate, intimidate, embarrass or annoy others. This behavior is cyberbullying, which is defined as bullying that takes place using existing or emerging technologies and devices. Any cyberbullying that is determined to disrupt the safety and/or well-being of the Club, Club staff, Club members or community is subject to disciplinary action.

Examples of cyberbullying include but are not limited to:

- Harassing, threatening or hurtful text messages, emails or comments on social media.
- Rumors sent by email or posted on social networking sites.
- Use of embarrassing pictures, videos, websites or fake profiles.

Communication with Club members: Staff may never use personal devices to communicate directly with a single Club member. Proper protocol dictates that all communication between staff and Club members must include an additional staff member and at least two Club members. This also includes overnight events such as Keystone Conferences and Youth of the Year events.

Monitoring and inspection: Boys & Girls Clubs of South Central Tennessee reserves the right to monitor, inspect, copy and review a personally owned device that is brought to the Club. Staff may refuse to allow such inspections. If so, the staff member may be subject to disciplinary action up to and including termination.

Internet access: Personally owned devices used at the Club must access the internet via the Club's content-filtered wireless network and are not permitted to directly connect to the internet through a phone

Technology Acceptable Use Policy (Page 6 of 6)



network or other content service provider. Boys & Girls Clubs of South Central Tennessee reserves the right to monitor communication and internet traffic and to manage, open or close access to specific online websites, portals, networks or other services. Staff must follow Club procedures to access the Club's internet service.

Loss and damage: Staff are responsible for keeping devices with them at all times. Supervisors and the Club at large are not responsible for the security and condition of any staff member's personal device. Furthermore, the Club is not liable for the loss, damage, misuse or theft of any personally owned device brought to the Club.

Password and access: To prevent unauthorized access, devices must lock themselves and require authentication using the strongest features available on the device. A minimum standard would require a typed password of at least six characters or numbers, though some devices utilize fingerprint or other biometric technologies.

Disallowed apps and/or websites: This organization does not allow staff to access the following apps and/or websites during work hours: any social media.

Transportation Policy (Page 1 of 2)



Boys & Girls Clubs of South Central Tennessee is committed to providing a safe environment and enforces the following transportation policy for members, staff, volunteers and other adults. Boys & Girls Clubs of South Central Tennessee only provides transportation to and from the Clubhouse and various approved off-site locations. The Club only transports youth in Club vehicles or other vehicles approved by Club leadership.

DRIVERS:

- Must allow for DMV background check and be cleared to transport youth per the barrier crime policy of the organization.
- Must keep an updated list of all youth who are transported to and from the Clubhouse and Club-related activities.
- Must confirm that no children are left on a vehicle after every trip (based on a seat-by-seat scan of each vehicle); log must be signed daily to ensure compliance.
- Must perform regular checks to ensure that all members are picked up and dropped off at the appropriate times and locations.
- Must submit written reports detailing issues or incidents involving transportation of members to and from the Clubhouse or to and from Club-related activities.
- Must only transport members in official Club vehicles.
- Must ensure that at least three individuals are present when transporting members. If one child remains to be dropped off, two adults (18 or over) must be present in vehicle.
- Must never transport Club members in personal vehicles.
- Must never use cell phones, PDAs or other communication devices while transporting members to and from the Clubhouse or Club-related activities.

VEHICLE

- Each agency vehicle should meet all local, state and federal inspection and licensing requirements.
- Each vehicle should be inspected as outlined by DMV by staff before every trip for which youth are being transported; any problems with the vehicle must be addressed promptly.
- Regular maintenance should be performed on vehicles and documents/records reflecting that maintenance should be maintained.
- Each vehicle must provide a seat belt for every passenger and fully comply with state and federal seat belt regulations.
- Each vehicle must have a complete first-aid kit that satisfies state licensing requirements.
- Each vehicle must have a working and current fire extinguisher that satisfies state licensing requirements.
- Each vehicle must have reflective traffic warning signs (e.g., triangles or flares) that are stored securely during transport.
- The vehicle must be clean and well maintained and exterior physical damage must be repaired promptly.



SHARED-USE RESTROOMS

- On a field trip or when using a public restroom, youth shall never enter the restroom alone unless it is a single-stall restroom that is empty.
- Youth shall follow the “rule of three” in using public restrooms, with at least two youth and an adult walking to the restrooms and three youth entering a multi-stall facility together. The adult will remain outside the restroom door to provide auditory surveillance.
- Whenever possible, staff/volunteers will monitor and clear public restrooms before use by members to ensure that the facility is free of adults – and clear of youth not involved in the Club program – before allowing youth to use the facilities. Alternatively, staff members will stand in the restroom doorway and/or hold the door at least partially open when supervising member use of public restrooms. Staff may position themselves inside the restroom near the sinks if positioning at the door is not feasible or is deemed ineffective.
- In a shared-use facility, Boys & Girls Clubs will utilize the best practice of shutting the exterior door to the restroom and using an “Occupied” sign outside of the door to alert others that they must wait until Club members have exited the restroom before they can enter.

ACCIDENT OR EMERGENCY PROTOCOL

- Driver should immediately notify Club leadership if there is a delay or issue (e.g., breakdown, accident, emergency) with transporting members to and from the Clubhouse or Club-related activities.
- Staff shall immediately inform Club leadership if a staff member, volunteer or board member violates this policy. In such case, the organization will take appropriate disciplinary action, up to and including termination.

Emergency Operations Plan Policy (Page 1 of 1)



Through the appropriate use of Club and community resources, Boys & Girls Clubs strive to mitigate the immediate effects of an emergency and its long-term effects on Club operations and mission by being prepared to effectively respond to and recovery from an emergency.

EMERGENCY OPERATIONS PLAN (EOP)

Boys & Girls Clubs shall create and maintain an Emergency Operations Plan (EOP). At minimum, the plan shall encompass the following elements:

- Mitigation, preparedness, response and recovery for the following types of emergencies:
 - Fire
 - Weather (tornado, flooding, hurricane, etc.)
 - Lockdown (for interior or exterior threat)
 - Bomb threat
 - Suspicious package
- Training/drill schedule and reporting procedures for staff, volunteers and members.
- Developed and shared with local first responders, such as fire department and law enforcement agencies.

EOP ANNUAL REVIEW

Boys & Girls Club of South Central Tennessee leadership will maintain a board-led safety committee that regularly focuses on safety and will have oversight and responsibility for the emergency operations plan. The board-led safetycommittee will be responsible for reviewing and updating the emergency operations plan annually.

FIRST AID AND CPR TRAINING

Boys & Girls Clubs of South Central Tennessee always maintains a minimum of one CPR- or first-aid-trained staff on siteduring all operating hours when members are being served.

KEY DEFINITIONS

Emergency: An emergency is any event, natural or man-made, whether expected or unexpected, that places life or significant Club assets in danger or threatens the ability to conduct normal business operations and usually involves abnormal time constraints and resource responses.

Mitigation: Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters or emergencies. For mitigation to be effective, we need to take action now — before the next emergency occurs — to reduce human and financial consequences later.

Preparedness: Preparedness helps everyone act quickly and decisively in the face of a disaster or emergency and can minimize loss of property and prevent death and injury. An effective emergency plan should include steps to ensure that those with disabilities or special needs are provided with a proper evacuation strategy.

Per the Proposed Child Abuse Prevention Policy below is information on the 3 Trainings (housed on Spillett Leadership University)

Meet Sam

Sam molests children and in this module he tells you how he gets away with it.

Participants learn:

- The types of molesters and the methods they use to manipulate their coworkers, parents, and children-all to meet their own needs
- How to spot interactions between adults and children that may indicate danger

Keeping Your Boys & Girls Club Safe

Every year, nearly five million children and adolescents come to Boys & Girls Clubs after school and in the summer. They expect to have fun and be safe.

Participants learn:

- When, where, and by whom child abuse is most likely to occur at a Club
- Four steps to keep children safe
- How to protect themselves from false allegations of abuse

Duty to Report: Mandated Reporter

Adults have a moral responsibility—and in many cases a legal responsibility—to report suspected child abuse or neglect.

Participants learn:

- Why reporting is critical
- What their legal obligation is to report
- What types of conduct must be reported
- How to report
- How to respond if a child discloses abuse or neglect

Timing: Organizations Placed on Provisional	Work Out Plans	BGCA Funding Hold*	Required Action for Removal from Provisional & Funding Hold	Charter Revocation Guidelines
<p>1.5 Every Member Organization shall have in place and follow policies and standards to protect youth that incorporate policies approved by the National Council and include but are not limited to:</p> <ul style="list-style-type: none"> a. Child abuse prevention and response, including guidance on staff-to-child ratios and prohibition of private one-on-one interactions between youth and staff, volunteers and board members; b. Drug and alcohol-free workplace; c. Facilities, including guidance on restroom usage; d. Screening and onboarding; e. Incident reporting and investigation; f. Emergency operations; g. Transportation; and h. Technology acceptable use, including prohibition of inappropriate technology-based interactions between youth and staff, volunteers, board members and other youth during and after Club hours. 				
<p>Immediate, at the time non-compliance is identified If organizations do not have these policies in place.</p> <p>If organizations have policies in place but violate those policies: a BGCA Safety Warning letter is sent, which includes requested action to be taken by a deadline date. Provisional Status will be placed if organizations do not complete the requested action by the deadline date in the letter.</p>	<p><u>POLICIES NOT IN PLACE:</u> BGCA Provisional letter is sent to organizations. The DOD and the Director, Child & Club Safety work with organizations. Organizations have 30 days from the Provisional letter date to become compliant and provide a copy of their board-approved policies to BGCA for review.</p> <p><u>ORGANIZATIONS VIOLATE THEIR POLICIES:</u> a BGCA Safety Warning letter is sent, which includes requested action to be taken by a deadline date. BGCA Provisional letter is sent to organizations that do not complete the requested action by the deadline date in the Safety Warning letter.</p>	<p><u>SAFETY POLICIES NOT IN PLACE:</u> 30 days after Provisional letter date.</p> <p><u>ORGANIZATIONS VIOLATE THEIR SAFETY POLICIES:</u> Funding Hold may be placed if organizations are not compliant 30 days after the Provisional letter date</p>	<p>Organizations submit a copy of their board-approved policies and a signed <u>Board Chair Verification of Compliance form</u>.</p>	<p>Organizations that are not compliant by the Funding Hold letter deadline date will be eligible for possible charter revocation.</p>



BOYS & GIRLS CLUBS
OF SOUTH CENTRAL TENNESSEE

Operating Policies

Table of Contents

SECTION	<u>PAGE NUMBER</u>
About This Manual	3
Bullying Prevention Policy	4
Prohibited Items Policy	5
Field Trip Procedures	6
Transportation Procedures	8
Overnight Policy	9
Management of Lice	10
Management of Illness	10
Prescription Drug Administration	11
Mandated Reporter	13
Behavior Management	14
Supervision Procedures by Area	15
Chain of Custody & Monitoring	18
Incident Management Policy	20
Screening, Hiring, Onboarding new staff	21
Acceptable Use Policy	22
Appendix	28
Bullying Information Expanded	29
Field Trip Form	30
Warning Signs of Child Abuse	31
Accident/Incident Report Form (partial)	32

About This Manual

This Policy & Procedures Manual (“Manual”) is expressly intended for the use of the employees of Boys & Girls Clubs of South Central Tennessee (hereinafter referred to as “BGCSTN”). This Manual sets forth basic policies and procedures for the conduct of employees when interacting with and/or supervising youth, to ensure the safety and well-being of all children in BGCSTN’s care.

The policies contained herein are intended to be a guide for best practices for BGCSTN staff. This manual is *not* an exhaustive list of guidelines for every situation a staff member may encounter. The policies contained herein are subject to change at any time, and BGCSTN may modify any part of this Manual at its sole discretion, without prior notice.

Unless otherwise specified or required by law, the policies outlined in this Manual apply to all employees – introductory, regular full-time, regular part-time, and temporary. In all cases of interpretation of this Manual, management decisions are final. Nothing within this Manual or within the Company’s policies, practices or procedures is intended to create a contract for employment, express or implied, a guarantee of continued employment for a specific duration or interfere with, restrain, or prevent employee communications regarding wages, hours or other terms and conditions of employment. BGCSTN recognizes that the laws, rules and regulations underpinning this Manual are dynamic and change more often than these materials are updated and revised. In every case, this Manual shall be interpreted and enforced with such applicable laws, rules, and regulations as may from time to time apply. This Manual is a supplement to the Employee Handbook, and nothing herein is intended to supersede the Employee Handbook, or relevant local, state or federal law.

Employees should contact the Chief Operations Officer with questions concerning the contents of this Manual:
Josh Campbell, Chief Operations Officer, 931-490-9401 Ext. 2624

Bullying Prevention Policy

Boys & Girls Clubs of South Central Tennessee (BGCSTN) is committed to providing all members with a safe and civil environment and will not tolerate any form of bullying at any BGCSTN activity on or off BGCSTN property.

Bullying is unwanted, aggressive behavior among school aged children that involves a real or perceived power imbalance. The behavior is repeated, or has the potential to be repeated, over time. Both kids who are bullied and who bully others may have serious lasting effects. To be considered bullying, the behavior shall be aggressive and include:

- An Imbalance of Power: Kids who bully use their power—such as physical strength, access to embarrassing information, or popularity—to control or harm others. Power imbalances can change over time and in different situations, even if they involve the same people.
- Repetition: Bullying behaviors happen more than once or have the potential to happen more than once.
- Bullying includes actions such as making threats, spreading rumors, attacking someone physically or verbally, and excluding someone from a group on purpose.

Staff and volunteers who observe an act of bullying are expected to take immediate, appropriate steps to intervene. Please refer to the Appendix for more information on handling bullying situations. If the staff member or volunteer believes his/her intervention has not resolved the matter, they shall report it to their supervisor and documentation of the incident should be provided in writing. The supervisor or appropriate staff member will inform the parent/guardian of any unresolved issues. Depending on the frequency and severity of the conduct, intervention, counseling, correction, discipline and/or referral to law enforcement will be used to remedy the impact on the victim and change the perpetrator's behavior.

The Phases listed below do not necessarily have to be followed in order. Management staff the authority to determine which phase is necessary based on the severity of the member's actions.

Phase 1: Intervention

If any staff member witnesses a bullying situation, they are to stop the entire group of kids involved and explain why that situation is bullying, whether it is verbal, physical, relational, or technological. The incident should be documented on an Incident Form (Appendix) identifying the type of bullying, and the conversation had with the member(s). Parent/guardian shall be notified and sign off on the Incident form, indicating they were made aware of the situation.

Club Member is pulled from the day's program and must complete an assignment centered around bullying. For example - they may watch a video and answer questions; others may research the topic of bullying and then write a paper. The incident and accompanying assignment should be documented on an incident report and provided to the parent/guardian(s).

Phase 2: Mediated Conversation with Guardian

Should bullying behavior persist after phase one, a mediated conversation between management staff, a guardian family member and the member who has been bullying other members. Conversation will ensure the member and guardian know exactly what behavior is unacceptable and the consequences associated with any continuation of such behavior.

Phase 3: Suspension

Club Member may receive up to five (5) business days of suspension. All suspensions must be authorized by the Unit Director, the COO, or the CEO. As with all major policy violations, we reserve the right to indefinitely suspend a Club Member. In the event of an indefinite suspension completion of a targeted bullying prevention class may be required prior to membership being reinstated.

Prohibited Items and Substances

The possession and/or use of weapons, alcohol, illegal drugs, and the misuse of prescription drugs (drugs) is prohibited. The distribution, abuse, or misuse of drugs or prohibited items is likewise prohibited. Club Members shall be notified at the beginning of each school year or at the time of enrollment that the BGCSTN staff may search members' property if it is suspected that member is under the influence or in possession of such items or substances during the after-school care program, summer program, or at any other time while under the care of the BGCSTN.

Cause for Property Search:

Management Staff are authorized to search individual Club Members' property when there is a reasonable cause to believe that:

1. A policy on prohibited items has been violated;
2. Through observation or other reasonable information reported by school administration, staff member or other Club Member that a Club Member is using and/or under the influence of drugs and/or alcohol or is in possession of a weapon on school/Club property.

Steps for Property Search:

Upon receiving reasonable information, the management professional shall take the following steps in order:

1. With another staff member separate the Club Member into the office or another quiet space.
2. If suspected item is gun located in a backpack, have an additional staff conduct search out of sight of the member.
3. Discuss with the Club Member the basis for the determination that a search is necessary.
4. In the event of a non-weapon prohibited item, inform the Club Member of the procedures that shall be followed in administering the search; and allow member to empty bag/pockets in front of the staff present.
5. Notify the parent/guardian of the Club Member of the search; and
6. Inform the Club Member that if the search is not able to be done, the penalty shall be indefinite suspension from the Club and a mandatory meeting with the Chief Operations Officer and parent/guardian prior to reinstatement of membership.

Penalties:

Each confirmed incident will result in a referral to the Managing Director. In general, penalties will proceed as follows, however, the management staff have discretion to determine the outcome necessary to ensure the safety of all members and staff at the site: CEO or COO will also determine if law enforcement authorities need to be notified.

- First offense-- Club Member will be suspended from the Club (term based on management staff's discretion) and a conference with the parent/guardian will take place. Upon return, Club Members will be directed towards programs at the Club that could educate the Club Member on the matter,

- Second offense--Club Member will be suspended from the Club (term based on management staff discretion) and community service assigned upon return.
- Third offense —may result in permanent expulsion. Approval from CEO or COO required for member to return to Club.

Day/Field Trip

Field trips will be planned by management staff to offer extra learning and enrichment opportunities and to support weekly themes. If a field trip is scheduled, all children are asked to participate; additional staff are typically not scheduled to remain on site during a field trip. Parent/guardians will be notified in advance of any field trips, so permission forms can be completed, and if they do not plan on their child(ren) going adjustments can be considered. The portion of the field trip fee to be paid by BGCSTN will be noted on the permission form. Any additional costs that parent/guardians are responsible for (lunch, spending money, etc.) will also be noted on the permission form. Field trip payments are due by the deadline listed on the permission form and are non-refundable.

Guidelines for Youth Development Staff

- You will have a strong impact on the success of the field trip. Remember that this may be the best trip of a member's summer and you are to help safely facilitate that experience.
- Participation in activities on the trip should be in a capacity to help youth and staff should always be with a group of members. For instance, during lunch on a field trip- staff should be spread out among the youth, not sitting together at a table. If the field trip is bowling staff should be bowling with members, not on a lane bowling with each other.
- You will be assigned a small group of members; you are to know where all members are always. If you are in a public place members should never leave your group.
- One you have arrived at your destination, or before you leave the Club, a group overview should establish parameters of the trip- rules, expectations and guidelines should all be covered between staff and members.
- Be aware of your surroundings- you are responsible for protecting the youth from potential hazards and keeping them safe.
- Staff shall take attendance every time the group transitions to a different activity AND before leaving any area to ensure that all children are accounted for. Check off children by face/name instead of just counting the number of heads.

Guidelines for Management staff

Prior to trip:

- Requests for field trips should be submitted to the Chief Operations Officer a minimum of two weeks prior to the scheduled date of the trip. All trips must be approved by the COO or the CEO.
- Universal permission slip form that must be filled out completely and is in the appendix.
- Field trips shall be clearly identified on the permission slip, with detailed information about date, time, locations, means of transportation, arrival time back at the Club, and any fees for which the parent/guardian is responsible.

- Parent/guardian shall identify if their child may potentially need special accommodations and/or medications administered on the trip.
- Management staff shall be present on all field trips, with trip coordinator acting as lead.
- Whenever practical, the site of the field trip should be visited in advance by management staff to evaluate potential risks and, through effective planning, to minimize any risks associated with the location.
- Ensure that the staff/member supervision ratio meets BGC SCTN's 1:20 policy.
- Roster of youth attending trip, and access to emergency contacts shall be maintained through the duration of the trip by the management staff.
- Ensure that safety gear and first aid equipment are readily available and in plain view on the bus.
- Any updates or changes should be reported the day of the trip to the COO.
- The roster will be used to mark those in attendance on the day of the trip.
- All youth must have a completed permission slip on file for the trip.

Day of Trip:

- Facilitate a staff discussion about the field trip, staff and member expectations, and other important information.
- Facilitate a group discussion with the members about expectations for the day and reinforce why following rules is important.
- Assign students to a specific staff group leader.
- Provide distinctive identification for your kids...bright t-shirts, caps, prominent name badges, etc.

3 R's for Members:

- Members must be **respectful** of and attentive to all staff members, especially their group leader.
- Members must be **responsible** for all the belongings they bring on the trip.
- Members must be **reliable** in following Club rules and being positive examples.
- Any violation of this behavior policy will include disciplinary action and/or sanctions that would not allow this member to attend other field trips in the future.

General Guidelines for Safety and Behavior:

- Group Leaders shall check attendance and know the whereabouts of students at all times and must remain with the group at all times.
- When moving children through a space, staff should position themselves with one towards the front of the line, and one at the back of the line to ensure no children are left behind.
- Become familiar with the layout, the restroom facilities, and any potential dangers.
- If a water-park is the destination, carefully evaluate the lifeguarding.
- Remember that excited kids in an unfamiliar environment are harder to control than those in their normal day-to-day surroundings.
- Public restrooms and water demand increased levels of supervision.
- Regularly determine that you have the right children, not just the right number of children.

Transportation

In the event youth need to be transported to or from the Club, or on a field trip the following additional guidelines should be followed.

Guidelines for Transportation:

- Only BGCSTN vehicles, or buses provided by the local school district, will be utilized.
- Transportation of youth in 15-passenger vans is NEVER permitted.
- All members are expected to ride in the approved bus to and from each activity. Exception will be made if parent chaperone wishes to take their own child home at the conclusion of a field trip or similar activity.
- Permission granted in writing will be required to transport youth.
- Youth not affiliated with the trip activity, non BGCSTN members, and/or children of preschool age shall not be permitted to ride on the BGCSTN vehicle.
- If an article drops or rolls under or near the bus while parked, do not go after it. Once the bus is stopped, go to the bus door and alert the driver and ask the driver for help.

Bus Driver Expectations:

- Bus driver shall have an acceptable driving record in compliance with the Vehicle Policy in the employee handbook and be registered as a BGCSTN driver on BGCSTN's insurance policy. Required license is CDL-Class B with a Passenger Endorsement.
- Bus driver must ensure Bus is operated in a safe manner and assist in the loading and unloading of youth as needed.

Staff monitor expectations while on the bus:

- Staff monitors riding the bus have full authority to limit or stop talking as they see fit.
- Staff monitors are to ensure riders are following established rules.
- Staff monitors are to continuously scan the bus and passengers for any violation of established rules and correct them as quickly and efficiently as possible.

Guidelines for Bus Safety Rules (including but not limited to):

- Follow the instructions of the driver. Failing to do so can result in loss of riding privilege.
- Passengers should refrain from touching any controls on the dashboard while boarding or exiting the bus.
- Club Members should only use the emergency and exit door controls during supervised drills or an actual emergency.
- Any time members are on the bus, for a special event or field trip, at least one (1) full time staff member is expected to ride on the bus to supervise youth.

Loading and unloading the Bus:

- Stand on the sidewalk or back from the roadway in a safe place while waiting for the bus.
- Get on and off the bus at your designated stop. Once Club member is on the bus they cannot be released off the bus until they are at the destination.

- Before the bus arrives, form a line at least ten feet back from the roadway and be prepared to load the bus as soon as the driver signals.
- Stand clear of the bus and be still.
- Move toward the bus only after the bus has stopped and the driver signals you to load.
- Use the handrails and steps. Take only one step at a time.
- Wait for your turn to leave the bus. Pushing and crowding will only slow exiting and may cause an accident.

Member expectations while on the bus:

- Members must follow expressed code of conduct.
- All members must be seated prior to the bus moving.
- Always remain in your seat. Do not stand up until the bus is completely stopped at your designated stop and the door has been opened.
- Club Members shall face forward while on the bus and shall keep their feet in front of them and out of the aisle.
- Normal conversation is permitted; any loud noise that may distract the driver and create an unsafe condition will not be tolerated.
- Bus must be respected as an extension to the organization, disrespectful acts such as throwing items or damaging the bus will result in a loss of riding privileges.

Overnight trips

All of the same rules apply as listed in the Day Trip Procedures and Transportation Policy.

Addition Policies include:

- 1) Youth and children are to have separate accommodations and are never to be lodged in the same room.
- 2) Interactions taking place in youth domicile should be restricted to the bare minimum needed.
- 3) Parents need to be informed that if their child cannot behave independently during the sleep period, it will be the parents' sole responsibility to retrieve child the following morning.
- 4) Failure to adhere to our member expectations, will result in a loss of privilege for future trips.

Management of Lice

Per recommendation of the American Academy of Pediatrics, routine site or Club Member screening for head lice is not recommended. Children should be checked only when demonstrating symptoms of head lice. Furthermore, per recommendation of the same, "no-nit" policies should be discontinued as well. Staff should be prepared to:

Parent Education

Provide parent/guardian education program in the management of head lice in the school setting:

- Head lice is not a medical or public health hazard as it is not known to spread disease. However, parent/guardians may have misconceptions and prejudices, which place pressure on school and Club staff. Educating and supporting the child and parent/guardian with factual, nonjudgmental information is better than having policies and practices driven by misinformation.

Diagnosis

Club personnel involved in detection of head lice infestation should be properly trained:

- The diagnosis of a head lice infestation is best made by finding a live nymph or adult louse on the scalp or hair of a person. Because nymphs and adult lice are very small, move quickly, and avoid light, they can be difficult to find. The diagnosis should be made by a health care provider or other person trained to identify live head lice.
- If a diagnosis of head lice is made the affected child will need to be isolated and parent called to pick up immediately.
- Once the member is picked up, management staff will contact other parents and let them know there was a positive case of headlice in the club.

Recommendations

- A child must return home with the parent or guardian if he or she has live lice or nits less than ¼ of an inch from the scalp.
- Notify parent/guardian by telephone stating that prompt, proper treatment of this condition is in the best interest of the child and his or her classmates
- Maintain confidentiality when a child is diagnosed with head lice.
- To return to the Club, parent must bring proof of treatment, such as a box top or bottle from the special lice shampoo. The parent or a responsible adult MUST bring the child to the Club site to be checked by a Club staff member.

Management of Illness

Contagious Illnesses:

If a child exhibits any of the following signs or symptoms of the illnesses below, they will be quarantined until their parent/guardian arrives:

- Temperature of at least 100 degrees Fahrenheit when in combination with any other sign/symptom of illness.
- Diarrhea
- Severe coughing, causing the child to become red or blue in the face or make a whooping sound.
- Difficult or rapid breathing.
- Redness of the eye, obvious discharge, matted eyelashes, burning, or itching.
- Untreated infected skin patches, unusual spots, or rashes.

- Stiff neck with an elevated temperature.
- Evidence of ringworm.
- Sore throat or difficulty in swallowing.
- Vomiting

Quarantine Procedures:

A child who is quarantined due to suspected communicable illness or infestation will be:

1. Within sight and hearing of an adult at all time.
2. Cared for in another room or portion of a room away from other children.
3. Made as comfortable as possible until their parent/guardian arrives.

Children may be readmitted to the program after being symptom and/or fever free for 24 hours. Depending on the seriousness of the illness/infestation, written permission from the child's physician will be required stating the child is no longer contagious.

Prescription Medication

BGCSTN urges parent/guardians to schedule any necessary medication that needs to be taken outside of BGCSTN attendance. If medication must be administered during Club hours, notice from the child's physician must be given to club staff stating so. Medication that can't be self-administered will only be administered by MedPass certified staff. Medication must be stored with the registrar outside of the program area.

Authorization Requirements

1. For a member whose medication must be administered at the club, a health plan for each medication must be in place before the administration of the medication.
2. In addition to the health form, the parent/guardian of the member must meet with the director prior to the authorization of medication usage to outline dosage, frequency and items relating to the use of the medication.
3. New forms must be submitted at the beginning of each school year and a new form must be completed for each new prescription medication.
4. The medication and signed forms must be returned to the club location before commencement in the program. The parent/guardian must personally deliver the medication.
5. The first dose of medication(s) should always be administered at home to ensure there are no allergic reactions to the medication(s).

Prescription Identification

Prescribed medication shall be received in the container in which it was dispensed by the licensed prescriber/ licensed pharmacist and labeled with:

1. Member's name
2. Name of medication and strength
3. Dose of medication
4. Time or interval of administration
5. Expiration of medication
6. Route of Administration

Medication Exclusions

The below listed medications will not be administered at the club location:

1. Over the counter medications
2. Herbal supplements
3. Homeopathic Remedies
4. Shot administered medication
5. Controlled substances

Refusal of Medication

If any of the policies outlined in the here stated policy are not met, BGCSTN will refuse to administer any medications until all documentation is correctly received.

Membership Discontinuation

If a member ceases to participate in the program, medication shall be picked up within two (2) weeks of the last visit or staff will discard the medication.

Liability

No person who has been authorized by the parent/guardian to administer medication shall be held liable in civil damages for administering or failing to administer the drug, unless such person acts in a manner that constitutes gross negligence or reckless misconduct.

Self-Administered Medications

- A. A member may self-administer medication at the Club or during activities if so ordered by his/her medical provider. When self-administering medication, the member must do so in the presence of an adult and documentation of the administration must take place.
- B. For “as needed” medications such as those taken by members with asthma or allergies, the physician may also order that the member carry the medication on his or her person for his/her own discretionary use according to the medical instructions. In this case, no daily documentation will be possible in this case.
- C. Self-administration privileges may be revoked if a member demonstrates a lack of responsibility towards him/herself or others.
- D. Parent/guardian’s signature on the self-administration form acknowledges that BGCSTN is to incur no liability, except for willful misconduct, as a result of any injury arising from the self-administration of medication by the member and that the parents/guardians indemnify and hold harmless BGCSTN and its employees and agents.

Mandated Reporter Information

Everyone in Tennessee is a mandated reporter under state law. Any person with reasonable cause to believe a child is being abused or neglected must, under the law, immediately report to the Tennessee Department of Children's Services or to local law enforcement. The reporter can remain anonymous. Any suspicion of the following types of abuse will be reported to the Department of Children's Service:

- **Physical abuse:** non-accidental trauma or physical injury of a child, or failure to protect a child from harm.
- **Neglect:** Failure to provide for a child's physical survival needs to the extent that there is harm, or risk of harm, to the child's health or safety.
- **Sexual abuse:** When a child is involved in intentional sexual acts that produce sexual arousal and/or gratification for the perpetrator or sexual behaviors/situations in which there is a sexual component.
- **Psychological harm:** A repeated pattern of caregiver behavior or extreme incident(s) that convey to children they are worthless, flawed, unloved, unwanted, endangered. May include both abusive acts against a child and failure to act.

For signs of these types of abuse please refer to the Appendix for related information.

Reports can be filed online at: <https://apps.tn.gov/carat/>

Reports can also be filed verbally using the Tennessee Child Abuse Hotline: 877-237-0004

Information You Will Be Asked to Provide

- Child(ren) names, ages, address, phone numbers, race, and school/daycare information
- Parent(s), Legal Guardian(s), or caretaker(s) information
- Other household members information
- Nature of the harm or specific incident(s) that precipitated the report
- Specific allegation(s), date(s) and descriptions(s) of the injuries or dangers
- Identities of alleged perpetrator(s) and their relationship(s) to the victim
- Witnesses to the incident(s) and how to reach those witnesses
- Details of any physical evidence available
- Perpetrator's current access to the child
- Present condition of the child (alone, in need of medical attention, etc.)
- The location of the child and directions to that location
- Any statements from the child
- Parent's or perpetrator's explanation of the alleged child victim's condition or the incident
- Parent's current emotional, physical or mental state, especially feelings about the child and reactions to the report
- How the reporter came to know the information and the reporter's thoughts about the likelihood of further harm to the child

Behavior Management Policy

In order to ensure positive youth development is happening on a continuous basis, consistent reinforcement of positive behavior is expected. However, we understand that sometimes members will have bad days or lapses in judgement while they are at the Club which will need to be addressed. The following are some guidelines to ensure success in redirecting youth in our care.

- 1) Discuss with members the basic ground rules of the Club, why they are important and the consequences for not following the rules. Reinforce frequently.
- 2) Set group rules together (group agreements) If possible, let the members set their own rules above and beyond the ground rules, and have them agree to them as a group, use your judgement as to acceptable behavior. Let them learn to be responsible for themselves. In most cases, they can set their own consequences as well and take responsibility for that, too. You may want to write a contract with groups who are having difficulty and need extra guidance.
- 3) If safety is an issue be firm. State the rule and the behavior that is wrong and stop it immediately.
- 4) When applying consequences be consistent and uniformed with all members. Follow through on statements that you are going to take action, you will lose credibility if you do not. Typical redirections that help modify unwanted behavior: Quiet time, restriction from the activity, discussion on behavior, mediated discussion with your Director and youth. Check with management staff as to the appropriateness of the redirection you would like to apply. **Some things you are NEVER allowed to do: Deprive a child of food or water, place a child in isolation, Subject a member to ridicule, threats, corporal punishment, excessive physical exercise or excessive restraint or any form of verbal abuse.**

Five Steps to Redirecting Youth:

- 1) When inappropriate behavior occurs, stop activity use a stern look and firm voice, and let the member know their behavior needs to change and why. I.E. “Jonny you can’t run in the cafeteria because the tables have sharp corners that would hurt if you ran into them.” “Jessica we don’t spit on the gym floor because someone could slip on it.”
- 2) If behavior is repeated, stop the activity. Pull those/the person involved aside and put the responsibility on them to change their behavior by: A) identifying the behavior B) Stating which rule was broken C) Stating what the consequence will be if behavior persist. D) Issue a last warning.
- 3) If behavior persist, do not hesitate. Carry through with the consequence that you talked about previously.
- 4) If child refuses to adhere to the stated rules after warnings and the consequences have been issued, get another staff or your supervisor.
- 5) Normally, at this point the matter has been taken care of. On the rare occasion that the member issue persists; your supervisor will take care of this one. This is an unusual situation calling for more individual attention than you are able to provide.

Staff Supervision Standard Procedures by Program Area

BGCSTN is committed to providing a safe environment. All Club activities and program spaces shall always be under continuous supervision by sight or sound (for restroom supervision) by an appropriate adult staff (18 or over). To ensure appropriate supervision, staff and volunteers:

- Must abide by the prohibition of private one-on-one interaction policy.
- Must abide by all the organization's disciplinary policies and procedures.
- Must ensure that at least one adult staff (18 and over) is present when supervising members.
- Must always maintain proper supervision ratios.
- Must be trained on appropriate supervision tactics and behavior patterns.
- Must ensure that all youth staff and volunteers are supervised by an adult (18 and over) staff member.
- Must immediately notify Club leadership and/or submit written reports detailing supervision issues, accidents, or critical incidents.
- Must never use electronic devices such as cell phones, PDAs or other communication devices while supervising members unless for Club purposes, as defined in the Acceptable Technology Use Policy.

Facility Condition

All program spaces shall have clear lines of visibility and be monitored by adult staff when in use. Areas that are not in use shall remain locked and only accessible by adult staff.

All interior and exterior spaces, hallways, stairs and stairways shall be monitored, maintained, well-lit, clean and free of hazards and obstructions. All storage closets and other unused spaces are to be locked during operational hours.

Damages to facilities shall be repaired in a reasonable manner. Damages that pose imminent risk to the health and safety of members, staff or volunteers shall be repaired immediately. If immediate repair to damage that poses imminent risk is not possible, Club leadership shall determine whether temporary or permanent closure of the facility may be required. Any damage to a facility that results in an incident deemed critical to the organization shall be reported to the appropriate authorities as a critical incident.

Computer Lab/Chromebook/Electronic Time

Staff are expected to:

- 1) Supervise labs during regularly scheduled hours. Staff are expected to rotate consistently through the lab monitoring content on members electronic device and offering help. Youth should never be in a lab or on a computer without adult supervision.
- 2) Monitor each member's online activity to ensure only approved websites are visited and ensure the safety and security of the space and equipment. A majority of time should be spent on the MyFuture platform through BGCA.
- 3) Ensure no drinks or food are brought into the lab.
- 4) Ensure appropriate level of noise that is conducive to learning.
- 5) If members activity has sound, provide headphones to eliminate noise as a distraction to others.

Playground/Outdoor Safety:

Staff Responsibilities Facilities Prior to use:

- 1) School fields, playgrounds, and ball courts are inspected daily before kids enter areas.
- 2) Playground equipment is checked for safety deficiencies.
- 3) Hazardous conditions are reported to management staff, such as ant mounds, large holes, broken playground equipment, etc.
- 4) Ensure proper temperature for outside play (less than 90 degrees in the summer, warmer than 50 degrees in the cooler months.)

Staff expectations:

- 1) Lead by example and participate in activities, while maintaining awareness of larger group.
- 2) Be spaced around the play area when more than one group of students is utilizing the same facility to provide adequate supervision.
- 3) Ensure activities and games align with one of our core program areas.
- 4) Ensure equipment is properly used, and immediately stop inappropriate use of playground equipment. i.e. members go down the slide not up it, members sit in the swing set they don't jump off it, they hang from the jungle gym they don't climb on top of it.
- 5) Use proximity control to discourage unwanted behavior. Consistently walk the grounds when not involved in a game, activity or other youth interaction.
- 6) Employees, volunteers, and students shall wash their hands with soap and running water, dry thoroughly and follow personal hygiene procedures for themselves, or while assisting others, and immediately after outdoor play.
- 7) Look for students who are struggling or may be exhibiting signs of heat stroke or other ailment and provide aid as necessary.
- 8) Always maintain radio contact with the front desk to ensure members leave when their parents arrive.
- 9) Ensure trash is picked up when members are ready to leave outdoor area.

Restrooms

BGCSTN is committed to providing a safe, clean environment and enforces the following restroom policy for members, staff, volunteers, and other adults.

- There will be either a designated adult restroom or procedures to ensure adults and minors never utilize a restroom at the same time.
- Club will either have single-user restrooms or multi-user restrooms with single stalls that can be secured from the inside.
- When using restrooms at public facilities during field trips, a minimum of three youth will be escorted by one staff member, who will wait outside the main entrance of the restroom.

Restrooms shall be regularly monitored by designated staff according to a schedule set by Club leadership. Monitoring includes walk-throughs, inspections and/or any (but not necessarily all) of the best practices outlined below:

Staff Expectations:

- 1) Issuing restroom passes or keys and limit number of restroom users at a time.
- 2) Prohibiting mixed age groups (children, teens, and adults) from sharing a restroom.

- 3) Positioning staff near restroom entries, within earshot, but not inside as to maintain auditory supervision of space.
- 4) Frequent inspections by staff when youth are not using it.
- 5) Restrooms designed with sinks outside and/or offset entries to eliminate doors but maintain privacy.
- 6) Adults, teens, and children have separate restroom facilities.
- 7) Cell phone use is prohibited in the restrooms.

Cleaning & Sanitation

BGCSTN is committed to safeguarding the health, safety and dignity of all persons who use its restrooms. Restrooms shall be regularly cleaned and sanitized, fixtures shall be functional and maintained in good repair, and restroom rules of conduct shall be strictly enforced. Where BGCSTN operates in facilities owned and managed by others, the organization will coordinate with the property owner to ensure that the restrooms meet the organization's standard of care.

Members are not to clean the restrooms, unless rare and unique circumstance is approved by the Director. Members are never allowed to use chemical cleaners that are toxic.

Restroom Incident Reporting

Staff observing unacceptable restroom conditions shall clean the restroom, or, if they are unable to clean at that time, make management aware of the situation. Staff observing inappropriate conduct by members or adults shall intervene to stop the behavior immediately, document, in writing, restroom conduct incidents and report it to Club leadership as soon as possible in compliance with the Club's incident reporting policy.

Meal Time and Food Prep

Any distribution, preparation or consumption of food and/or drink at any facility shall comply with all applicable food services sanitation and public health codes. If food is prepared and served on site, required city or county health department inspection certificates shall be posted. Any dangerous kitchen utensils, including knives, shall be properly and securely stored.

Staff Expectations:

- 1) Sit with youth throughout cafeteria. If your group is assigned to one table, rotate the seat you are sitting at around the table to interact with all youth in your group. Avoid sitting with another staff member away from the youth.
- 2) Encourage dialog through the meal with interesting open-ended questions.
- 3) Remind youth of the time remaining to finish their meals, 20 minutes left, 10, 5 etc.
- 4) Encourage proper eating and cleaning habits when they are done.

Chain of Custody & Monitoring

All facility entries and exits shall be controlled and monitored by paid adult staff (18 or over) during all hours of operation, along with a system to monitor and track everyone who is in the facility. In buildings owned by the organization, exit doors shall have an audible alarm to discourage unauthorized use to exit or enter the facility. Only designated adult staff (18 or over) shall be authorized to possess keys and/or badges to open any facility. If an employee is supervising a scheduled activity, they shall be responsible for the security of their program space.

1. Initial attendance check:

- This occurs at the start of each program day via the master sign-in/sign-out sheet kept at the Front Desk of each location.
- Staff holds roll call, or something similar, which includes both seeing and hearing each child, and signs all youth present into the program.
- Location of the initial roll call varies depending upon the type of Club site and may be on board a BGCSTN bus, in the lobby of the Club site, or in the designated Club location within a school-based site (see section 3 below).

2. Before School:

- Children must be escorted into the BGCSTN site location by the parent/guardian or an authorized transportation contact.
- Child(ren) will check in and out daily with a site-provided “sign-in/sign-out” sheet.

3. After School:

- Children attending school-based Club sites will be escorted to the Club’s designated classroom or BGCSTN location within the school by school personnel. Club staff will immediately sign-in all members that have been escorted in by school personnel.
- Children attending stand-alone Clubs that are being bused to the Club location by BGCSTN buses will be signed in as they board the BGCSTN bus. Attendance will be taken again in the lobby when they arrive at the Club location and verified against the bus roster to ensure all members who boarded the bus are accounted for.
- Children attending stand-alone Clubs that are being bused by a school district bus will be signed in by Club staff as soon as they arrive at the Club site.
- Attendance will be taken immediately as children enter the designated initial roll call location.

4. Supervision:

- Attendance should be taken at the beginning of every program, and no less than once every 45 minutes. Head counts should happen consistently.
- Staff verifies that number with the sign-in sheet to ensure that all students are accounted for.
- Additionally, staff is trained to keep members within their sight and hearing at all times.
- Members are also monitored upon entering the restroom and the restroom is checked after all members have exited to ensure that the facilities are left in clean, working order.
- At no time should members ever be left unattended or in any area where no adults are present. If it is necessary to escort a child to the front desk, staff shall combine groups with a colleague and ensure their group is supervised before leaving the area.
- Staff maintains proper staff to child ratio at all times.
- Staff use of cell phones while supervising children is STRICTLY PROHIBITED.

5. Attendance:

- BGCSTN will ensure that each child is signed in and out of the designated area immediately upon arrival and departure daily.
- Parent/guardians must sign each child in and/or out of the program.
- Parents may identify additional contacts who are authorized to pick up members on their membership application.

- Members must be signed out daily on the sign out sheet by an authorized contact. If an unrecognized adult comes to pick up a member, front desk staff are required to verify their identity through a valid driver's license or state issued ID. Members will only be released to authorized contacts and absolutely no exceptions will be made.
- Any changes to the authorized transportation contact list shall be made by the parent/guardian in person at the Club site in the presence of the management.
- If child(ren) are inexplicably absent from BGCSTN, a staff member will contact the parent/guardian as a checkup.
- If the staff members determine a child is missing, the parent/guardians will be contacted as well as law enforcement.

Incident Management Policy

INCIDENT INVESTIGATION

BGCSTN takes all incidents seriously and is committed to supporting external investigations of all reported incidents and allegations or internal investigations by the Safety Committee when not an externally reportable incident.

Federal, state, and local criminal and/or mandated child abuse reporting laws must be complied with before any consideration of an internal investigation. The internal investigation should never be viewed as a substitute for a required criminal or child protective services investigation.

In the event that an incident involves an allegation against a staff member, volunteer or Club member, the Club shall suspend that individual immediately (employees with pay) and maintain the suspension throughout the course of the investigation. Safety incidents and accidents shall be reported, in writing, on the organization approved incident and accident form found in the Appendix.

GENERAL INCIDENT DESCRIPTION

Safety incidents can include but are not limited to:

- Inappropriate activity between adults (18 and over) and youth;
- Inappropriate activity between multiple youth;
- Allegations of abuse;
- Bullying behavior;
- Inappropriate electronic communications between adults (18 or over) and youth;
- Minor and major medical emergencies;
- Accidents, including slips and falls;
- Threats made by or against staff, volunteers and/or members;
- Physical assaults and injuries, including fights;
- Missing children;
- Criminal activity, including theft and robbery; and
- Other incidents as deemed appropriate by Club leadership.

Safety incidents include those that occur during Club programs, on Club premises and/or during a Club-affiliated program or trip.

BGCA CRITICAL INCIDENT REPORTING

Each Member Organization shall immediately report any allegation of abuse or potential criminal matter to law enforcement. In addition, each Member Organization shall report the following critical incidents to BGCA within 24 hours:

- a. Any instance or allegation of child abuse, including physical, emotional, or sexual abuse; sexual misconduct or exploitation (Club-related or not) against any child by a current employee or volunteer; or any Club-related instance by a former employee or volunteer.
- b. Any instance or allegation of child abuse, including physical, emotional or sexual abuse; or

- sexual misconduct or exploitation by a youth towards another youth at a Club site or during a Club-sponsored activity.
- c. Any child who might have been abducted or reported missing from a Club site or Club-sponsored activity.
 - d. Any major medical emergency involving a child, staff member or volunteer at a Club site or during a Club-sponsored activity leading to extended hospitalization, permanent injury or death; or a mental health crisis with a child requiring outside care.
 - e. Any instance or allegation of abuse, including physical, emotional, or sexual abuse, sexual misconduct, harassment, or exploitation (Club-related or not) involving any staff member; or any Club-related instance or allegation of abuse, including physical, emotional, or sexual abuse, sexual misconduct harassment or exploitation against a volunteer or visitor.
 - f. Any failure to comply with requirements set forth by childcare licensing agencies or organizations.
 - g. Any known or suspected felony-level criminal act committed at a Club site or during a Club-sponsored activity.
 - h. Any misappropriation of organizational funds in the amount of \$10,000 or greater, or any amount of federal funds.
 - i. Any criminal or civil legal action involving the organization, its employees, or volunteers, as well as any changes in the status of an open organization-related legal action.
 - j. Negative media attention that could compromise the reputation of the Member Organization or the Boys & Girls Clubs of America brand.
 - k. Any other incident deemed critical by the Member Organization.

Failure to report safety incidents to Boys & Girls Clubs of America could result in a funding hold or the organization being placed on provisional status

Standard Operating Procedures for Screening, Hiring and Onboarding New Staff

Purpose: the purpose of this document is to have a centralized procedure for hiring new staff to Boys & Girls Clubs of South Central Tennessee.

DIRECTOR

Job Vacancy: When there is a vacancy in the role of Youth Development Coordinator or Registrar, the Director will notify the Onboarding & Training Manager of what position needs to be filled.

Application Review/Interview: Once the Director receives applications or resumes, the Director will then review and schedule an interview. (Onboarding & Training Manager will aid if needed.) Once the interview has been conducted and a decision to hire has been made, the Director will then have the Applicant schedule a time with the Onboarding Manager to begin the onboarding process and submit all paperwork to Onboarding & Training Manager to begin the creation of the employee's file.

Screening Red Flags and Barrier Crimes: Any Background check returning anything more significant than minor traffic violations must be reviewed by the Chief Operations Officer or the Chief Executive Officer for approval to continue.

New Hire Start/Shadowing: once contacted by Onboarding/Training manager of New Hire's completion of the Onboarding and training, schedule their start date and Shadowing/Orientation to their site.

Onboarding/Training Manager

Job Vacancy: when notified by a Director of a Job Vacancy, the Onboarding/Training Manager will then create a Job posting to various outlets such as Indeed, bgca.net, Columbia State, Facebook, etc.

Applications/Resumes: when the Onboarding/Training Manager receives applications/resumes, they will send them to each Director as needed and will aid in the scheduling of interviews if needed.

New Hire: when the Director has notified the Onboarding/Training Manager of the decision to hire a person, the Onboarding/Training Manager will schedule an appointment (preferably same day) with the New Hire to go over the process of onboarding, fill out paperwork, submit background check, and to send them for their Drug Test, Physical, & Aid in scheduling fingerprints.

- While waiting for the results of the Background Check, Drug Test, Physical, and Fingerprints, the Onboarding/Training Manager will contact the references provided by the Applicant and record the responses on the Reference Check Form. Once completed place these forms in the new hire's file folder.
- Contact New Hire to check on progress of these tests
- When all documents have been received from the Background, Drug Test, Physical, and Fingerprints, schedule the Applicant to begin online training and place these documents in the new hire's file.
- Send Paycom Onboarding Email
- Review info/Hire the Applicant in Paycom
- Create Employee Email (*see instructions for adding a new Email user*)
- Have employee request to be added as a user to bgca.net. Once the request has been entered, Approve the request (*see instructions on approving bgca.net user.*) then walk the New Hire through how to navigate to the Praesidium Training and School of Youth Development in Spillet Leadership University and Before You Begin: New Educator for DOE sites. These trainings must be completed prior to working with any youth.
- Contact Director to update on Onboarding progress of the applicant and give an estimated start date.
- Check New Hire's completion of Praesidium Trainings, School of Youth Development and Before You Begin: New Educator and Contact Director to let them know the New Hire has completed Onboarding and Training.
- Review Paycom and Employees File, once complete, turn file into Administrative Director. (*See employee file checklist*)

Technology Acceptable Use Policy

BGCSTN is committed to providing a safe use of technology and online safety for members, staff

and volunteers. The Boys & Girls Clubs of South Central Tennessee's acceptable use policy provides the framework for those safety practices and procedures.

CLUB MEMBER USAGE

Before a member will be allowed to use Club technology equipment or their personal device, both the member and his/her parent/guardian will need to read and sign the Technology Acceptable Use policy and return it to the Club. Under the Technology Acceptable Use policy, the following relevant principles shall apply:

Club devices shall include any and all Club-owned existing and/or emerging technologies and devices that can take photographs, play and record audio or video, input text, upload and download content and/or media and transmit or receive messages or images.

Personally owned devices shall include any and all member-owned existing and/or emerging technologies and devices that can take photographs, play and record audio or video, input text, upload and download content and/or media and transmit or receive messages or images.

Club purposes shall include program activities, career development, communication with experts and/or Club peer members, homework and Club activities. Members are expected to act responsibly and thoughtfully when using technology resources. Members bear the burden of responsibility to inquire with staff when they are unsure of the permissibility of a particular use of technology prior to engaging in its use.

Authorized use: Club devices and personally owned devices are permitted for use during approved Club times for Club purposes and in approved locations only. The Club expressly prohibits the use of Club devices or personally owned devices in locker rooms, restrooms and other areas where there is an expectation of privacy.

Appropriate use: Members may not use any technology to harass, threaten, demean, humiliate, intimidate, embarrass or annoy their peers or others in their community. Any inappropriate use of a Club or personally owned device, as determined by Club staff, can lead to disciplinary action including but not limited to confiscation of the device, immediate suspension from the Club, termination of membership or other disciplinary actions determined to be appropriate to the Club's existing disciplinary policies including, if applicable, referral to local law enforcement.

Monitoring and inspection: Boys & Girls Clubs of South Central Tennessee reserves the right to monitor, inspect, copy and review any personally owned device that is brought to the Club. Parents/guardians will be notified before such an inspection takes place and may be present, at their choice, during the inspection.

Parents/guardians may refuse to allow such inspections. If so, the member may be barred from bringing personally owned devices to the Club in the future.

Loss and damage: Members are responsible for keeping devices with them at all times. Staff are not responsible for the security and condition of the member's personal device. Furthermore, the Club is not liable for the loss, damage, misuse or theft of any personally owned device brought to the Club.

Any inappropriate or unauthorized use of a Club or personally owned device, as determined by Club staff, can lead to disciplinary action including but not limited to confiscation of the device, immediate suspension from the Club, termination of membership or other disciplinary actions determined to be appropriate to the Club's existing disciplinary policies, including, if applicable,

referral to local law enforcement.

Members must be aware of the appropriateness of communications when using Club or personally owned devices. Inappropriate communication is prohibited in any public or private messages, as well as material posted online. Inappropriate communication includes but is not limited to the following:

- Obscene, profane, lewd, vulgar, rude, inflammatory, threatening or disrespectful language or image typed, posted or spoken by members;
- Information that could cause damage to an individual or the Club community or create the danger of disruption of the Club environment;
- Personal attacks, including prejudicial or discriminatory attacks;
- Harassment (persistently acting in a manner that distresses or annoys another person) or stalking of others;
- Knowingly or recklessly posting false or defamatory information about a person or organization; or
- Communication that promotes the destruction of property, including the acquisition or creation of weapons or other destructive devices.

If a member is told to stop sending communications, that member must cease the activity immediately.

Cyberbullying

Members may not utilize any technology to harass, threaten, demean, humiliate, intimidate, embarrass or annoy their peers or others in their community. This behavior is cyberbullying, which is defined as bullying that takes place using emerging technologies and devices. Any cyberbullying that is determined to disrupt the safety and/or well-being of the Club, Club members, Club staff or community is subject to disciplinary action.

Examples of cyberbullying include, but are not limited to:

- Harassing, threatening or hurtful text messages, emails or comments on social media.
- Rumors sent by email or posted on social networking sites.
- Embarrassing pictures, videos, websites or fake profiles.

Members may not attempt to gain unauthorized access to the Club's network, or to any other computer system through the Club's network. This includes attempting to log in through another person's account or accessing another person's files. Members may not use the Club's network to engage in any illegal act, including, but not limited to, arranging for the purchase or sale of alcohol, tobacco or other drugs; engaging in criminal activity; or threatening the safety of another person. Members may not make deliberate attempts to disrupt the computer system or destroy data by spreading computer viruses.

Monitoring and inspection: BGC SCTN reserves the right to monitor, inspect, copy and review files stored on Club-owned devices or networks. In addition, BGC SCTN reserves the right to inspect and/or review personally owned devices that are brought to the Club. Parents/guardians will be notified before such an inspection takes place and may be present, at their choice, during the inspection. Parents/guardians may refuse to allow such inspections but the member may be barred from bringing personally owned devices to the Club in the future.

Internet access: Personally owned devices used at the Club must access the internet via the Club's content-filtered wireless network and are not permitted to directly connect to the internet through a phonenetwork or other content service provider. Boys & Girls Clubs (local name) reserves the right to monitor communication and internet traffic, and to manage, open or close access to specific online websites, portals, networks or other services. Members must follow Club procedures to access the Club's internet service.

Loss and damage: Members are responsible for keeping the personal device with them at all times. Staff are not responsible for the security and/or condition of the member's personal device. Furthermore, the Club shall not be liable for the loss, damage, misuse or theft of any personally owned device brought to the Club.

Parental notification and responsibility: While the Boys & Girls Clubs (local name) Technology Acceptable Use Policy restricts the access of inappropriate material, supervision of internet usage might not always be possible. Due to the wide range of material available on the internet, some material might not fit the particular values of members and/or their families. Because of this, it is not considered practical for Boys & Girls Clubs (local name) to monitor and enforce a wide range of social values in student use of the internet. If parents/guardians do not want members to access information beyond the scope of the Technology Acceptable Use Policy, they should instruct members not to access such materials.

Digital citizenship: Club members shall conduct themselves online in a manner that is aligned with the Boys & Girls Clubs (local name) Code of Conduct. The same rules and guidelines members are expected to follow offline (i.e., in the real world) shall also be followed when online. Should a member behave online in a manner that violates the Boys & Girls Clubs (local name) Code of Conduct, that member shall face the same discipline policy and actions they would if their behavior had happened within the physical Club environment.

Club-owned-and-operated technology: Members are expected to follow the same rules and guidelines when using Club-owned technology. Club technology and systems are the property of the Club, are intended to be used for Club purposes and are to be used during approved times with appropriate supervision. Club members shall never access or use Club technology or systems without prior approval.

Digital citizenship and technology safety training: All members who wish to use a Boys & Girls Clubs device or equipment will be required to successfully complete a BGCA-provided digital citizenship and technology safety training. This training is required for all members annually.

STAFF AND VOLUNTEER USAGE

Before a staff member can use Club technology equipment or a personal device, he/she shall read and sign the Technology Acceptable Use policy and return it to the Club. Under the Technology Acceptable Use policy, the following relevant principles shall apply:

Club devices shall include any and all Club-owned existing and/or emerging technologies and devices that can take photographs, play and record audio or video, input text, upload and download content and/or media and transmit or receive messages or images.

Personally owned devices shall include any and all staff-owned existing and/or emerging technologies and devices that can take photographs, play and record audio or video, input text,

upload and download content and/or media and transmit or receive messages or images.

Club Purposes include but are not limited to the delivery of program activities, accessing sanctioned training or career development opportunities, communication with experts and/or authorized Club staff and for Club purposes or management of other Club activities, such as member check-in or incident reporting. Staff are expected to act responsibly and thoughtfully when using technology resources. Staff bear the burden of responsibility to ask their supervisor when they aren't sure of the permissibility of a particular use of technology prior to engaging in that use.

Authorized use: Personally owned devices are permitted for use during approved Club times for Club purposes and in approved locations only. The Club expressly prohibits the use of personally owned devices in locker rooms, restrooms and other areas where there is an expectation of privacy.

Appropriate use: Staff may not use any technology to harass, threaten, demean, humiliate, intimidate, embarrass or annoy their peers or others in their community. Any inappropriate use of a personally owned device, as determined by a supervisor, can lead to disciplinary action including but not limited to confiscation of the device, immediate suspension from the Club, termination of employment or volunteer assignment or other disciplinary actions determined to be appropriate to the Club's existing disciplinary policies including, if applicable, referral to local law enforcement.

Monitoring and inspection: BGC SCTN reserves the right to monitor, inspect, copy and review a personally owned device that is brought to the Club. Staff may refuse to allow such inspections. If so, the staff member may disciplinary action up to and including termination

Loss and damage: Staff are responsible for keeping devices with them at all times. Supervisors and the Club at large are not responsible for the security and condition of the staff member's personal device.

Furthermore, the Club is not liable for the loss, damage, misuse or theft of any personally owned device brought to the Club.

Any inappropriate or unauthorized use of a personally owned device, as determined by a supervisor, can lead to disciplinary action including but not limited to confiscation of the device, immediate suspension from the Club, termination of employment or volunteer assignment or other disciplinary actions determined to be appropriate to the Club's existing disciplinary policies, including, if applicable, referral to local law enforcement.

Inappropriate communication includes but is not limited to:

- Obscene, profane, lewd, vulgar, rude, inflammatory, threatening or sexual content or disrespectful language or images typed, posted or spoken by staff or members.
- Information that could cause conflict.
- Personal attacks, including prejudicial or discriminatory attacks.
- Harassment (persistently acting in a manner that distresses or annoys another person) or stalking others.
- Knowingly or recklessly posting false or defamatory information about a person or organization.
- Communication that promotes the destruction of property, including the acquisition or creation of weapons or other destructive devices.

If a staff member is told to stop sending communications, he/she must cease the activity immediately.

Staff must be aware of the appropriateness of communications when using Club or personally owned devices. Inappropriate communication is prohibited in any public or private messages, as well as material posted online.

Staff may not use any technology to harass, threaten, demean, humiliate, intimidate, embarrass or annoy others. This behavior is cyberbullying, which is defined as bullying that takes place using existing or emerging technologies and devices. Any cyberbullying that is determined to disrupt the safety and/or well-being of the Club, Club staff, Club members, or community is subject to disciplinary action.

Examples of cyberbullying include but are not limited to:

- Harassing, threatening or hurtful text messages, emails or comments on social media.
- Rumors sent by email or posted on social networking sites.
- Use of embarrassing pictures, videos, websites or fake profiles.

Communication with Club members: Staff may never use personal devices to communicate directly with a single Club member. Proper protocol dictates that all communication between staff and Club members must include an additional staff member and at least two Club members. This also includes overnight events such as Keystone Conferences and Youth of the Year events.

Monitoring and inspection: BGCSTN reserves the right to monitor, inspect, copy and review a personally owned device that is brought to the Club. Staff may refuse to allow such inspections. If so, the staff member may be subject to disciplinary action up to and including termination.

Internet access: Personally owned devices used at the Club must access the internet via the Club's content-filtered wireless network and are not permitted to directly connect to the internet through a phone network or other content service provider. BGCSTN reserves the right to monitor communication and internet traffic and to manage, open or close access to specific online websites, portals, networks or other services. Staff must follow Club procedures to access the Club's internet service.

Loss and damage: Staff are responsible for keeping devices with them at all times. Supervisors and the Club at large are not responsible for the security and condition of any staff member's personal device.

Furthermore, the Club is not liable for the loss, damage, misuse or theft of any personally owned device brought to the Club.

Password and access: To prevent unauthorized access, devices must lock themselves and require authentication using the strongest features available on the device. A minimum standard would require a typed password of at least six characters or numbers, though some devices utilize fingerprint or other biometric technologies.

Disallowed apps and/or websites: This organization does not allow staff to access the following apps and/or websites during work hours: Any social media including Facebook, twitter, snapchat, tumblr, tic tok or any emerging social media platforms. Additionally, any website not directly contributing to the development of youth is strictly prohibited.

Appendix

A. Bullying Policy Expanded www.stopbullying.gov :

The Roles Kids Play in Bullying

There are many roles that kids can play. Kids can bully others, they can be bullied, or they may witness bullying. When kids are involved in bullying, they often play more than one role. Sometimes kids may both be bullied and bully others or they may witness other kids being bullied. It is important to understand the multiple roles kids play in order to effectively prevent and respond to bullying.

- Importance of Not Labeling Kids
- Kids Involved in Bullying

Importance of Not Labeling Kids

When referring to a bullying situation, it is easy to call the kids who bully others "bullies" and those who are targeted "victims," but this may have unintended consequences. When children are labeled as "bullies" or "victims" it may:

- Send the message that the child's behavior cannot change.
- Fail to recognize the multiple roles children might play in different bullying situations.
- Disregard other factors contributing to the behavior such as peer influence or school climate.

Instead of labeling the children involved, focus on the behavior. For instance:

- Instead of calling a child a "bully," refer to them as "the child who bullied"
- Instead of calling a child a "victim," refer to them as "the child who was bullied"
- Instead of calling a child a "bully/victim," refer to them as "the child who was both bullied and bullied others."

Kids Involved in Bullying

The roles kids play in bullying are not limited to those who bully others and those who are bullied. Some researchers talk about the "circle of bullying" to define both those directly involved in bullying and those who actively or passively assist the behavior or defend against it. Direct roles include:

- **Kids who Bully:** These children engage in bullying behavior towards their peers. There are many [risk factors](#) that may contribute to the child's involvement in the behavior. Often, these students require support to change their behavior and address any other challenges that may be influencing their behavior.
- **Kids who are Bullied:** These children are the targets of bullying behavior. Some factors put children at more risk of being bullied, but not all children with these characteristics will be bullied. Sometimes, these children may need help learning how to respond to bullying.

Even if a child is not directly involved in bullying, they may be contributing to the behavior. Witnessing the behavior may also affect the child, so it is important for them to learn what they should do when they see bullying happen. Roles kids play when they witness bullying include:

- **Kids who Assist:** These children may not start the bullying or lead in the bullying behavior, but serve as an "assistant" to children who are bullying. These children may encourage the bullying behavior and occasionally join in.
- **Kids who Reinforce:** These children are not directly involved in the bullying behavior but they give the bullying an audience. They will often laugh or provide support for the children who are engaging in bullying. This may encourage the bullying to continue.
- **Outsiders:** These children remain separate from the bullying situation. They neither reinforce the bullying behavior nor defend the child being bullied. Some may watch what is going on but do not provide feedback about the situation to show they are on anyone's side. Even so, providing an audience may encourage the bullying behavior. These kids often want to help, but don't know how. Learn how to be "more than a bystander."
- **Kids who Defend:** These children actively comfort the child being bullied and may come to the child's defense when bullying occurs.

Most kids play more than one role in bullying over time. In some cases, they may be directly involved in bullying as the one bullying others or being bullied and in others they may witness bullying and play an assisting or defending role. Every situation is different. Some kids are both bullied and bully others. It is important to note the multiple roles kids play, because:

- Those who are both bullied and bully others may be at more risk for negative outcomes, such as depression or suicidal ideation.
- It highlights the need to engage all kids in prevention efforts, not just those who are known to be directly involved.

BGCSTN POLICIES & PROCEDURES



Summer 2021

Dear Parents/Guardians,

To enrich the Boys & Girls Club experience, beyond the typical Club setting, we have scheduled a field trip to the destination listed below. Members are required to have advance written permission to attend. Please complete the following steps to confirm whether your child will be allowed to participate.

Step 1: Review the field trip information provided.

Step 2: Complete the member information section in full.

Step 3: Return completed member information section by: _____

Step 5: Retain Field Trip information for future reference.

<u>Field Trip Information</u>	
Field Trip Destination:	
Destination Address:	
Field Trip Date:	
Estimated Field Trip Time:	
Will lunch be provided:	
Participation Cost/Fees:	
Staff Contact while trip is in progress:	
Staff Contact Phone number:	

<u>Member information</u>	
Field trip destination:	
Date of field trip:	
Member Name:	
Safety information related to trip (can/can't swim, food allergies, etc.)	
Who should we call in the event of an emergency?	
Emergency contact number:	
Printed name of Parent/ Guardian granting permission to attend trip	
Signature of Parent/Guardian granting permission to attend trip	
<u>Signature</u>	<u>Date</u>

Warning Signs of Child Abuse

Below are indicators of child abuse and neglect, please note that the signs in each category may pertain to one or more types of abuse or neglect. If you suspect abuse, please call the Tennessee toll free **Child Abuse Hotline** at **1-877-237-0004**.

SIGNS OF SEXUAL ABUSE:

- ☐ Soreness or bruising, pain or itching in genital or anal areas
- ☐ Sexually transmitted diseases
- ☐ Nightmares or bedwetting
- ☐ Unexplained loss of appetite
- ☐ Becoming isolated or withdrawn
- ☐ Excessive masturbation or sexual play
- ☐ Abuses children, animals or pets
- ☐ Attaches very quickly to strangers or new adults in their environment
- ☐ Obsession with pornography or viewing sexually explicit photos
- ☐ Repeated runaway or suicide attempts
- ☐ Self-destructive behavior/self-injury/cutting, risky or delinquent behavior
- ☐ Substance abuse

SIGNS OF PHYSICAL ABUSE:

- ☐ Unexplained fractures or injuries
- ☐ Previous injuries in various healing stages
- ☐ Patterned injuries consistent with objects of abuse (cigarettes, belt, hands)
- ☐ Burns on extremities, buttocks or genitals
- ☐ Frightened of or shrink at approach of adult caregiver

SIGNS OF EMOTIONAL ABUSE:

- ☐ Anxiety, depression or humility
- ☐ Constant belittling, shaming, and humiliation
- ☐ Developmental delays; failure to thrive

SIGNS OF SEXUAL EXPLOITATION OF MINORS:

- ☐ History or presence of emotional, sexual, or other physical abuse
- ☐ Sexually transmitted diseases
- ☐ Evidence of homelessness; no identification and runaway
- ☐ Inexplicable appearance of expensive gifts, clothing, or other costly items
- ☐ Presence of an older boy-/girlfriend
- ☐ Evidence of drug use
- ☐ Possesses multiple phones and hotel room cards
- ☐ Repeated statement of urgent need to leave or get back home

- ☐ Emotional turmoil (anxiety, depressed, suicidal); developmental delays
- ☐ Self-isolation or undue aggression
- ☐ Fear of going home; many school absences
- ☐ Abuses animals or pets

SIGNS OF NEGLECT:

- ☐ Abandonment or reports that there is no one at home to provide care
- ☐ Constant hunger or begs or steals food for money; signs of malnutrition
- ☐ Abuses alcohol or drugs
- ☐ Lacks sufficient clothing for the weather or clothes are filthy
- ☐ Neglected personal hygiene (body odor, matted hair)
- ☐ Consistent lack of supervision
- ☐ Untreated medical issues



Incident / Accident Report

☐

Accident (Involves physical injury) Department _____
Incident

Off-site Facility _____

Name _____ Phone _____ Day _____ Evening _____

Address _____

Street

City/State

ZIP

Date of Birth _____

Parent/Guardian Name
(If under 18 yrs old)

Incident Date

Time : ☐ am ☐ pm

Gender

female ☐
male ☐
non-binary ☐

Age

nursery ☐
preschool ☐

elementary ☐
middle school ☐
high school ☐

young adult ☐
adult ☐
senior ☐

Affiliation

staff on duty ☐
staff off duty ☐
participant ☐
guest ☐
member ☐
volunteer ☐

General Information (Nature of activity, place, general condition)

Describe exactly what happened. (Attach additional sheets as needed).

Medical Information

Fully describe the injured party's condition and any first aid given.

First aid administered? ☐ yes ☐ no

by whom: _____

Blood-borne exposures? ☐ ☐

to whom: _____

Further medical attention? ☐ yes ☐ no ☐ declined If so, where and by whom: _____

Was parent / guardian / emergency contact notified? ☐ yes ☐ no If so, when? _____

Who was called and what was the outcome? _____

With whom did the injured party leave the site? (Name and relationship to injured). _____

Witnesses

(check box to indicate staff [s], participant [p], or volunteer [v]; indicate age for youthful witnesses)

s p v name a e phone address city state zip

☐
☐
☐

Accident management

Staff (Print name and Signature) _____ position _____ date _____

Manager reviewing report _____ position _____ date _____

Chief reviewing report _____ position _____ date _____

Corporate management

HR: Name & Title _____

date _____

Filed with: ☐ WC ☐ CPS ☐ (Insurance Co.) date report filed _____

Follow-up

Was there follow-up contact? ☐ yes ☐ no If yes, date and by whom? _____ by _____

If yes, detail status. _____



Youth Worker Employment Policy

Boys & Girls Clubs of South Central Tennessee is committed to providing a safe environment for youth workers. As part of that commitment the organization implements policies, procedures, and training for the protection of youth workers.

“Youth worker” is used as an umbrella term to describe all minors, defined as youth under the age of 18, who work in Clubs or Youth Centers as official staff/employees, non-member youth volunteers or work-based learning participants. The language below describes how youth workers will be permitted to work at the Boys & Girls Clubs of South Central Tennessee.

The Boys & Girls Clubs of South Central Tennessee may hire non-member employees who are no less than 16 years of age. Expressly excluded from potential work sites are the Teen Center as well as any sites falling under Department of Education regulation (Wayne Street, Howell, Pulaski, Woodard as of 10/19/22) which stipulates all staff must be over the age of 18.

For youth who currently have a membership with the organization the Boys & Girls Clubs of South Central Tennessee will implement a work-based learning program (JR. Staff) for members 16-18 years of age.

Boys & Girls Clubs of South Central Tennessee will not allow non-Club member teens to volunteer at the Club. If a non-club member teen is interested in volunteering at the Club, on more than a single occasion (like a weekend church volunteer clean up) that individual must first complete a new membership application as well as training requirements expressed for all other volunteers who interact with children.

Boys & Girls Clubs of South Central Tennessee is committed to providing a safe environment for members, staff and volunteers. To further ensure youth worker safety, the organization follows and adheres to all child labor laws when working with all youth workers.

The federal child labor provisions authorized by the Fair Labor Standards Act (FLSA) of 1938, also known as child labor laws, were enacted to ensure that when young people work, the work is safe and does not jeopardize their health, well-being, or educational opportunities. When it comes to the legal aspects of managing youth workers, Boys & Girls Clubs of South Central Tennessee always follows the stricter law or regulation if more than one applies.

Boys & Girls Clubs of South Central Tennessee is committed to and encourages partnerships with local organizations to provide seasonal paid work experiences for youth. All youth who are working at the Club and those supervising them will also complete mandatory training prior to beginning their work assignment at the Club. Youth who are placed to work at the Club are hired as official Club staff and

comply with all local employment-related policies and BGCA membership requirements, as well as state and federal laws affecting youth employment.

Boys & Girls Clubs of South Central Tennessee conducts criminal background checks of all employees, including minors; board volunteers and others who serve on a standing committee; and all other volunteers, including partners and minors, who have direct, repetitive contact with members per the Background Check policy. This applies to all minor employees. Participants of work-based learning programs are not staff, but rather Club members participating in a Club-sanctioned program; therefore, they do not need to complete background checks before beginning their work-based learning experience. Because the minor does not have legal authority to enter into an agreement or give consent in his or her own capacity, it is necessary to acquire parent or legal guardian consent to authorize the background check.

Boys & Girls Clubs of South Central Tennessee ensures that all supervisors and coordinators of youth workers understand their rights and responsibilities. All Club staff who supervise or coordinate the youth worker program, or work directly in the same space as youth workers – which includes minor employees and work-based learning participants- shall complete BGCA-developed training annually, after which they will:

- Understand and communicate the roles and responsibilities of minor employees, volunteers, and work-based learning participants.
- Provide leadership, supervision, training and coaching to staff as relates to organizational role, responsibilities, policies, and procedures for youth workers.
- Maintain current knowledge about, communicate and follow Child Labor Laws.
- Assess the individual and collective strengths of youth workers against the knowledge, skills and information needed to fulfill their roles safely.
- Identify and implement training for youth workers to ensure they understand and can implement their role.
- Prepare and supervise youth workers for their roles in the Club.
- Ensure systems, practices and procedures for the documentation and notification of suspected child abuse, neglect, and physical, verbal and sexual harassment in accordance with state laws and organizational policies when youth workers report incidents are in place.

Boys & Girls Clubs of South Central Tennessee is committed to ensuring that youth workers understand the safety implications of working in the Club. All youth workers, including minor employees and work-based learning participants, will participate in the required number of hours of safety training each year before they work with any Club members. These trainings meet the requirements for child sexual abuse prevention, grooming prevention, and mandated reporter trainings for youth workers. These trainings will be incorporated into the onboarding of youth workers. After participating in these trainings, youth workers at a minimum will:

- Know their rights and responsibilities as a youth worker at the Club.
- Understand their role as a youth worker and expectations around safety.
- Know and implement organization-wide rules and policies that pertain to safety.
- Understand their role in supervising other youth.

Boys & Girls Clubs of South Central Tennessee is committed to providing a safe environment for members, staff and volunteers, including youth workers. Boys & Girls Clubs of South Central Tennessee has put systems in place to prevent one-on-one interactions between youth members and all Club staff and volunteers. All youth workers shall abide by the organization's policy to prohibit one-on-one contact at any time at the Club, in vehicles or by phone, text, social media or any other means. All staff and volunteers, including minor employees, are strictly prohibited from meeting Club participants outside of any Club-sponsored activities, unless the Club participant is the child or sibling of a staff member or volunteer.

All staff, whether they supervise youth workers or not, will understand and adhere to the organization's policy governing one-on-one interactions. Staff will remember to treat youth workers as youth in and outside the Club environment. This includes making sure that adult staff will not:

- Carpool with youth workers for any reason.
- Invite youth workers to after-work non-Club-sponsored events.
- Text, use social media or participate in online gaming with teens.
- Interact with youth workers one-on-one outside of the Club.

Youth who work in the Club as employees or volunteers may have pre-existing relationships with Club members. Youth are expected to disclose those relationships upon being hired prior to the beginning of their service. Minor employees should not interact with youth outside of their Club peer group outside of the Club environment, unless the youth in question are siblings or a pre-existing relationship has been disclosed to the supervisor and/or coordinator before work begins. Work-based learning participants are participants in a Club-sanctioned program and therefore are not affected by this protocol.

Boys & Girls Clubs of South Central Tennessee is committed to providing a safe environment for members, staff and volunteers, including youth workers. Every staff member, volunteer and youth worker who becomes aware of or has suspicion of child abuse or neglect shall immediately report to organization leadership. In such cases, youth workers may report the incident to their supervisor or another designated Club employee, who will then report to the appropriate authorities. All adult staff and volunteers will be educated on the protocols and procedures for reporting before youth workers become involved. The organization will provide support mechanisms for youth workers to access once their report has been submitted, to help limit any traumatic effects. Youth workers will receive such support on a timely basis.

Boys & Girls Clubs of South Central Tennessee is committed to providing a safe environment for members, staff, and volunteers, including youth workers. As part of this commitment, any minor employee or work-based learning participant who becomes aware of an incident, as defined in this policy, shall immediately report, and submit the incident to Club leadership. Club leadership will assist youth workers in completing a standard incident report.

Video Surveillance Policy



USE OF VIDEO SURVEILLANCE

The Boys & Girls Clubs of South Central Tennessee recognizes that maintaining the safety and security of Club members, staff, volunteers, and Club property is best implemented with a multifaceted approach. Modern technology, including video surveillance, can provide tools to maintain safety and security. While video surveillance does not replace appropriate supervision by Club personnel, it can provide an additional layer of protection.

Video surveillance, without or without audio recording capabilities, may be utilized in and around the Club facility, on Club property, and on Club transportation vehicles. Video surveillance shall be in accordance with all applicable laws pertaining to such use.

PLACEMENT AND NOTIFICATION

Video surveillance equipment may be installed in and around Club facilities, property, and vehicles. The system provides constant monitoring 24/7 (is activated and records when motion is detected).

Video surveillance equipment **will not be** used or installed in areas where Club Members, staff, and parents/guardians have a reasonable expectation of privacy, such as locker rooms and restrooms.

Video surveillance equipment may always be in operation, whether the Club is operational and whether the facilities or buildings are in use at all. The Club will determine the operation schedule of any video surveillance equipment in its discretion.

Video monitors shall not be in an area that enables public viewing.

The Club shall notify Club members, parents/guardians, staff, and the public that video surveillance systems are present by signs prominently displayed in appropriate locations throughout the facilities and grounds and provide any other notification or consent as required by applicable law.

ACCESS TO VIDEO IMAGES

The use of video surveillance equipment on Club grounds shall be supervised and controlled by the CEO, COO and Club Site Directors. The actual recording equipment, when not cloud based, will be maintained in an area or room that is locked and secure only to be accessed by authorized personnel. Live video monitoring may randomly occur as needed.

Video data is recorded and stored digitally. Video recording data is considered confidential and secure. Access to live and video recorded data is **strictly limited** to the following authorized full-time Boys & Girls Club personnel: CEO, COO, CDO, Club Directors (including Club Services Director). These authorized personnel are trained on the video surveillance policy and how video data should be used during any official investigation.

Video recording data may be used as evidence that a Club member, parent/guardian, staff member, volunteer, or other person has engaged in behavior that violates state or local law, policies, and/or Club rules. Video footage is subject to production by a valid subpoena or other court order.

UNAUTHORIZED ACCESS AND/OR DISCLOSURE

Confidentiality and privacy concerns limit the general public, including parents and relatives of Club members, from viewing video recording footage and/or data involving Club members, staff, and volunteers. Only the authorized personnel provided above can view and/or export video recording data. No unauthorized recordings are permitted of video recording data through cell phones, portable devices, or any other means. Any Club personnel who become aware of unauthorized disclosure of video recording data from the Club and/or a potential privacy breach must immediately inform the CEO.

Club personnel and volunteers are prohibited from unauthorized use of, tampering with or otherwise interfering with video surveillance equipment. Violations will be subject to disciplinary action that may include, but are not limited to, written reprimand, suspension, demotion, or termination of employment.

Video recording data will remain the property of the Boys & Girls Clubs of South Central Tennessee and may be reproduced only in accordance with applicable law and board policy.

RETENTION OF DIGITAL IMAGES

Video recording data shall be kept for approximately 30 days except for appropriate still shots or selected portions of the recorded data relating to any incidents under investigation by authorities. The latter shall be retained for one year after the incident or until such time as any legal matters pertaining to the recordings have been resolved. The stored media shall be kept on a secured computer.

In situations involving banned parents/guardians, former employers or volunteers, or visitors, stored still images may be shared with Club personnel and appropriate officials.

CLUB MEMBER PRIVACY

Video recording data will not to be used directly or indirectly to identify the activities of individual Club members except as viewed in relation to a specific event or suspected criminal activity; suspected violation of Club policy or rules; incidents where there is reasonable basis to believe a claim may be made against the Club for civil liability; or if otherwise compelled by law.

Authorized Club personnel may use a still shot or selected portions of recorded data to request law enforcement review for assessing the security risk of a specific individual or for investigating a potential crime on Club property. A copy of this policy will be shared with any Club member, parent/guardian, or staff member upon request.

DISCLAIMER OF LIABILITY

A copy of this policy will be shared with any Club member, parent/guardian, or staff member upon request.



BOYS & GIRLS CLUBS
OF SOUTH CENTRAL TENNESSEE

CRISIS MANAGEMENT GUIDE

Table of Contents

Operations

- ***Overview of Boys & Girls Club of South Central Tennessee After School Program.. Page 5***
- ***Quality Programming Page 6***
- ***Staffing Page 6-7***
- ***Base-line After School Program Requirements..... Page 7***
- ***Enrollment, Attendance and Evaluation Documentation Page 7***
- ***Required Program Hours Page 7-8***

Crisis Management

- ***ABOUT THE CRISIS MANAGEMENT MANUAL..... Page 8***
- ***Crisis Guidelines and Procedures.....Page 8***
 - 1. ***Emergency Checklist***
- ***Crisis Situation..... Page 8-9***
 - 2. ***(Fire, Weather, Major Injury, Power Outage, Bomb Threat, etc)***
- ***Crisis Communications Page 9***
- ***PURPOSE OF THIS MANUAL.....Page 9***
- ***CRISIS RESPONSE Page 9***
- ***FOLLOWING A CRISIS Page 9***
- ***Annual Planning for Site Crisis Response..... Page 10***
- ***Preventing Violent BehaviorPage 11***
- ***Early Warning Signs of Potentially Violent Individuals Page 12***
- ***Being Alert to Child Abuse or Neglect.....Page 12-13***
- ***Preventing Abduction or a Missing Child..... Page 13***
- ***Be Alert to Indicators of AbductionPage 14***

Intervention

- ***Responding to Crisis Situations.....Page 14-15***
- ***Child Abuse or NeglectPage 15***
- ***Missing Child or AbductionPage 15-16***

Field Trip/Offsite Instructions

- *Instructions for Walking Trips*..... *Page 16*
- *Instructions for Bus Trips* *Page 16*
- *Promoting Transportation Safety* *Page 16-17*
- *Bus or Auto Accident* *Page 17*

Readiness for Fire or Other Hazards

- *Be Alert to Indicators of Hazardous Situations*..... *Page 17-18*
- *Being Prepared for a Natural Disaster*..... *Page 18*
- *Fire, Gas Leak, Explosion or Bomb Threat* *Page 18-19*
- *Flood, Tornado, or Earthquake* *Page 19*
- *Broken Limb, Seizure, Head Injury, Heart Attack* *Page 19-20*
- *Infectious Disease Outbreak* *Page 20*

Post-vention - Debriefing and Evaluation

- *Managing Communications During and After a Crisis Post-vention* *Page 20*
- *Updating Board Members*..... *Page 20*
- *Preparing Written Reports*..... *Page 20*
- *Communicating with Parents and Other Groups* *Page 21*
- *Informing the Media* *Page 21*
- *Helping Club Members Deal with Fear or Stress* *Page 21-22*

Debriefing after a Crisis

- *Evaluating Readiness and Response*..... *Page 22-23*

Checklist for Different Situations

- *Checklist for a Crisis Involving Death* *Page 24*
- *Checklist for a Crisis Involving Harassment* *Page 25*
- *Checklist for a Crisis Involving Suicide* *Page 26*

COMMON STAGES OF GRIEF..... *Page 27*

WHEN TO CALL EMERGENCY MEDICAL SERVICES (EMS)..... *Page 28*

RECOMMENDED FIRST AID EQUIPMENT AND SUPPLIES *Page 29*

Emergency Evacuation Kit Recommendations *Page 30*

Walkie Talkie Color Codes *Page 30*

Operations

Overview of Boys & Girls Club of South Central Tennessee After School Program

Boys & Girls Club of South Central Tennessee After School Program strives to create and sustain "safe havens" at all of our locations where club members can access expanded learning opportunities and integrated education, health, cultural, and enrichment programs in the out-of-school hours. Boys & Girls Club of South Central Tennessee after School Program operates in elementary, middle, and high schools across the city of Columbia.

Many students across South Central Tennessee participate in the Boys & Girls Club after school program every day until 6pm. In these valuable after school hours, club members engage in youth development activities that foster their physical health, social-emotional learning and well-being, and academic success in school. In order to achieve these goals, the quality and success of our after school program is critical.

High quality after school programming is a critical strategy to support our Club member's success. We recognize that children and youth in the South Central Tennessee community benefit from a variety of comprehensive supports to achieve success in school and in life. These supports include:

1. High quality instruction in the classroom
2. Equitable learning opportunities
3. Opportunities that foster physical and social-emotional health and well-being

The Boys & Girls Clubs of South Central Tennessee work closely with several after school partners to help provide holistic supports and equitable learning opportunities for our club members. As teachers focus on providing high quality instruction in the classroom during the regular school day, our youth development professionals provide high quality expanded learning opportunities to club members during the after school hours when youth are most vulnerable to crime, violence, and risky behaviors.

The after school programs that we offer are aligned with efforts in Maury County Public Schools to improve young people's educational outcomes! After school programs offer critical supports to schools, youth, and their families. In addition to providing children and youth with safe havens, high quality after school programs can support youth academically and socially. Here at the Boys & Girls Club after school programs, we serve a large proportion of youth who typically benefit from additional learning supports, including students from low-income households and English Learners.

High quality after school programs provide additional opportunities for youth to practice academic and social skills they need to succeed. Here at the Boys & Girls Club we provide youth with a mix of academic support, recreational/physical, and enrichment activities. Within these broad categories, after school providers work collaboratively with school partners to develop a balance of activities that meet the unique interests and needs of the student population, and that support the goals and priorities of the school community for student achievement and well-being.

Quality Programming

Ensuring the ongoing quality of after school programs is a key priority for the Boys & Girls Club of South Central Tennessee. Program design and evaluation of the clubs after school program is based on the Youth Program Quality Assessment tool (YPQA). The PQA tools identify quality standards based on youth development research that identifies the kinds of developmental experiences that young people need to thrive and grow into healthy adulthood. The PQA tools measure the quality of youth's experiences in the after school programs, aspects of the learning environment, and staff practices. Beginning in 2018, each program year, all program sites will conduct an authentic self-assessment process utilizing the YPQA quality standards; review data to plan for improvement, develop quality action plans based on this data, and implement action plans for improvement.

Staffing

The Boys & Girls Club of South Central Tennessee after school program shares a basic staffing pattern across all sites, though specific staff duties may vary somewhat from site to site. The most common staffing plan includes a full-time Area Director, Unit Director, Area Coordinator, Site Coordinator- Level one or two, a Registrar and Youth Development Professional workers. Many after school programs also work with additional service providers for specific services, and some rely on regular volunteer assistance as well. At some sites, certificated teachers provide targeted academic assistance and academic enrichment activities for after school participants through extended contracts.

- Area/Unit Directors are employed full-time and are responsible for the day-to-day operations of the program, for supervising staff, for recruiting and retaining youth, and for establishing and maintaining relationships with school administrators and faculty.
- Area Coordinators are full-time hourly and are typically staff members who promote integration with the school day through aligning after school activities with state/school curricular standards, providing professional development for after school staff, and facilitating ongoing communication with staff at their designated sites. They also play a role in observing program staff and providing them with coaching and feedback.
- Site Coordinators are management positions responsible for operation of a specific site. These individuals are responsible for program management, child engagement and relationship building within the designated school or facility.
- Registrars are part-time and are responsible for ensures accurate attendance and financial accounting; resolving attendance related issues; ensuring compliance with DOE/state reporting and documenting requirements (i.e. fire drill logs, bus logs, visitor sign-in and out logs); conveying attendance related information to appropriate parties; and providing general clerical support, information and/or direction as may be assigned. The Attendance Registrar in addition to attendance and clerical duties must be able to interact effectively with people of various ages, backgrounds and needs.
- Youth Development Professional are part-time and they provide the bulk of direct service to youth after school, and are responsible for leading activities and assuring that youth are safe and supervised during program hours.

Programs must operate with a staff to student ratio of 1:20 or better. All staff supervising club members in the after school program must Background check, drug test and fingerprinting requirements as well as all minimum requirements for all Boys & Girls Club of South Central Tennessee positions.

Base-line After School Program Requirements

Boys & Girls Club of South Central Tennessee after school program must adhere to all applicable Board of Education policies. The goal of the after school program is to support student success in school through academic support and educational enrichment. We work together to collaborate on the development and implementation of the school's after school program in compliance with State and Federal guidelines and District requirements.

Enrollment, Attendance and Evaluation Documentation

The enrollment policy for the Boys & Girls Club of South Central Tennessee include, but not be limited to, enrollment priorities, application process, acceptance notification, wait list procedures, behavior guidelines, parent expectation, club member expectation, process for club members being removed from the after school program, etc.

All attendance data, including daily attendance sign in/out sheets, is collected and submitted, closely monitored, and managed for accuracy by the Unit Director. This includes accurate completion and daily maintenance of club member sign in/out sheets and weekly inputting of attendance data into the online system. Unit Directors are required to do in house audits of attendance records to ensure that program sites maintain accurate, verifiable data on club member attendance. All program records must be maintained for five years for auditing purposes.

All required Boys & Girls Club of South Central Tennessee after school evaluation activities must be completed, including program site administration of annual student survey and program staff surveys, participation in formal evaluation site visits, and participation in the Youth Program Quality Improvement (YPQI) process that includes program self-assessment, planning with data, and implementation of a quality action plan every year.

Required Program Hours

- Elementary & Middle School programs must operate 5 days/week, commence immediately at the end of the regular school day, run until at least 6 p.m. and for at least 15 hours/week, whichever is longer. The after school program must operate every regular school day during the school year. Programs are allowed to close for up to 3 days for staff professional development over the course of the year.
- Elementary students are expected to be enrolled and participate 5 days/week. Middle school students are expected to attend a minimum of 3 days/week and 9 hours/week, but the program must operate all 5 days.
- Early Release policy: Boys & Girls Club of South Central Tennessee has an established early release policy and waiver that must be implemented at each after school program.

- High School programs must operate a minimum of 15 hours per week. Special arrangements for facility use must be made in advance of weekends, summer, intercession and/or vacation timeframes for programming.

Crisis Management

The procedures listed in this manual are provided for ready reference by all Boys & Girls Club of South Central Tennessee staff should a drill or an actual emergency occur.

ABOUT THE CRISIS MANAGEMENT MANUAL

This Crisis Management Manual/Operations Manual was originally produced in 2013. These guidelines have been revised for use in the Boys & Girls Club of South Central Tennessee programs as of 2017.

The emergency guidelines in this manual are meant to serve as basic “what to do in an emergency” information for facility staff. It is recommended that staff who are in a position to provide first-aid to children complete an approved first-aid and CPR course.

The guidelines have been created as recommended procedures. It is not the intent of the guidelines to supersede or make invalid any laws or rules established by the child care servicer, or the state of Tennessee.

Crisis Guidelines and Procedures

Emergency Checklist

- Assess life/safety issues immediately.
- Provide immediate emergency medical care.
- Call 911 and notify police/rescue first. Then call the response person from the list below:

Crisis Situation

(Fire, Weather, Major Injury, Power Outage, Bomb Threat, etc)

- Secure all areas.
- Implement evacuation and other procedures to protect members and staff from harm. Avoid dismissing members to unknown care.
- Convene the crisis team to assess the situation and implement the crisis response procedures.
- Evaluate available and needed resources.
- Alert staff to the situation.
- Activate the crisis communication procedure.
- Adjust the schedule to ensure safety during the crisis.

- Alert staff in charge of various information systems to prevent confusion and misinformation.
- Notify parents.
- Contact appropriate community agencies, if appropriate.
- Implement post-crisis procedures, which includes an incident report.

Crisis Communications

A crisis can hit an organization at any time. A staff member may be arrested for sexual abuse, the Club may be sued for alleged discrimination in hiring, or toxic waste may be discovered on the Club's property. The moment word gets out, the press can be expected to call or appear at the doorsteps looking for comments.

PURPOSE OF THIS MANUAL

This manual provides strategies for addressing crisis intervention within the after school care program at the Boys & Girls Club of South Central Tennessee.

- The primary purpose of "crisis manual" is to help club members and staff cope with painful emotions and feelings resulting from a community or club related crisis.
- The second purpose is to assist the club in returning to normal routines as quickly and calmly as possible following a major disruption of the educational process.

Possible types of crises: death of a club member or staff member, acts of violence, suicide attempt or completion, natural disaster such as earthquake, fire, toxic spill, automobile or other accident.

CRISIS RESPONSE

Intervention designed to restore a club community to baseline functioning and to help prevent or minimize damaging psychological results following a disaster or crisis situation. It is important that during the immediate hours and days following a crisis, club members and staff are helped to return to previous emotional equilibrium. If left unchecked, some emotional responses may become internalized and exhibit themselves in unusual behaviors.

FOLLOWING A CRISIS

Club members and staff require recognition of, and help with, their emotional needs. If emotional responses are not supported appropriately during the initial stages of a crisis, feelings may be internalized. This may result in an inability to concentrate, aggressive or reckless behaviors, or physical symptoms. A club site may attempt to do "business as usual" following a crisis. However, without addressing the crisis directly, club members and staff will find it difficult to focus on the process of their usual day at the club.

Annual Planning for Site Crisis Response

Below are considerations to prepare a club site before a crisis occurs. Review and revise the following information annually as needed..

- ☐ At the beginning of each school year, identify a Crisis Response Member(s) (CRM) at each site!
- ☐ Train/Update the Crisis Response Member(s).
- ☐ Conduct annual crisis response training for new and returning staff. Inform staff of the crisis response plan at that time.
- ☐ Remind club staff that all staff members are Disaster Service Workers and review responsibilities.
- ☐ Develop a plan for emergency coverage of duties for CRM members.
- ☐ Ensure that appropriate incident report forms are accessible.
- ☐ Schedule a meeting at least once each quarter to review the site's crisis response plans.
- ☐ Establish a working relationship with community-based organizations. Maintain a list of resources to be kept on site at all times.
- ☐ Establish communication systems to contact staff and/or families (e.g. auto dialer, School Loop, emails, parent listserv, letters home).
- ☐ Identify spaces where service providers assisting in the crisis can see club members for small group counseling.
- ☐ Review and revise forms, classroom support activities, and other materials that might be needed.
- ☐ Review/develop relevant educational resources regarding crisis, grief, loss, etc.
- ☐ Establish a code to alert staff to implement prearranged procedures, e.g. lock down.
- ☐ Regularly practice crisis response drills.

Preventing Violent Behavior

Every Club is responsible for ensuring the safety of its members, their families, staff and community members who use the Club's facilities, programs and activities. By faithfully following standard guidelines for the prevention of violence, Unit Directors can ensure a positive and safe environment for all:

- Communicate the Club's policy regarding weapons and violent behavior and the consequences for violating said policy to staff, Club members, parents and the community. Make the policy available in writing and post it in a prominent location in the Club.
 - Adhere to hiring procedures to ensure safety, by requiring reference checks of previous employers, academic verification, police-records checks and driving-records checks.
 - Maintain an atmosphere of respect, in which working relationships are characterized by dignity and equitable treatment, where there is opportunity for participation, challenge and advancement and where employees receive recognition, support and appreciation for a job well done.
 - Area/Unit Directors must train their Club staff and members with all skills necessary to resolve conflicts and communicate effectively. Teach members how to manage their anger, solve problems through smart choices and be sensitive to other people's feelings. In addition, Supervisors must train their staff in the following areas:
 - recognize early warning signs of potentially violent behavior
 - alert to child abuse or neglect
 - the indicators of physical abuse
 - the indicators of neglect and emotional abuse
1. Foster positive relationships and good communication to keep staff informed about potential problems and to help them resolve difficult situations.
 2. Be aware of conflicts between individuals and groups of individuals. Identify and address threatening behavior and be aware of individuals who have a history of unruly conduct.
 3. Post rules clearly to reinforce appropriate behavior. Prohibit members from congregating in areas where they are likely to engage in rule-breaking or intimidating and aggressive behaviors.
 4. Respond immediately to all complaints or concerns from community residents, parents or Club members about disruptive individuals. Take all threats seriously and take appropriate action.
 5. Never leave members alone on club property (including the parking lot) after closing. If a relative has not retrieved the member within 1/2 hour of the program's conclusion, and if, after several attempts, the child's parents cannot be contacted, contact Juvenile Intake.
 6. Leave a notice at the Club regarding that location. Be sure that parents are aware of this policy by informing them in writing.

Early Warning Signs of Potentially Violent Individuals

It is not always possible to predict behavior that will lead to violence. However, staff members—and sometimes Club members—can recognize certain early warning signs. None of these signs alone is sufficient for predicting aggression and violence; a good rule of thumb is to assume that when they are present in combination, they may indicate a need for further analysis.

- Social withdrawal
- Excessive feelings of isolation and being alone
- Excessive feelings of rejection
- Being a victim of violence
- Feelings of being picked on and persecuted
- Low school interest and poor academic performance
- Expression of violence in writings and drawings
- Uncontrolled anger
- Patterns of impulsive and chronic hitting, intimidating and bullying behaviors
- History of discipline problems
- Past history of violent and aggressive behavior
- Intolerance for differences and prejudicial attitudes
- Drug use and alcohol use
- Affiliation with gangs
- Inappropriate access to, possession of and use of firearms
- Serious threats of violence

Being Alert to Child Abuse or Neglect

All Boys & Girls Club of South Central Tennessee are required to report child abuse and/or neglect, but the site Unit Director will serve as the mandated reporter. There are several steps Unit Directors can take to help staff members be alert to – and prevent – child abuse or neglect of members:

- Recognize the indicators of abuse. Unit Directors and staff need to be trained to recognize the physical and behavioral signs suggesting that a child may have been abused or neglected. It is important to remember that not all children with symptoms indicating abuse have been abused; there are other explanations for some indicators of abuse. When no plausible explanation for a child's injuries exists or when a child's behavior undergoes dramatic changes, abuse may be the cause and should be considered. Some indicators of abuse or neglect are:
 - Physical Abuse Indicators – unexplained bruises and welts, fractures, lacerations or abrasions that are not typical of the normal wear and tear of childhood.
 - Behavioral Abuse Indicators – wariness of adult contact, apprehensiveness when other children cry, fear of parents, fear of going home, reports of injury by parent or other caregiver.

- Physical Neglect/Emotional Indicators – consistent hunger, poor hygiene, inappropriate dress, consistent lack of supervision, unattended physical problems or medical needs, abandonment, speech disorders, delays in physical development, failure to thrive .
- Behavioral Neglect/Emotional Indicators – begging, stealing food, extended stays at the Club, constant fatigue or listlessness, delinquency, reports that there is no caretaker, little or no ability to concentrate, habit disorders, conduct disorders, neurotic traits or reactions, behavior extremes, social withdrawal, introversion, developmental delays, promiscuity or runaway behavior, drug abuse, attempted suicide, age-inappropriate behavior.
- We have in place a policy that prohibits any type of corporal punishment and forbids behavior that might endanger children. Club policies state in writing that any activity that is abusive to a child will be dealt with immediately, and if criminal in nature, will be referred to the authorities for disposition.
- Limit opportunities for abuse. Clubs can limit opportunities for child abuse by adopting the following safety procedures:
 - Avoid isolation. Club administrators should ensure an adequate staff-to-child ratio, and limit situations in which an adult and a child are alone together. Ensure that at least two adults attend field trips and outings – possibly more, depending on the size of the group.
 - Ensure transportation safety. To limit the time a child may be alone in the bus or van with the driver, a strict schedule needs to be enforced and the driver must be prohibited from making unauthorized stops with children in the vehicle.
 - Control contact with family members of staff. Limit access to children by the family members of paid staff and volunteers, unless they have been screened and are under the direct supervision of another staff member.

Preventing Abduction or a Missing Child

The following are some of the steps Clubs can take to prevent – or be alert to – abduction or a missing child:

- Notify parents of their responsibilities. Ensure that parents fully understand their role in keeping their child safe. Use the new member orientation to inform members and parents of Club procedures and policies regarding safety.
- Communicate clearly to parents that it is their responsibility to inform the child to stay at the Club.
- Explain to parents the Club's chain of custody policy and have them sign off on it (in writing) to ensure that they fully understand it.
- Implement a check-out system, either as a general policy (possibly based on the age group of members) or by honoring parental requests that their child not leave the Club until he or she is picked up. You may want to record this in writing.
- Supervisors need to teach staff members group supervision techniques. Encourage staff members to work in pairs or with a partner and train them in effective techniques for supervising a large group.

Be Alert to Indicators of Abduction

When a child has been abducted by either a family or a non-family member, the abductor will often attempt to conceal the child's origin, sometimes by tricking or coercing the child into keeping his or her identity secret. Indicators that a child may have been abducted include:

- statements by the child that he or she once had a different name
- lack of immunization records and birth certificate
- vague or contradictory statements about custody arrangements
- frequent moves
- attempts to alter a child's appearance, such as dyeing the hair.

Intervention

Responding to Crisis Situations

Effective response to an act of violence within the Club – including intruders, the threat of violence or an actual shooting, stabbing or assault – requires thorough familiarity with specific procedures. By periodically reviewing the following course of action, Unit Director and all staff members can contain a threatening incident and regain control as swiftly and safely as possible:

- Contact the police immediately. If you are not able to do so, use the agreed-upon signal to alert another staff member or crisis team member to place the call. To notify staff for an emergency use the Red Alert language on the speaker system.
- Maintain visual contact with the offender, and be prepared to report your observations to the staff-in charge or the police if they are called.
- Ask the disruptive person to accompany you to an area away from other members. Do not persist if the individual is not cooperative.
- Clear all members from the immediate area if the offender is unwilling to accompany you elsewhere.
- Never attempt to physically disarm an armed individual. Remove others and yourself from the range of the weapon.
- Do not use force as a response to violent behavior. Consider it the last choice of action and only use it to protect members and staff from serious bodily harm.
- Allow the police to remove a severely disruptive person who refuses to cooperate. Turn over any confiscated weapon to the police.
- Direct staff to ensure the safety of all members until the police arrives.
- Provide police with a copy of the Club floor plan. If the crisis warrants, let police officers know the location of all exits, entrances, closets or other places an intruder may hide.
- Report the incident to the Chief Executive Officer or Chief Operations Officer by phone, as soon as possible following the resolution.
- Contact the parents or guardians of members directly involved and inform them of their child's behavior.

- Prepare a written report of the incident and a written log or record of any follow-up actions and submit the report to the Chief Executive Officer or Chief Operations Officer as soon as possible after the incident. Include names and phone numbers of witnesses and staff.

Child Abuse or Neglect

Club personnel are required by law to report cases of suspected child abuse or neglect. Child abuse is an injury or pattern of injuries to a child that is not accidental; neglect is the failure to provide for the basic needs of the child when resources are available. The best response to the suspicion of abuse or neglect includes the following steps:

- All staff are to be mandated reporters and must report any case of child abuse or neglect.
- Inform your supervisor of any case of suspected or confirmed child abuse or neglect.
- Interview the child only to the extent necessary to confirm the suspicion.
- Respect the child's privacy. Go to a private place where you, one additional staff member and the child can talk without distractions, but in plain view of other adults.
- Begin with comfortable information, such as where the child lives, names of brothers and sisters, etc.
- Be honest with the child. Explain why you wish to speak with him or her. Share your concern about any visible marks, the child's health and safety.
- Reassure the child that he or she is not to blame for what happened.
- Ask only questions that relate to your concerns and to the child's condition. Use open-ended expressions ("Could you tell me more?") to obtain more information, as well as clarifying statements ("I'm a little confused about that.") to clear up any questions. Empathizing with the child ("Gee, that must have been painful,") can help to build trust.
- Encourage the child, if he or she has sufficient verbal ability, to tell the proper authorities what happened. Try to avoid repeated interviews, however, which can cause stress for the child.
- Don't go beyond assessment. Once you have enough information to suspect possible abuse, turn the case over to Child Protective Services.
- Don't judge, investigate, treat or counsel. Keep the interview strictly confidential.
- Staff calls the child protective services agency immediately to report the incident. Document all reports by date, time, contact name and outcome of the conversation.
- Never call the parent or guardian. Let Crisis Prevention or the local authority contact them.
- Check identification for police officers or agency officials before allowing them to interview the child.

Missing Child or Abduction

A member of the Club is regarded as missing if:

- he or she leaves without a parent or guardian (this applies **only** if the child is in a child care program)
- he or she does not return to the group at the end of a field trip or outing
- the Club has been notified by the parent(s) that the child is missing.

In the case of missing children, Director advise staff members to take action immediately:

- Search for the child. Remember that the other members must continue to be adequately supervised.
- Notify the Club and police, if, on a field trip or outing, the child is not found within 1/2 hour after the designated time of departure.
- Inform the Club's administrative office of the events and the pertinent facts.
- Director communicates with parents. Notify the child's parents and request their assistance. Suggest they file a missing person report, and ask them to call you as soon as the child is found. Assign a staff member to work with the parents to provide additional information or follow-up assistance as needed.

Field Trip/Offsite Instructions

Instructions for Walking Trips

- When two staff accompanies a group, typically one leads and the other walks at the rear.
- If one staff member organizes an outing, he or she can best ensure the group's safety by remaining at the rear and instructing members to stop at each intersection.
- To keep Club members from wandering off, take a roll call before departing and check the head count throughout the day during field trips.

Instructions for Bus Trips

- Routine practice includes taking a roll call after members enter the bus, before departing and before returning.
- If teen members are allowed to leave the adult supervisor, they should be given explicit instructions on when and where to meet.
- Tell members to stay with a partner at all times, called the "Buddy System".

Promoting Transportation Safety

The safety of members when they are being transported in Club-owned vehicles is paramount.

When using Club-owned vehicles the following guidelines can help ensure safety:

- Make sure that all drivers are properly insured and have the proper licensing. It is also important to check each driver's driving record prior to allowing him or her to transport Club members in a Club-owned vehicle.
- Check vehicles carefully before each trip to make sure that everything is in working order and meets safety guidelines. Report any problems immediately to the staff member in charge of transportation.
- Be prepared for an emergency by making sure there are copies of accident forms– as well as a cell phone and emergency flares – in case an accident occurs.
- Strictly obey all safety precautions and laws. Enforce bus rules, stopping if necessary to ensure the orderliness and safe conduct of passengers. Drive defensively at all times, and always keep in mind that large vehicles such as busses are slow moving and require more response time and greater space in dealing with emergency situations. Drivers should drive in the slow lane when on the freeway, and refrain from hurrying, even if they are late.

- Vehicle Drivers should practice evacuation procedures at least twice a year in a local parking lot.

Bus or Auto Accident

The steps to take for both minor and major accidents are the same; in the case of a major accident, however, the driver of the vehicle may have to ask passersby for help in evacuating the vehicle, setting out flares, contacting police, etc. The appropriate steps to follow are:

- Call for police and medical help immediately.
- Determine the extent of the injuries and prioritize the need for treatment.
- Calm Club members as much as possible by remaining composed. Try to remain calm and keep your emotions and voice under control.
- Begin emergency first aid as needed. Check for injuries and begin emergency treatment as needed; place an older Club member or another adult in charge of the uninjured passengers. If any passenger is not breathing, begin CPR immediately. Apply pressure as needed to slow bleeding from any major traumas. Do not move injured individuals unless they are in danger. Cover the injured parties with blankets for warmth.
- Evacuate the bus or automobile safely. Keep everyone in their seats until the injured passengers can be removed, then evacuate the vehicle when it is safe to do so. Seek assistance from passersby, if needed. Keep Club members in a safe place.
- Set out emergency flares. Enlist help from other drivers, if necessary.
- Obtain information on the other driver, if another vehicle is involved.
- Assist in the investigation of the accident when police arrive at the scene.
- Notify the appropriate entities: the Club, the Highway Patrol and/or the police.
- Arrange transportation back to the Club. Drive back to the Club after the police investigation is complete (if the vehicle is operable) or call the Club to arrange for another vehicle to pick up the passengers (if the vehicle is not operable).
- Complete an accident report and submit it to your Chief Executive Officer or Chief Operations Officer.

Readiness for Fire or Other Hazards

Be Alert to Indicators of Hazardous Situations

In order to be prepared in the event of a fire or other hazard, Clubs should take the following steps:

- Conduct evacuation drills on a quarterly basis; record the dates and times they occur. If applicable, notify the alarm company in advance of all practice sessions and ask for their participation and assistance.
- Post the emergency telephone number for the local fire department or other appropriate agency at all telephone locations. Make sure that all staff members are aware of the appropriate numbers to call.
- Post the emergency evacuation plan, including the location of emergency exits and evacuation routes in all rooms of the building.

- Make sure that staff members treat all fire and evacuation drills as if they were real. Unless drills are treated in the same manner as a genuine crisis, they cannot be effective as practice for the real thing.
- Consult with the appropriate authorities to ensure that your Club facility is in compliance with standard fire safety codes in terms of the number of exits, sprinklers and smoke detectors per square footage and occupant load. You may wish to consult the Fire Marshall in your state, the local fire department or a fire protection company for help in determining how well your Club facility meets fire safety guidelines.

Being Prepared for a Natural Disaster

Although there is nothing anyone can do to prevent a natural disaster, Clubs can be better prepared to respond in the event of a disaster by completing the following activities on a regular basis:

- Conduct internal and external hazard assessments of the facilities; pay particular attention to the storage of heavy and breakable items or items that may move or be thrown easily, causing damage or injury.
- Make sure appropriate staff members receive CPR and first aid training and that the training is updated regularly.
- Train staff members in preparedness for natural disasters by ensuring that everyone is able to identify:
 - the safest place in each room
 - the location of all exits
 - the location of utility shut-off valves
 - storage site for emergency supplies and equipment
 - procedures for evacuation
 - evacuation routes and sites.
- Teach staff and Club members to protect themselves by using sturdy tables or desks whenever possible, to stay away from glass windows and to keep their heads covered with their hands.
- Conduct disaster drills twice annually to make sure that everyone is familiar with the procedures and that they can be implemented easily.

Fire, Gas Leak, Explosion or Bomb Threat

In the case of a fire, gas leak, explosion or bomb threat in the Club, the main priority should be the safety of the members, staff and volunteers. Each Club needs to develop its own customized plan for responding to a disaster of this type, but Unit Directors and Leadership Team should consider including the following kind of items in their crisis plan:

- Evacuate. In the event of a bomb threat, the first priority is to evacuate immediately. If it is safe to do so, supervise an orderly evacuation of all rooms in the Club to a pre-designated area. If a fire occurs, leave the building by the safest possible exit, including the windows, if necessary. In the case of a gas leak or fumes, open doors or windows or go outdoors immediately.

- Complete a roll call. To quickly ensure that all individuals are accounted for, compare the roll call of evacuated members to a complete and up-to-date roster of members currently at each location. This may not be possible in major events.
- Unit Directors call the authorities. Call the appropriate authorities immediately upon notification of a fire, gas leak, explosion, bomb threat or other dangerous situation in the building.
- Check the building. Conduct a complete check of the building for occupants before exiting. Unit Director for the facility is responsible for the building check.
- Remain in evacuation area. Keep all Club and staff members in the designated evacuation area until law enforcement officials indicate that it is safe to re-enter the building. If necessary, remain there until parents can retrieve their children. (Remember that parents should be informed in advance of an actual crisis of the Club's evacuation areas, as well as the telephone number of the emergency cell phone to use during a crisis to gain critical information.) Do not leave the evacuation area until all members have been retrieved.
- Report details to authorities. In the case of a bomb threat, if it is at all possible to do so, the person receiving the call should record the contents of the conversation; record the date and time the call was received; try to discern any background noises and sounds; determine if the caller is male or female; record any unusual voice characteristics and keep the caller on the line as long as possible.

Flood, Tornado, or Earthquake

Advance notice of such natural disasters as floods, tornadoes, or earthquakes can give Clubs time to prepare for an emergency. Because these disasters can strike without warning, however, Unit Directors and Leadership Team have found it safer to design a systematic disaster response. The following guidelines suggest key components:

- Calm and reassure Club members.
- Check the roster to make sure everyone is present. Use the membership printout.
- Take members to a designated safe area as soon as possible. In the case of a flood warning, evacuate immediately, using the emergency accesses, to higher ground somewhere nearby. It is important to closely supervise all individuals; keep them together in groups and away from dangerous places.
- Assess the medical condition of all members. Provide first aid as needed.
- Turn on the radio and listen for instructions from public safety agencies.
- Don't use the telephone except for emergency use.
- Write the names of the adult who retrieves members next to the name on the fire drill. Do not leave the evacuation or the safe area until parents or guardians have retrieved all members.

Broken Limb, Seizure, Head Injury, Heart Attack

The following guidelines apply in the case of a broken limb, seizure, head injury or heart attack of a member:

- Call 911 immediately and request medical support by telephone until the ambulance arrives. Ask for specific medical procedures to follow in the meantime.

- Make sure the crowd is monitored so that other members stay away from the injured individual.
- Lead staff contacts the parents or other family members.
- Provide all pertinent information to the emergency medical staff when they arrive.
- Lead staff calls the media team to handle the media.

Infectious Disease Outbreak

All staff members should be trained in and familiar with the following procedures to follow if there is a suspected case of infectious disease at the Club:

- Alert other staff members to the situation; let them know if movement of Club members within the facility must be stopped.
- Lead staff will contact the parents or immediate family of Club members affected.
- Provide all pertinent information to the emergency medical staff when they arrive.
- Lead Staff will notify the Club's administrative office of the outbreak.
- Lead staff will notify the appropriate outside agencies of the outbreak.
- Infectious disease that a child must be sent home:
 - ring worm
 - lice
 - chicken pox
 - all other recognized by the South Central Tennessee Public Schools

Post-vention - Debriefing and Evaluation

Managing Communications During and After a Crisis Post-vention

Once a crisis has occurred and the immediate trauma has passed, Unit Directors and Leadership team members have the responsibility for communicating about the event to various audiences.

In the pre-planning stage, Club officials (Leadership Team) will no doubt have determined the roles and responsibilities of certain individuals in terms of crisis management. After an incident has occurred, the appropriate individuals should prepare to communicate with Board members, law enforcement officials, the media, parents or others.

Updating Board Members

As soon as possible after an incident has occurred, CEO should be notified so that the Board members can be informed and updated about the details and steps taken to resolve the situation. This is critically important, as Board members will be asked questions about the incident and if they are well informed, can serve as key spokespersons for the organization to various audiences.

Preparing Written Reports

The Chief Executive Officer or the Chief Operations Officer should ensure that the appropriate staff person(s) involved files a critical incident report.

Staff members need to be accurate and truthful when completing incident reports, and think carefully about how they describe the incident. This is vital because the report is a legal document that can be subpoenaed for use in court proceedings.

Communicating with Parents and Other Groups

Unless Club officials (Leadership Team) have assigned the role to another individual, it is generally the responsibility of the Chief Executive Officer – in consultation with the Chief Operations Officer – to communicate with parents and families who were not involved in the incident, as well as with other constituencies such as staff members and the community at large.

Informing the Media

The Club will have designated a media spokesperson, the Chief Executive Officer, early on in the planning process.

Staff members must refer reporters, investigators and media representatives to the Club's designated spokesperson. In the rare cases in which a reporter appears unannounced or the designated spokesperson is unavailable, Clubs can maintain control by following the previously outlined guidelines.

Remember that urgency is critical in today's environment of instant news. To the extent possible, important audiences such as Board members, parents, key donors and important community leaders should be notified directly by Club leadership team about the situation before they hear about it on the 6 o'clock news or read about it in the newspaper.

Helping Club Members Deal with Fear or Stress

Program staff, Club staff, and Leadership Team members should understand natural stress reactions and be prepared to help their colleagues and Club members deal with these reactions.

Direct or indirect involvement in a crisis or trauma tends to cause strong emotional or physical reactions, sometimes even shock, especially a young person. In most instances, physical or emotional reactions to trauma surface immediately, but they can occur a few days or weeks after the traumatic event or crisis.

Although there are a myriad of symptoms that individuals can experience in response to a crisis, most often Program staff and Club staff should look for a significant change or disruption in the normal behavior of a young person.

The symptoms of stress may last a few days or a few weeks, depending on the severity of the crisis. To minimize or reduce the stress and its accompanying symptoms, Unit Directors may want to follow these basic guidelines during the first 24 to 48 hours after a crisis:

- Structure Club members' and staff time with productive activities that will keep them engaged and involved.
- Maintain as normal a schedule as possible, with routine activities occurring at the same time each day.
- Alter periods of physical exercise with periods of relaxation to allow members time for exertion and rest.
- Reassure those affected by the crisis that they are experiencing normal reactions.
- Talk openly with Club and staff members about the crisis; set aside time to talk about the event.

When talking to Club members about a crisis or disaster, it is important to acknowledge the frightening parts. How young people observe an adult's response can influence their own reaction. Staff can most realistically help Club members by admitting their own concerns, while emphasizing their ability to cope with the situation.

In extreme cases, a Club member may develop Post-Traumatic Stress Disorder (PTSD). This severe form of psychological damage results from experiencing a traumatic or frightening event and young people with this disorder may relive the trauma through repetitive play or nightmares. It is critically important to provide professional advice or treatment as soon as possible and Unit Directors should be alert for severe symptoms that may signal PTSD. If anyone exhibits these signs, speak with the member's parents about getting help from a child and adolescent psychiatrist or other mental health professional.

Consider arranging with a recommended counseling service to provide ongoing assistance to individuals involved in a traumatic incident. Traumatic events could include murder, assault, and serious threat with a weapon, abduction or attempted abduction and a fatality or serious injury resulting from an accident or a natural disaster while at the Club or involved in Club activities.

The following provisions for individuals involved in a critical incident as part of their response plans:

- Help parents understand children's reactions to a crisis. Communicate with them about the fears and common symptoms their children may experience after a traumatic event.
- Help staff members deal with their reactions to the crisis. Debriefing and grief counseling are just as important for adults involved in a crisis as for youth.
- Help Club staff and members adjust after the crisis. Provide both short-term and long-term mental health counseling following a crisis.
- Help victims re-enter the Club environment. Often, other Club members may need guidance in how to act with a peer who has been involved in a crisis. It is important to devise a plan that makes it easier for those affected to adjust and to make the transition as uneventful as possible.

If possible, begin workplace trauma assessment and group psychological debriefing with a trained psychologist, as well as counseling for the affected individuals within 48 hours of the incident.

Debriefing after a Crisis

Evaluating Readiness and Response

After addressing the immediate impact of a traumatic event and arranging follow-up support for all individuals involved. It is important to conduct an evaluation of all actions taken.

The first stage of debriefing after a crisis involves talking to the individuals directly involved to hear their version of the events that occurred. Unit Directors will hear

different versions based on individuals' differing perspectives; it is important to speak with all individuals involved and witnesses to the crisis because some individuals will remember details that others do not.

The debriefing can be done in a large group, but individuals should also be interviewed separately. The primary purposes of the debriefing process are as follows:

- Make sure that all individuals involved have processed their feelings and responses to the crisis and have obtained any help needed to do so.
- Obtain details and information that might not have emerged immediately following the incident.
- Understand how the crisis might have been avoided.

After the debriefing is complete, staff-in-charge, Club staff and the approved counseling service can work as a team to audit the Club's response to the crisis, as well as the follow-up support provided to the individuals involved in the incident. This evaluation, which the team will want to organize within five to six weeks after a major traumatic event, typically includes the following individuals:

- Board chair (or other Board leadership)
- Leadership Team
- Counselors

During the evaluation, team members identify areas in which the Club was not adequately prepared or did not respond well to the situation, by asking questions such as:

- Is this a recurring problem that needs to be addressed?
- What needs to change in our organization to prevent this from happening again?
- How can we learn from this incident and use it to improve our crisis response plan?

By analyzing the events step by step, the team can decide how to enhance the Club's crisis plan and take the preventive steps necessary to strengthen specific areas, such as additional staff training, more frequent crisis drills, physical changes to the Club facility or other steps.

Checklist for Different Situations

Checklist for a Crisis Involving Death

- ☐ Contact the 911, EMS, COO, parent/caregiver.
- ☐ Contact appropriate family member(s) to obtain accurate information. Determine from family what information can be shared, including information regarding memorial service/family wishes.
- ☐ Complete appropriate incident reports and submit forms needed.
- ☐ Contact other sites if involved club members or staff have relatives attending other clubs.
- ☐ Determine how to inform and support club members and staff closest to the crisis: teachers, classmates, sports team, group or club. Provide relief if staff are unable to continue with their duties. Follow up as needed.
- ☐ Decide what information will be shared with club members. Consider addressing concerns related to club members using social media (Facebook, Twitter, cell phones, etc.) to communicate information regarding the crisis.
- ☐ Inform the rest of the staff and club members in an emergency meeting or classroom setting. Never announce a crisis over the walkie talkies or intercom system
- ☐ Provide whatever support activities are necessary for club members and staff.
- ☐ Refer club members and/or staff who may need additional emotional support to community based organizations.
- ☐ If it is a club members death, notify office to arrange for removal of personal information from systems and site.
- ☐ Notify parents/caregivers in writing of the crisis so they can support their children. Telephone the parents/caregivers of any students severely impacted by the crisis, such as witnesses, or close friends (refer to sample letter in this section).
- ☐ Determine if additional planning is needed to address the crisis, such as attending the memorial service, writing letters, planning a site memorial activity, etc.
- ☐ If a club member or staff member is absent for an extended period of time due to the death, plan for reentry and support services.
- ☐ During the crisis, Leadership Team should meet as necessary to review plans, provide updates, plan follow-up actions, and debrief. Leadership Team should also hold a final assessment meeting to review the management of the crisis and bring closure for the team.

Checklist for Crisis Involving Assault/Harassment

- ☐ Determine condition of the assault/harassment victim and whether an ambulance is needed (on-site incident).
- ☐ Call the police: 911.
- ☐ Clear all persons from the immediate area. Do not disturb anything as a police investigation will follow (on-site incident).
- ☐ Determine whether the rotation schedule should be changed if club members should not go near the area of the assault.
- ☐ Prepare the announcement with the new schedule, if appropriate.
- ☐ Call parents/caregivers of the assault/harassment victim to inform them of incident (on-site incident).
- ☐ Document case for future reference using Incident Report and determine if Child Protective Services needs to be consulted.
- ☐ Deny media request for information as ALL INFORMATION IS CONFIDENTIAL.
- ☐ Convene the Leadership Team and review situation and roles.
- ☐ Notify appropriate members of the Leadership team.
- ☐ Verify information regarding the assault/harassment.
- ☐ Prepare a formal statement to staff, emphasizing CONFIDENTIALITY since a police investigation may follow.
- ☐ Announce time and place of emergency staff meeting.
- ☐ Determine what information will be shared with club members and create a plan to communicate in classroom setting.
- ☐ Consider addressing concerns related to Club members using social media such as Facebook or Twitter, cell phones, etc., to communicate information regarding the crisis.
- ☐ Identify club members, staff and parents/caregivers likely to be most affected by news and plan for support.
- ☐ Assess need for additional community resources.
- ☐ Establish support activity plan for all club members and staff impacted by the crisis.
- ☐ Prepare and plan for distribution of a letter to families.
- ☐ Update staff on a regular basis, including debriefing opportunities.
- ☐ Develop a plan on how the assault/harassment victim will re-enter the club.

Checklist for a Crisis Involving Suicide

- ☐ If the suicide attempt is on site, contact 911. Consult with Child Protective Services (if appropriate).
- ☐ Contact parent/caregivers of the suicide victim, members of the Leadership Team.
- ☐ Convene the Leadership Team; review situation, assign/remind members of their roles, and create action plan.
- ☐ Verify information regarding the suicide attempt by contacting appropriate sources. Determine what information can be shared.
- ☐ Prepare formal statement to staff: Remember CONFIDENTIALITY issues may apply.
- ☐ Convene emergency staff meeting.
- ☐ Prepare formal statement or announcement for club members in classroom setting.
- ☐ Establish support activity plan for all club members and staff impacted by the crisis.
- ☐ Prepare and plan for distribution of letter to families if suicide attempt becomes public knowledge.
- ☐ Identify club members, staff and parents likely to be most affected by news.
- ☐ Assess need for additional community resources.
- ☐ Assign trained staff and/or community professionals to specific duties necessitated by the nature of the crisis and staff and club member response.
- ☐ Update staff on a regular basis, including processing opportunities.
- ☐ Notify Office to forestall intrusive calls home; arrange for removal of personal belongings from system and club site.

If it was just an attempt at suicide consider a comprehensive plan if the student who attempted suicide is to return to the club.

COMMON STAGES OF GRIEF

Below is a list of common stages attached to a grief reaction. Remember that club members or staff who have been impacted by experiences of trauma will be impacted by that experience as well. Complex trauma may lead to a more intense response triggered by the crisis event.

- DENIAL:** This stage is expressed by feeling nothing or insisting there has been no change. It is an important stage and gives people “time out” to organize their feelings and responses. Children/adolescents may make bargains to bring the person back or hold fantasy beliefs about the person’s return. Children/adolescents in this stage need understanding and time.
- FEAR:** A crisis that results in death or a crisis that is the result of violence can instill fear in children. A child or adolescent might fear that those whom they love might die after the death of someone in the school community. Children need reassurance that they will be taken care of during this stage.
- ANGER:** The sudden shattering of the safe assumptions of young people lies at the root of the grief response of anger. It can be expressed in nightmares and fears as well as in disruptive behavior. Children in this stage need opportunities to express anger in a positive and healthy way.
- DEPRESSION:** Children may exhibit depression either through frequent crying, lethargy and/or withdrawal from activities, or even in extreme situations avoidance behavior (“running away”). This can be a healthy, self-protective response that shields children/adolescents from being overwhelmed by the emotional impact from the crisis. Children need to know that others understand and that all things change, including their sadness.
- ACCEPTANCE:** Acceptance of a loss and hope as seen through renewed energy signals entrance into the final stage of grieving. Before children can return to equilibrium, they need permission to cease mourning and continue living.

Adults experience these stages also. Depending on individual needs, an individual, whether a child or an adult, may stay in one stage for a long time, move back and forth from one stage to another, or move through each stage in the order listed.

WHEN TO CALL EMERGENCY MEDICAL SERVICES (EMS)

Call EMS if:

- The child is unconscious, semi-conscious or unusually confused.
- The child's airway is blocked.
- The child is not breathing.
- The child is having difficulty breathing, shortness of breath or is choking.
- The child has no pulse.
- The child has bleeding that won't stop.
- The child is coughing up or vomiting blood.
- The child has been poisoned.
- The child has a seizure for the first time, a seizure that lasts more than 5 minutes, or an atypical seizure.
- The child has injuries to the head, neck or back.
- The child has sudden, severe pain anywhere in the body.
- The child's condition is limb-threatening (for example, severe eye injuries, amputations or other injuries that may leave the child permanently disabled unless he/she receives immediate care.)
- The child's condition could worsen or become life-threatening on the way to the hospital if not transported by EMS.
- Moving the child could cause further injury.
- The child needs the skills or equipment of paramedics or emergency medical technicians.
- Distance or traffic conditions would cause a delay in getting the child to the hospital.

If any of the above conditions exist, or if you are not sure, it is best to call EMS.

RECOMMENDED FIRST AID EQUIPMENT AND SUPPLIES

- Current American Red Cross First Aid Manual or equivalent guidelines
- Covered waste receptacle with disposable liners
- Sink with running water
- Cot with waterproof cover
- Washable blankets
- Pillows
- Pillow cases (disposable covers are available)
- Wash cloths
- Hand towels
- Portable basin
- Emesis basins
- Bandage scissors
- Tweezers
- Digital or electronic thermometers with disposable thermometer covers or single-use thermometers
- Hot water bottle (heating pads not recommended)

Disposable supplies:

- Sterile cotton tipped applicators, individually packaged
- Sterile adhesive bandages, individually packaged
- Cotton balls
- Sterile gauze squares (2"x 2"; 3"x 3"), individually packaged
- Adhesive tape (1" tape), paper tape recommended
- Gauze roller bandage (1" and 2" widths)
- Cold packs or compresses
- Triangular bandage for sling
- Tongue blades, individually wrapped
- 70% Isopropyl alcohol for use with thermometer
- Safety pins
- Liquid soap
- Paper towels
- Disposable facial tissues
- Eye wash bottle
- Disposable gloves (latex or vinyl, if latex allergy is possible)
- Bleach for cleaning solutions and sprays (mix 1:100 with water)
- Splints, long and short
- Pocket mask/fact shield for CPR
- Flashlight with spare bulb and batteries
- One ounce emergency supply of Ipecac (dated) to be used only under the direction of the Poison Control Center

Emergency Evacuation Kit Recommendations

- A copy of the school or Boys & Girls Club of South Central Tennessee emergency operations plan
- Club member's release/sign-out sheets
- Building floor plan with utility shut offs and detailed instructions on disablement
- Site plan information highlighting mobile units, fenced areas, fuel storage, etc.
- Bus routes and driver contact information
- Emergency telephone numbers incase needing assistance
- Copies of all club members and staff emergency contact/release cards
- Emergency Medical Information regarding club members and staff
- Copy of school or district personnel directory with phone contact information
- Flashlight and extra batteries
- Bullhorn or whistle and appropriate batteries
- Cell phone and/or portable radio
- AM/FM Radio with extra batteries
- Extra Laptop (as available)
- First Aid Kit

(add more as needed)

Walkie Talkie Color Codes

CODE RED-Hot	Fire (stop all activities, head towards proper exits)
CODE WHITE	Bomb Threat (lock down, stop all activities)
CODE GREEN	Severe Weather (lock down, stop all activities)
CODE BLUE	Medical Emergency (call 911 if needed)
CODE YELLOW	Missing Child (lock down, stop all activities)
CODE ORANGE	Hazard (Spill, vomit, blood, chemicals)
CODE GREY	Intruder/Active Shooter (lock down, stop all activities)
CODE BROWN	Need Security Personnel (kids stay with YDC's)
CODE PURPLE	Injury (ex: code purple in the gym)
CODE PINK	Need Additional Help (group out of control)