

EXHIBIT B:
STANDARDS FOR CITY-MANAGED YOUTH
PROGRAMS

Standards for City-Managed Youth Programs

The following standards apply to all staff employees, volunteers, and contractors (collectively “Staff”) for any City-managed youth program. Staff are expected to act conscientiously to exemplify the highest ethical standards. While the City encourages the cultivation of positive relationships with youth, Staff must take care that efforts to cultivate such relationships do not place youth or them in vulnerable situations. Accordingly, when working with youth, all Staff must at all times comply with all of the following standards.

I. Interactions with Youth

A. Physical Interactions

The City’s physical interaction standards are intended to promote a positive, nurturing environment while protecting youth and Staff. The City permits the physical interactions listed as appropriate below, but only when appropriate to a situation occurring within the program’s scope. The City prohibits physical interactions of the type set forth as inappropriate below. Any inappropriate physical interactions by Staff with youth will result in disciplinary action, up to and including termination of employment.

The City’s standards for appropriate and inappropriate physical interactions are:

<i>Appropriate Physical Interactions</i>	<i>Inappropriate Physical Interactions</i>
<ul style="list-style-type: none"> • Side hugs • Shoulder-to-shoulder or “temple” hugs • Brief pats on the shoulder or back • Handshakes • High-fives and hand slapping • Briefly touching hands, shoulders, and arms • Briefly placing arms around shoulders • Holding hands with young children in an escorting situation • Physical contact necessary for providing valid medical assistance or for providing needed assistance to special needs youth • Physical intervention necessary to separate youth involved in a physical altercation 	<ul style="list-style-type: none"> • Full-frontal hugs • Kisses • Lap sitting • Wrestling • Piggyback rides • Tickling • Touching bottom, chest, or genital areas • Touching, grooming, or playing with hair • Any type of massage • Allowing a youth to cling to a Staff member’s leg • Any physical act of affection that is unwanted by the youth • Any physical act of affection that occurs in an isolated area

B. Verbal Interactions

The City’s verbal interaction standards prohibit Staff from all of the following: (a) speaking to youth in a way that is, or could be construed by any observer to be, harsh, coercive, threatening, intimidating, shaming, derogatory, demeaning, or humiliating; (b) speaking to youth in a way that is, or could be construed by any observer, as demonstrating any bias or discriminatory intent based on race, color, sex, sexual orientation, gender identity, gender expression, ancestry, national-origin, religion, medical condition, or physical or mental disability; (c) initiating any sexually oriented conversation with youth; and (d) discussing their own sexual activities with youth.

The City’s standards for appropriate and inappropriate verbal interactions are:

<i>Appropriate Verbal Interactions</i>	<i>Inappropriate Verbal Interactions</i>
<ul style="list-style-type: none"> • Instruction and guidance • Positive reinforcement • Encouragement • Praise • Appropriate critiques where necessary to the program (e.g., “your hand was in the wrong position” when giving a swim lesson), provided in a non-derogatory fashion • Appropriate jokes 	<ul style="list-style-type: none"> • Initiating sexually oriented conversations • Discussing staff or volunteer sexual encounters • In any way involving youth in the personal problems or issues of staff and volunteers • Off-color or sexual jokes • Remarks demonstrating any bias or discriminatory intent based on race, color, sex, sexual orientation, gender identity, gender expression, ancestry, national-origin, religion, medical condition, or physical or mental disability • Secrets • Name calling • Cursing • Remarks that are harsh, coercive, threatening, intimidating, demeaning, or humiliating • Belittling • Derogatory remarks about any youth or his/her family or friends

C. One-on-One Interactions (including tutoring/private coaching)

Most abuse occurs when an adult is alone with a youth in a non-public setting. The City aims to eliminate or reduce these situations and prohibits Staff from engaging in private one-on-one interactions with youth unless approved in advance by the program supervisor. This includes scheduled tutoring and/or private coaching sessions, whether occurring during or outside regular program hours, which must comply with all of the following:

- a. Staff must have program supervisor approval for any tutoring or private coaching sessions;
- b. tutoring and private coaching sessions must be scheduled through the program, not independently, and must occur at a program-approved location;
- c. program supervisors must keep a schedule of private tutoring and coaching sessions, which should include times, youth involved, and location of the sessions.

In those situations where private one-on-one interactions (including tutoring and/or private coaching sessions) are approved in advance, Staff should observe the following additional guidelines when engaging in the approved interactions:

Additional Guidelines for Approved Private One-on-One Interactions

- Unless the program supervisor has agreed that greater confidentiality is absolutely necessary to the service being provided (for example, individual therapy that requires privacy for confidential communications):
 - Meet in a public place where you are in full view of others (e.g., a visible section of a library or gymnasium) or, if meeting in a room or office, leave the door open and ensure that you can be easily observed by individuals in the adjoining public area.
 - Before the meeting, inform other adult Staff that you will be alone with a youth and ask them to randomly drop in and, after the meeting, inform the other adult Staff that the meeting has been completed.
- If the program supervisor has agreed that greater confidentiality is absolute necessary to the service being provided (for example, individual therapy that requires privacy for confidential communications), before the meeting, inform other adult Staff that you will be alone with a youth and after the meeting inform the other adult Staff that the meeting has been completed.
- Avoid any physical acts of affection that might be misinterpreted. Limit any physical acts of affection to brief pats on the shoulder, high-fives, and handshakes.
- At the conclusion of the meeting, immediately: (a) notify the program supervisor that the meeting has concluded; (b) report to the program supervisor and document any unusual occurrences during the meeting, including, but not limited to: any disclosures by the youth of any instances of abuse or maltreatment; any behavior problems and how they were handled; any injuries and how they were addressed; and any interactions that might be misinterpreted as inappropriate.

D. Off-site Contact

Many cases of abuse occur off-site and outside of regularly scheduled activities. To avoid this risk, the City prohibits Staff interactions with youth outside of regularly scheduled program activities unless the interaction is of an appropriate type and is approved in advance by the program supervisor. City standards for appropriate off-site contacts (which may occur with advance program supervisor approval and parental approval) and inappropriate off-site contacts (which are absolutely prohibited and cannot be approved by program supervisors, regardless of whether parents approve or not) are as follows:

<i>Appropriate Outside Contact</i>	<i>Inappropriate Outside Contact</i>
<ul style="list-style-type: none"> • Taking groups of youth on a program-related outing (parental approval and a minimum of two Staff or the number of Staff required to satisfy the program standard Staff/youth ratio, whichever is greater, with at least one staff employee, are required) • Attending program-related sporting activities with groups of youth (parental approval and a minimum of two Staff or the number of Staff required to satisfy the program standard Staff/youth ratio, whichever is greater, with at least one staff employee, are required) • Visiting a youth at the youth’s home for program-related reasons, with the parents present at all times 	<ul style="list-style-type: none"> • Taking one youth on an outing • Visiting a youth, whether in the youth’s home or elsewhere, without a parent or approved adult guardian present • Hosting one or more youth in the home of Staff • One or more youth spending the night with Staff • Transporting youth in a personal vehicle (except in a true emergency situation with prior notice to the program supervisor wherever practical and, if not practical, notice to the program supervisor as soon as practical)

E. Electronic Communications and Use of Electronic Communication Devices

Any private electronic communication between Staff and youth, including private communications through social media (e.g., Facebook, Instagram, Snapchat) is prohibited. All electronic communication between Staff and youth must be publicly viewable (i.e., accessible to program supervisors and the youth’s parents) and/or copied to a program supervisor and/or the youth’s parents. In addition, all electronic communications between Staff and youth must comply with the guidelines for verbal interactions set forth in section B above.

The following are examples of appropriate and inappropriate electronic communication:

<i>Appropriate Electronic Communication</i>	<i>Inappropriate Electronic Communication</i>
<ul style="list-style-type: none"> • Sending and replying to emails and text messages from youth ONLY when copying a program supervisor and/or the youth’s parents • Communicating through “organization group pages” on Facebook or other approved public forums 	<ul style="list-style-type: none"> • Posting harsh, coercive, threatening, intimidating, shaming, derogatory, demeaning or humiliating comments on social media sites • Posting sexually oriented comments on social media sites • Private emails or text messages between Staff and youth (whether using Staff’s personal email or phone or a City-issued email or phone) • Posting pictures of program participants on any non-program social media sites • “Friending” or messaging youth on social media sites, through online gaming sites, or through other online mechanisms • Providing youth with a personal email address, personal phone number, or other personal contact information • Calling youth at home or on their cell phone, except for program related purposes

Use of electronic communication devices (whether personal or provided by the City) to engage in any inappropriate electronic communication with a program youth shall be grounds for discipline up to and including termination of employment.

F. Gift Giving

Molesters routinely groom youth by giving gifts, thereby endearing themselves to the youth, and instruct the youth to keep the gifts a secret, thereby teaching the youth to keep secrets from the youth’s parents. For these reasons, Staff are prohibited from giving gifts (including gifts of food) to any youth. This prohibition applies even if Staff believe the items they are giving to a youth are needed by that youth. Thus, for example, even if Staff believes a youth needs shoes, clothing, or food, Staff may not personally provide the youth with shoes, clothing, or food. Any gifts to youth must be approved by and come from the program, not individual Staff.

II. Monitoring and Supervision

When Staff are adequately supervised, potential offenders are less likely to act on their impulses because they face detection. When youth are adequately supervised, they too are less likely to engage in inappropriate interactions with others. Similarly, the physical plant must be monitored, particularly out-of-the-way locations or locations that might permit an offender undue access to or privacy with a youth. Set out below are standards for programs to follow to ensure adequate monitoring and supervision.

A. Facility Monitoring

Building architecture can increase or mitigate the risk of an incident or accident. Because most incidents of abuse occur in private, to the extent privacy is managed, risk is managed. To ensure that all of the locations are properly and consistently monitored, the City's Child Protection Officer (or designee as approved by the Child Protection Committee) shall conduct regular reviews of all locations used by the program.

B. General Supervision

Programs must put in place general supervision procedures that comport with the following:

Supervisor Visits to Youth Programs: Supervisors will regularly (not less than quarterly) visit all youth programs to ensure that all activities are well- managed and that youth policies are observed by all in attendance.

Check-In/Roll Call Procedures: Each program must put in place procedures (which will be site-specific) to monitor and document who has access to youth while the program is providing services to youth. For some programs, this may require a facility check-in sheet at or near the facility's entrance. For other programs, this may require a program instructor to maintain a roll-call of participants with spaces for volunteers and others assisting with the program to sign in. Each program will need to consider how best to control and limit access to youth during program participation and how best to monitor and document those having such access.

Staff-to-Youth Ratios- Each program will establish and follow requirements for Staff-to-youth ratios that are appropriate to the goals of the program and the design of the program area and that comply with any local licensing requirements and best practice guidelines for the particular type of program. The Staff-to-youth ratio should be adjusted (in accordance with any local licensing requirements and best practice guidelines) for programs that serve youth with special needs.

Mixed Age Groups- In most incidents involving one youth abusing another youth, the youth are from different age groups. Each program is responsible for establishing specific guidelines for additional monitoring and supervision of activities that involve youth from different age groups. Staff must be made aware that close line of sight supervision is required when monitoring programs that mix age groups.

C. Monitoring Youth in Program Facilities

Programs must implement practices for monitoring program youth that comply with all of the following:

1. A parent or legal guardian must complete a participant application which includes identifying information, the youth's date of birth, and emergency contact information.
2. Programs should establish procedures (e.g., sign-in/sign-out sheets, instructor roll calls) sufficient to ensure that: (a) for all times youth are under direct supervision (see below), the program has a record of the youth who are participating in the activity that is subject to direct supervision; and (b) for all times youth are using authorized areas within a facility under indirect supervision (see below), the program has a record of the youth who are using the authorized areas within the facility.
3. Programs must establish procedures to ensure that, while in the program facility, youth are supervised, either directly or indirectly.
 - a. Direct supervision: The program may offer structured, scheduled activities like basketball tournaments, swimming classes, arts and crafts activities, etc. These activities should have one or more Staff assigned to lead and supervise, in accordance with the program's Staff-to-youth ratio requirements.
 - b. Indirect supervision: The program may designate certain facility areas as authorized areas. For example, authorized areas could include a gymnasium, a game area, a playground area, or a classroom for doing homework. Authorized areas must be easily visible and routinely and systematically checked by Staff. Youth should know that they will be supervised by Staff at all times, and all Staff should know which areas are authorized for indirect supervision. Programs must implement indirect supervision standards for all authorized areas that include at least the following: (i) how frequently and for how long authorized areas will be monitored by Staff; (ii) specific assignments of Staff to have supervision responsibilities over the authorized areas; and (iii) documentation of the scheduled periodic monitoring of these areas.
 - c. Programs must ensure that Staff are on notice of the need for close line of sight supervision of any group that includes youth below the age of 12, or 7th grade.
4. Programs must establish procedures for monitoring high risk areas (e.g., bathrooms, locker rooms, unused rooms, and other high risk areas identified by the periodic program site location review) that include at least: (a) designation of specific Staff to supervise these areas; (b) scheduled periodic monitoring of these areas; and (c) requirements for Staff to contemporaneously record when and for how long they monitor these areas.
5. Programs must require all program Staff to wear nametags or other identifying clothing so that youth can easily recognize them as Staff. Where possible, nametags or other identifying clothing should enable easy differentiation among staff employees, staff volunteers, and contractors.

6. Programs must train all Staff:
 - a. to greet youth that enter the facility; to direct youth to structured activities or authorized areas; and, to redirect youth who are not in an authorized area or who are not participating in a structured activity;
 - b. to be aware of the risks involved with mixing age groups and how to monitor activities involving mixed age groups;
 - c. to routinely monitor high risk areas even if not specifically designated to do so.

D. Monitoring High Risk Activities

1. Bathrooms

Many incidents of youth-to-youth abuse occur in bathrooms. Programs must establish procedures for monitoring bathroom activities that comply with the following:

- a. For “Group Bathroom Breaks”:
 - Require Staff to take groups of two or more youth to the bathroom.
 - An adult Staff member should enter and check the bathroom before youth are allowed to enter.
 - If the bathroom only has one stall, only one youth should enter the restroom while the others wait outside with Staff.
 - If there are multiple stalls, only send in as many youth as there are stalls.
 - Minimize youth of different ages using the bathroom at the same time.
 - Require Staff to stand outside the bathroom door but remain within earshot with the door ajar.
- b. For single use restrooms:
 - Require youth to ask permission to use the bathroom.
 - Require all Staff to frequently check bathrooms.
- c. To the extent practical, prohibit Staff from using the bathroom at the same time as youth. If this cannot be done due to facility limitations, ensure that bathroom doors remain open while Staff use a stall.

If presence in a stall with a youth is required (e.g., to assist a youth with a disability), Staff must keep the door to the stall open with another Staff in sight.

2. Locker Rooms

Programs must establish locker room procedures that comply with the following:

- a. Staff must stand within earshot of the locker room when in use by youth.

- b. Staff must intermittently and briefly check inside the locker room so youth know the locker room is monitored.
- c. Discourage the use of locker rooms by youth of different ages at the same time; if youth of different ages must use the locker room at the same time, increase the frequency of checks inside the locker room.
- d. Prohibit the use of locker room horseplay such as towel snapping.
- e. When possible, arrange lockers to minimize unnecessary privacy.
- f. When possible, require Staff and youth to use the locker room at different times.

3. Showers

Programs must establish procedures for showers that comply with the following:

- a. Staff and youth must shower at different times. Shower schedules should be created to permit supervision of youth while Staff shower.
- b. While youth shower, at least one Staff should stand in the bathroom doorway and within earshot of the youth.
- c. Ensure that only one youth is in each shower. Where possible, programs should use shower curtains that do not go all the way to the floor, so that Staff can easily see how many youth are in each shower stall.

4. Transition Times and Free Times

Transition times and free times pose a high risk for incidents because during these times, Staff may not be assigned a particular group of youth to supervise. To decrease the risk of incidents, programs must establish procedures for transition times and free times that comply with the following:

- a. Require youth to remain in line-of-site of Staff at all times.
- b. Specify Staff-to-youth ratio for these times.
- c. Define authorized areas for use during these times.
- d. Ensure that Staff are assigned specific zones within the authorized areas to supervise.
- e. Ensure that bathroom procedures continue to be followed during these times.
- f. Require supervisors to conduct periodic check-ins and sweeps of the entire activity area, including both authorized and non-authorized areas.

5. Playground Activities

Programs must establish procedures for playground activities that comply with the following:

- a. Require youth to remain in line-of-site of Staff at all times.
- b. Specify Staff-to-youth ratios for these activities.
- c. Define specific narrow boundaries around the playground area to define the authorized area for use.
- d. Provide Staff with specific instructions on how to monitor barriers to supervision (such as storage sheds, playhouses, tunnels, and shrubs).
- e. Ensure that Staff are assigned specific zones within the authorized area to supervise.
- f. Ensure that bathroom procedures continue to be followed during playground activities.
- g. Require supervisors to conduct periodic check-ins and sweeps of the entire playground area, including both authorized and non-authorized areas.

6. Transportation Activities

Programs must establish procedures for transportation activities that comply with the following:

- a. Require written parent permission forms and medical releases from all youth on the trip. Staff must take these permission forms and medical releases with them on the trip.
- b. Require Staff to have a list of youth on the trip. Require Staff to take roll when boarding the bus/other transport, when leaving the bus/other transport, and periodically throughout the trip.
- c. Specify Staff-to-youth ratios. When possible, do not count the driver in the supervision ratio.
- d. Require Staff to sit separately and in seats that provide sight lines throughout the bus/other transport and permit maximum supervision.
- e. Prohibit drivers from making unauthorized stops.
- f. Require Staff to document the beginning and ending time of the trip and the mileage, names of youth being transported, and destination.
- g. Require written documentation of any unusual occurrences during transportation.

When public transportation is used, in addition to the procedures listed above, procedures should comply with the following:

- a. Require youth to remain in one area of the bus/other public transport, if possible.
- b. Require Staff assigned to a group to remain with that group on the bus/other public transport in a position where all youth in the group can be observed.
- c. Require Staff to take a head count or call roll immediately after entering and leaving the bus/other public transport.
- d. Staff should never transport youth in non-organization vehicles except in an emergency situation. If such transport occurs: (a) the youth must be transported directly to the emergency destination without any unauthorized stops; (b) Staff must immediately notify administrators in writing, identifying the youth transported, the beginning and ending times of transport, the mileage, the emergency that necessitated the transport, and any unusual events that occurred during the transport.

7. Off-Site Activities

Programs must establish procedures for off-site activities that comply with the following:

- a. Staff must obtain written supervisor approval for all off-site activities.
- b. Staff must obtain written parental approval for all off-site activities.
- c. Staff-to-youth ratios must be appropriate to off-site activities (these may vary depending on the particular off-site activity).
- d. Staff and youth must be easily identifiable to each other while engaged in the off-site activity.
- e. Include specific bathroom and locker room procedures as applicable to the off-site activity.
- f. Require strict compliance with transportation activity requirements above while traveling to and from the off-site activity and while engaged in the off-site activity.
- g. A supervisor must observe the off-site activities at scheduled times and random intervals.
- h. Require adoption of additional procedures as appropriate to a particular location and type of activity (for example, Amusement parks, Water Parks, Arcades), and ensure that Staff are advised of any additional procedures. Such procedures may include, but are not limited to, assigned groups, scheduled itineraries, continuous roll calls or head counts, and group bathroom breaks.

8. Overnight Activities

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

Programs must establish procedures for overnight activities that comply with the following:

Supervision Guidelines:

- a. All overnight activities must be documented and approved in writing by the program manager, program administrator, or division manager.
- b. The program manager, program administrator, or division manager must regularly and randomly observe overnight activities on a scheduled and periodic basis.
- c. The program manager or program administrator must appoint a “lead” Staff to supervise the overnight.
- d. The program manager or program administrator and lead Staff must determine the appropriate Staff-to-youth ratios before the overnight activity and schedule Staff accordingly.
- e. The lead Staff must conduct a pre-trip meeting with all Staff assigned to the trip to discuss and review the unique risks of overnight trips, unique elements of the specific overnight trip, and specific policies and procedures that govern overnight trips.
- f. Provide parents with written information about the overnight activity and the name and contact information for the lead Staff. Require all parents to sign a permission slip for their children to attend the overnight. Lead Staff should consider conducting a pre-trip meeting with parents as well.

Overnights at the Program Facility:

- a. Physical boundaries within the program facility, including authorized and unauthorized areas, must be clearly defined and explained to the youth.
- b. At least two Staff must be present throughout the overnight stay. Assign each Staff to a specific group of youth to supervise. Each Staff must maintain a roll sheet that lists all of the youth in his or her group and must conduct head counts and roll checks routinely throughout the evening.
- c. Assign Staff to high risk areas within the program facility, such as the bathrooms, entrances and exits, and hallways. If it is not possible to assign specific Staff to these areas, assign specific Staff to conduct periodic facility “walk-throughs” that include these areas.

- d. With regard to sleeping arrangements, separate male and female youth into separate rooms and post Staff at the entrances and exits to these rooms. If this is not feasible, separate male and female youth by as much space as possible.
- e. Require Staff to perform periodic random room checks. When performing room checks, Staff should always go in pairs.
- f. All Staff are to be on duty at night until an hour after lights out and all youth are quiet.

Overnights Away from the Facility:

- a. Overnight stays at private homes are prohibited unless approved in advance in writing by the program manager and program administrator.
- b. Physical boundaries at the off-site location, including authorized and unauthorized areas, must be clearly defined and explained to the youth.
- c. At least two Staff must be present throughout the overnight stay. Assign each Staff to a specific group of youth to supervise. Each Staff must maintain a roll sheet that lists all of the youth in his or her group and must conduct head counts and roll checks routinely throughout the evening.
- d. Assign Staff to high risk areas within the off-site location, such as the bathrooms, entrances and exits, and hallways. If it is not possible to assign specific Staff to these areas, assign specific Staff to conduct periodic facility “walk-throughs” that include these areas.
- e. With regard to sleeping arrangements, separate male and female youth into separate rooms and post Staff at the entrances and exits to these rooms. If this is not feasible, separate male and female youth by as much space as possible.
 - o If in a cabin type setting, Staff should be placed in bunks to maximize supervision around the cabin, provide sight lines to all exits, and decrease the chances of youth sneaking out.
 - o In hotels/motels, assign youth to rooms based on sex and age. Staff should have their own rooms. If Staff must share rooms with youth, Staff must have their own beds and never change in front of youth.
- f. Require Staff to perform periodic random room checks. When performing room checks, Staff should always go in pairs.
- g. All Staff are to be on duty at night until an hour after lights out and all youth/rooms are quiet.

9. Teen Leadership Program/Counselors in Training Program

Staff must understand that older youth who participate in teen leadership programs are still youth and not Staff. Even though they are often given more responsibility, teens in the leadership programs must be provided with guidelines regarding appropriate behavior, and then supervised accordingly.

Programs must establish procedures for teen leadership programs that comply with the following:

- a. Create a screening process for teen leaders that includes
 - A standard application
 - An interview
 - References (from teachers, counselors, family friends, etc.)

- b. Train teen leaders in their roles in programs and on program policies about appropriate and inappropriate interactions. This training should include the following information:
 - Appropriate and inappropriate physical and verbal interactions.
 - The importance of maintaining behavioral boundaries between teen leaders and younger youth and between teen leaders and Staff.
 - Prohibiting teen leaders from being one-on-one with youth.
 - Prohibiting teen leaders from escorting youth to the bathrooms.
 - Prohibiting teen leaders from assisting youth with changing their clothes.

- c. Create a system to monitor the teen leaders.
 - Designate specific Staff to be in charge of the teen leadership program and its participants.
 - Require teen leaders to wear clothing or lanyards that identify them as leaders-in-training and differentiate them from both Staff and other program youth.
 - Require a supervisor to conduct regular periodic check-ins with teen leaders and their Staff supervisors.
 - Require teen leaders to keep a log documenting their program activities and any problems they encounter. The Staff supervisor should review these logs on a regular periodic basis.