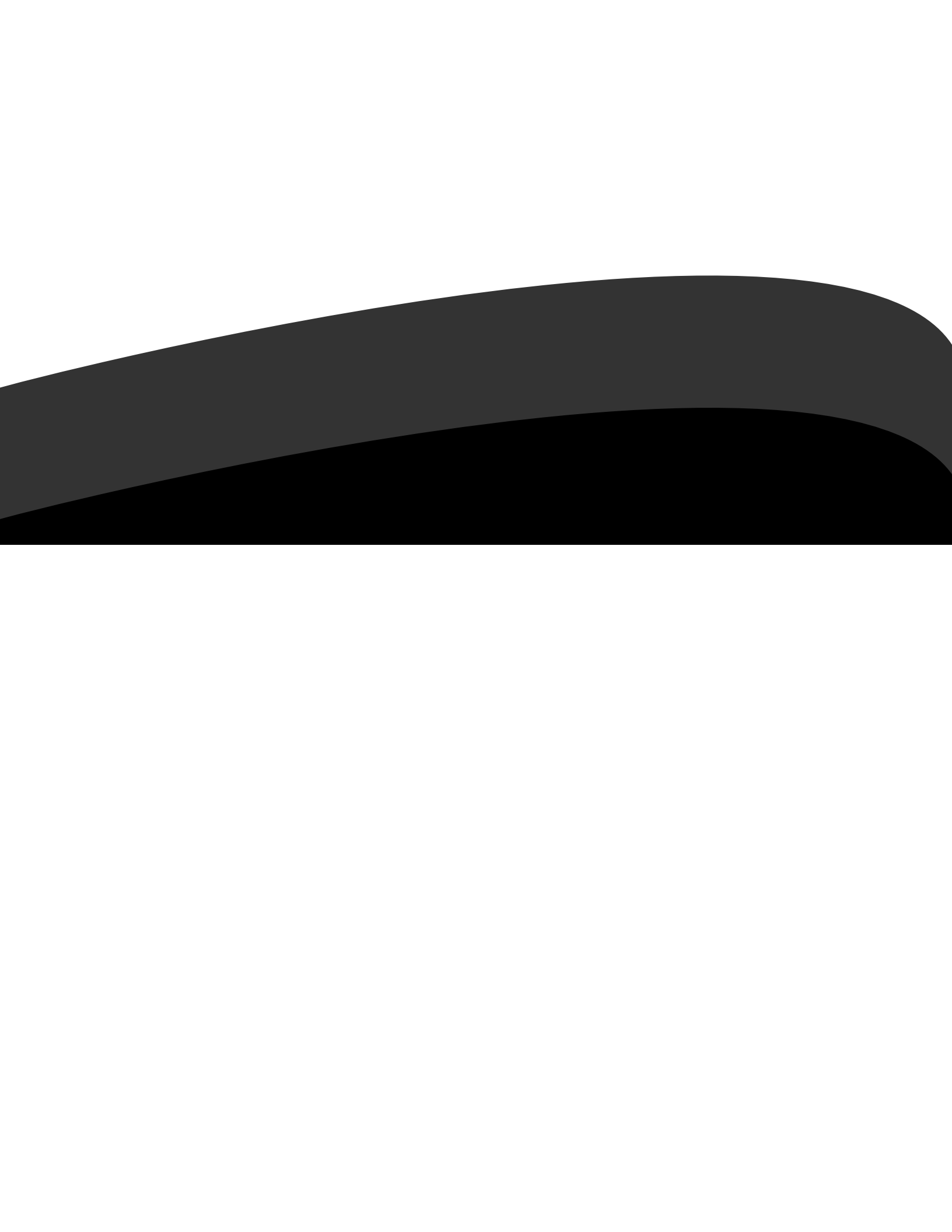




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Division of Violence Prevention
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Each component is described in detail, including the prevention goals, critical strategies, and additional strategies that could be considered depending on the context and resources of individual organizations.

The sections that follow offer suggestions for addressing challenges to developing and implementing a strategy to prevent child sexual abuse and provide tools to help organizations move forward. A list of publications and organizations that can provide helpful information is provided in Appendix B.

Every organization does not have to take on all strategies presented in this document. The process of implementing child sexual abuse prevention strategies takes time and will evolve differently in each organization. Not all strategies presented in this document will apply to all organizations. However, it is very important that organizations abide by their youth protection policies and procedures to avoid being criticized for not adhering to them if a youth is sexually abused. Adoption of strategies will depend on the following contextual issues:

- Organization's mission and individual activities. For example, though all youth-serving organizations are interested in helping youth develop into healthy adults, the mission of mentoring or religious organizations is often focused on fostering nurturing relationships between individual adults and youth. Because this mission results in more one-on-one activities between employees/volunteers and youth, these organizations need to adopt child sexual abuse prevention strategies that protect youth in one-on-one situations with adults.
- Culture and language of youth served by the organization.
- Insurance requirements.
- Available resources.
- State and national laws. Organizations should consult with legal representation and review state and national laws before adopting and implementing child sexual abuse prevention strategies. A good place to start is the Child Welfare Information Gateway, which provides

he components that follow were identified during
a meeting of experts sponsored by CDC in August

To select the best possible people for staff and volunteer positions and to screen out individuals who have sexually abused youth or are at risk to abuse.

Screening for child sexual abuse prevention should be integrated into the general screening and selection process that organizations already employ to choose the best possible candidates for positions. Child sexual abuse prevention should be one of the many areas considered when deciding whom to select. While employee/volunteer screening and selection are important, they should not be the only efforts adopted to prevent child sexual abuse.

Before you start screening

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Written application

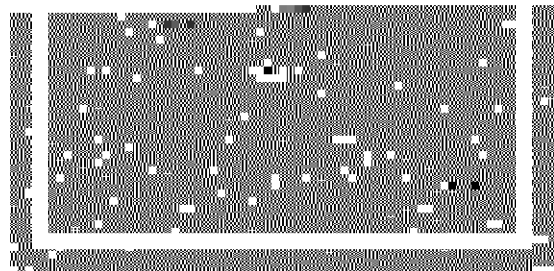
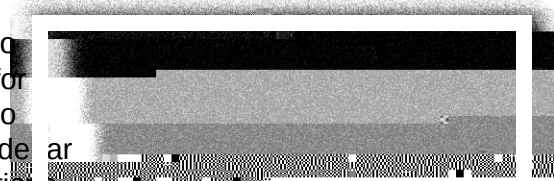
The written application provides the information you need to assess the background and interests of applicants. Questions should help you determine whether applicants have mature, adult relationships as well as clear boundaries and ethical standards for their conduct with youth. The sidebar on page 6 may help you develop appropriate questions.

- Ask about previous work and volunteer experiences.
- Ask questions pertinent to child sexual abuse screening.
- Provide a permission form for contacting personal references and performing a criminal background check. The permission statement should include an indemnification clause developed by an attorney to protect your organization from false allegations or other legal issues.
- Ask open-ended questions that encourage broad answers. These will provide material for follow-up in the personal interview and throughout the screening and selection process.
- Use disclosure statements to ask applicants about previous criminal histories of sexual offenses, violence against youth, and other criminal offenses. The applicant may not disclose past offenses, but the inquiry will demonstrate your organization's seriousness about protecting youth and potentially discourage applicants at risk for perpetrating child sexual abuse.
- Clarify that you are interested in learning about an applicant's past perpetration of child sexual abuse rather than a history of victimization.

Personal interview

The personal interview provides an opportunity to meet applicants, determine if they are a good fit for your organization, and ask additional questions to screen for child sexual abuse risk factors. The sidebar on page 6 may help you develop interview questions.

- Ask open-ended questions that encourage discussion.
- Clarify and expand upon the applicant's answers to questions from the written application.



Reference checks

Reference checks provide additional information about applicants and help verify previous work and volunteer history.

- Obtain verbal—not just written—references for applicants. Conversations can elicit much more information than written responses.
- Match references with employment and volunteer history. Is anyone important missing from the references, such as the supervisor from the applicant's most recent job? To provide a more complete picture of the applicant, the references should come from a variety of sources and should not be limited to family members or friends.
- Be aware that many employers will only provide basic information, such as dates of employment or rehiring eligibility. If a former employer will only provide limited information, clarify whether the person providing the reference is limiting information because of company policy.

The following questions may be useful for reference checks:

- How would you describe the personal characteristics of the applicant?
- How does the applicant interact with youth?
- Why would this person be a good candidate for working with youth? Is there any reason this person should not work with youth?
- Have you seen the applicant discipline youth (other than his or her own children)?
- Would you hire this person again? Would you want him or her in your organization in the future?

Criminal background checks

Criminal background checks are an important tool in screening and selection. However, they have limitations. Criminal background checks will not identify most sexual offenders because most have not been caught. When this report was published, an efficient, effective, and affordable national background screening system was not available.

- Use background checks as one part of child sexual abuse prevention efforts. Using background checks alone may give your organization a false sense of security.
- Save time and resources by delaying criminal background checks until the end of the screening and selection process. Applicants who do not make it through the written applications, personal interviews, and reference checks will not need a criminal background check.
- Obtain permission from applicants before beginning a criminal background check.
- Determine the type and level of check required for each applicant. Types of checks include name, fingerprint, sex offender registries, and social security number. Checks may be implemented at county, state, and national levels. Records are not always linked or comprehensive, so a thorough search may be needed to address concerns about an applicant. For example, if an applicant has moved frequently, checks in multiple states may be necessary.
- Plan for the time and financial resources needed to conduct background checks.
- Decide which offenses to examine in the background checks and which offenses will disqualify applicants. For child sexual abuse, absolute disqualifiers include violent behavior and

child sexual abuse perpetration history. Depending on the risk of the situation or the mission of your organization, drug and driving offenses may also be disqualifiers. Arrest data are not grounds for disqualification; only offenses resulting in convictions may be used.

- Develop procedures to keep the results of criminal background checks confidential. Select a

To ensure the safety of youth in their interactions with employees/volunteers and with each other.

Guidelines on interactions between individuals should be determined by an organization's mission and activities. For example, organizations that promote one-on-one activities between adults and youth may need different interaction guidelines than programs built around group activities. Organizations should develop interaction policies before situations arise. The strategies listed below should be tailored to the developmental age and maturity of the youth and employees/volunteers. Strategies should also match the cultural context of the population served by the organization. In this section, "adult" refers to any individual in a supervisory position, including youth.

Balancing positive and negative

- Find a balance between encouraging positive and appropriate interactions and discouraging inappropriate and harmful interactions.
- Adopt strategies with this balance in mind to ensure that youth benefit from your program without risk of sexual abuse or harm.

Appropriate/inappropriate/harmful behaviors

Appropriate, positive interactions among youth and between employees/volunteers and youth are essential in supporting positive youth development, making youth feel valued, and providing the caring connections that serve as protective factors for youth. Conversely, inappropriate or harmful interactions put youth at risk for adverse physical and emotional outcomes. Organizations should identify behaviors that fall into the categories of appropriate, inappropriate, and harmful. These categorizations can be spelled out in your code of conduct or ethics. Carefully balance the benefits of appropriate interactions with the risks associated with inappropriate interactions. See page 10 for examples of appropriate/inappropriate/harmful behaviors.

Ratios of employees/volunteers to youth

The goal of setting ratios for the numbers of employees/volunteers to youth is to ensure the safety of the youth. There is no standard ratio for all situations. When making decisions about ratios, consider contextual variables such as:

- Age and developmental level of youth and employees/volunteers. If youth or employees/volunteers are young, you may need a lower ratio, that is, fewer youth per adult.
- Risk of the activity. Does it involve a great deal of isolation from others?
- Location of the activity. Is it in a classroom that is easy to monitor or at a park, where it is easier to lose track of individuals?

Encourage employees/volunteers to actively interact with the youth to maintain adequate supervision and monitoring. Even with a satisfactory ratio of employees/volunteers to youth, the youth are not being monitored if all of the employees/volunteers are immersed in their own conversations in a corner of the room.

Sometimes it is unclear if a behavior is appropriate, inappropriate, or harmful. For example, intimate contact, such as kissing, may be developmentally appropriate for older youth, but may be inappropriate within the confines of the organization. It may even be harmful if the kissing is coercive. Another example involves hugging. Hugging may be appropriate and positive in some circumstances, but it can also be inappropriate if the child is not receptive, if the employee/volunteer is hugging too often or for too long, or if the contact is romanticized or sexually intimate.

Appropriate:

- Praise
- Positive reinforcement for good work/behavior

Inappropriate/harmful:

- Sexually provocative or degrading comments
- Risqué jokes

Appropriate:

- Pats on the back or shoulder

Inappropriate/harmful:

- Patting the buttocks
- Intimate/romantic/sexual contact
- Corporal punishment
- Showing pornography or involving youth in pornographic activities

One-on-one interactions

Some organizations have a policy to limit one-on-one interactions between youth and adults (i.e., having at least two adults present at all times with youth). The goal of such a policy is to prevent the isolation of one adult and one youth, a situation that elevates the risk for child sexual abuse. This strategy must be modified based on the mission of your organization.

- Limit one-on-one interactions whenever possible by having at least two adults present at all times with youth.
- Choose one of three options relating to this policy:
 - Make this a mandatory policy at all times.
 - Make this policy dependent on the risk of the activity or situation, such as overnight trips.
 - Maintain other safeguards such as extra supervision or contact with youth and employees/volunteers and more stringent screening if the mission of your organization requires one-on-one time between employees/volunteers and youth (e.g., mentoring programs).

Risk of interactions between youth

Your organization needs to address interactions among youth in addition to monitoring interactions between employees/volunteers and youth. Many strategies that focus on the interactions between employees/volunteers and youth can be tailored to address interactions among youth.

- Address all situations where unsupervised youth can sexually or physically abuse other youth. For example, if your organization has a policy that prevents adults from being present in locker rooms (or example, if your organization has a policy that prevents adults from being present in locker rooms), you should also have a policy that prevents youth from being present in locker rooms (or example, if your organization has a policy that prevents adults from being present in locker rooms), you should also have a policy that prevents youth from being present in locker rooms.

The second type is contact between youth and people not affiliated with your organization that occurs while youth are under the care of your organization.

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by including monitoring within a job description, specifying what employees/volunteers need to do from the very beginning, and providing training.

Clear reporting structure within organization

Your organization should have a well-defined reporting structure so people know who to contact if they observe potentially inappropriate or harmful behavior.

- Require employees/volunteers to report any behaviors and practices that may be harmful.
- Establish direct-line and back-up reporting systems within your organization. The back-up option should be used if the incident involves the direct-line authority.
- Create a climate that encourages people to question confusing or uncertain behaviors and practices.

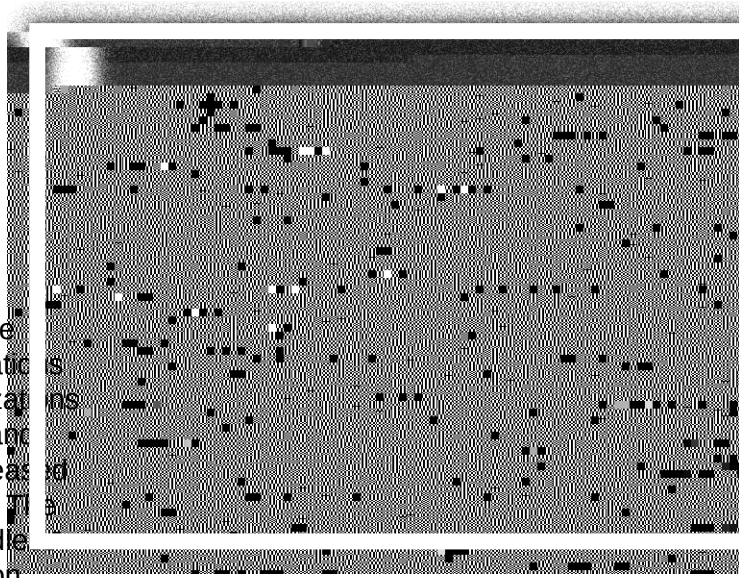
Observation and contact with employees/volunteers

Your organization should use multiple monitoring methods to get a clear picture of how individuals are interacting.

- Use formal supervision, including regular evaluations.
-

To keep youth from situations in which they are at increased risk for sexual abuse.

Environmental strategies will vary depending on the organization. Strategies will be different for organizations with physical sites (e.g., a day care, school), organizations with multiple sites for activities (e.g., some sports and recreation organizations), and organizations with leased or underused space (e.g., mentoring organizations). The risk of the environment should be considered regardless of an organization's physical space. If an organization does not control its own space, back-up strategies should be used to ensure youth and employees/volunteers can be monitored.



Visibility

Building or choosing spaces that are open and visible to multiple people can create an environment where individuals at risk for sexually abusive behaviors do not feel comfortable abusing.

Use the following methods to increase visibility:

- Landscape to ensure open visible spaces with no possible concealment.
- Have clear lines of sight throughout the building.
- Secure areas not used for program purposes to prevent youth from being isolated (e.g., lock closets and storerooms).
- Install windows in doors.
- Institute a "no closed door" policy.
- Install bright lighting in all areas.

Privacy when toileting, showering, changing clothes

Your organization should develop policies and procedures for reducing risk during activities such as toileting, showering, and changing clothes that consider not just the risk of employee/volunteer sexual abuse, but also the risk of inappropriate or harmful contact among youth.

Access control

Your organization should monitor who is present at all times.

- Develop policies and procedures for admitting and releasing youth so their whereabouts are always known.
- Have policies and procedures for monitoring which people outside of your organization are allowed in and under what circumstances.

Off-site activity guidelines

Your organization should define and communicate its on-site and off-site physical boundaries.

- Decide and communicate when and where your organization is responsible for the youth it serves. This is particularly important in a multi-organization facility and on field trips.
- Develop environmental policies for field trips and other off-site activities, such as how to handle off-site bathroom breaks and use of public transportation.

Transportation policies

Your organization should define whoation.

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- When to report
 - Report to the authorities any time there is a reasonable suspicion of child abuse or

Confidentiality policy

Because of the sensitive nature of child sexual abuse cases, your organization should decide in advance what information should remain private and what information can be made public.

- Withhold the names of potential victims, the accused perpetrator, and the people who made the report to the authorities.
- Decide whether to inform the community that an allegation has been made.
- Ensure that your organization's confidentiality policy is consistent with state legal requirements.

Response to the press and the community

Your organization should decide on a strategy for responding to the press and the community before an allegation has been made.

- Designate a spokesperson for questions and inquiries.
- Have employees/volunteers go through training on how to deal with the press and the community, if appropriate.

Membership/employment of alleged offenders

Remember that an allegation of child sexual abuse does not equate to guilt. The person alleged to have engaged in sexually abusive behavior should not be labeled as an offender or sexual abuser. However, once a suspicion or allegation has been communicated, it needs to be reported to the authorities, and your organization must take certain steps to protect the youth under its care.

A decision must be made whether to suspend membership or employment.

- Suspend membership or employment immediately after reporting the child sexual abuse or put the alleged offender on probation until the case is resolved legally. Have an appeal process in which people found not guilty of perpetration in court may apply to return to their former positions in the organization.
- Develop policies on how to deal appropriately and responsibly with alleged or convicted offenders if your organization decides that it may not be appropriate to revoke membership or employment. Some organizations, particularly faith-based ones or those dealing with youth-on-youth sexual abuse, may decide that revoking membership sends the wrong message. Because these organizations need to manage circumstances in which alleged victims and offenders may be together, a well-constructed policy can help deal with this difficult situation.
 - Require limited access agreements in which alleged or convicted offenders can attend a worship service or activity that does not involve youth but may not be involved in any activities specific to youth. These individuals may also be required to attend permitted services and activities with a "buddy" or another adult who has agreed to stay with them at all times.

- Require informed supervision. Make sure at least one staff member is informed of the sexual abuse and is instructed to supervise vigilantly the accused adult or youth in his or her interaction with the program and/or organization.
- Employ restorative practices. (See “Additional Strategies to Consider” below.)

Support for victims and families

Organizations may want to provide support for victims and their families to help them cope with the sexual abuse.

- Provide referrals for victims and their families to child sexual abuse organizations and counselors or therapists.
- Reimburse victims and families for counseling.
- Offer restorative justice approaches. Restorative practices are a way to have a respectful and safe dialogue when a misunderstanding or a harm has occurred. If your organization is interested in using restorative justice, seek assistance from organizations with expertise in these techniques and refer to the “Resource List and Sample Policies” section. (See Appendix B.)

Coping process for the organization and community

The organization and community as a whole may need help getting past the child sexual abuse that has occurred.

- Adopt strategies such as showing that steps are being taken to deal appropriately with the situation, providing support groups, and having forums to discuss the topic and answer questions.
- Adopt a policy for notifying the wider organization and caregivers that child sexual abuse has happened. But before doing so, determine what information is appropriate to share. (See “Confidentiality Policy” on page 20.)
- Train caregivers on how to talk to youth about child sexual abuse.
- Debrief or offer support and counseling for reporters and bystanders.
- Seek assistance in using restorative justice approaches to help the community heal.

To give people information and skills to help them prevent and respond to child sexual abuse.

This section will first present general training guidelines and will then cover specific information on education and training for three types of people related to organizations: employees/volunteers, caregivers, and youth.

To ensure that child sexual abuse training is effective and fits with other strategies, organizations should follow several guidelines.

Goals in training

- Set measurable goals. What are the desired behaviors or performance changes in trainees? What is essential that people gain from the training?
- Plan the training to meet goals.
- Evaluate the training periodically to ensure that it meets goals.
- Decide if your organization wants to use an overarching frame. Two that have been used in other organizations are (1) healthy sexuality and (2) rights and responsibilities. The healthy sexuality frame for child sexual abuse education helps individuals distinguish child sexual abuse from something that is healthy and normal. The rights and responsibilities frame involves teaching individuals that they have the right to be treated appropriately and the responsibility to treat others appropriately.

There are many ways to provide information and teach skills to individuals. Delivery mechanisms, level of interactivity, frequency, and training methods all need to be considered when designing a training or education program.

Creation of a safe space

Create an environment in which trainees feel comfortable raising questions and concerns. Being receptive to questions reduces barriers to coming forward, reporting, and being pro active about preventing and responding to child sexual abuse.

Point of contact for child sexual abuse

- Designate one point of contact for questions and concerns to ensure messages about child sexual abuse are communicated consistently. This point of contact can be one individual or a group within a division of your organization.
- State explicitly that every employee/volunteer is still responsible for preventing and responding to

Protective factors

Employees/volunteers should know that youth-serving organizations exist in order to provide a healthy and safe environment where youth can thrive. The very things that youth-serving organizations do may be protective against child sexual abuse. For example, close, caring, and connected relationships between youth and employees/volunteers can be extremely beneficial for youth development and can help youth feel supported and loved. This may protect youth from child sexual abuse. Because of the nature of the interactions in these relationships, however, they can also put youth at risk of being sexually abused by employees/volunteers.

- Help employees/volunteers learn to maintain a balance between providing a nurturing environment and working to prevent child sexual abuse.
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Two main areas of education should be emphasized with caregivers (i.e., parents and guardians) of youth in youth-serving organizations: (1) education specific to child sexual abuse and (2) education about the organization's child sexual abuse prevention policies and procedures.

Child sexual abuse information

Caregivers need to understand child sexual abuse and their role in preventing it. Education in this area should be in the context of explaining healthy sexual development (e.g., what is appropriate and when).

- Define child sexual abuse, including the continuum of appropriate, inappropriate, and harmful behaviors.
- Challenge commonly held myths about child sexual abuse, such as the myth that most offenders are strangers and are easily identifiable.
- Describe warning signs for sexually offending behaviors and victimization (i.e., what to watch for).
- Discuss how to talk to their children about sexuality and child sexual abuse as well as how to talk to other adults about child sexual abuse both before and after any suspicion of sexual abuse has been raised. Use role playing to make caregivers feel more comfortable bringing up these topics.
- Explain caregivers' responsibility to act if they witness or hear about inappropriate or harmful behaviors.
- Describe where to go for help within your organization, such as who the point person for child sexual abuse is inside your organization.
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Child sexual abuse education and training for youth should be both developmentally appropriate and at the proper skill level. For example, different skills and knowledge may be provided to adolescents and younger children.

Child sexual abuse information

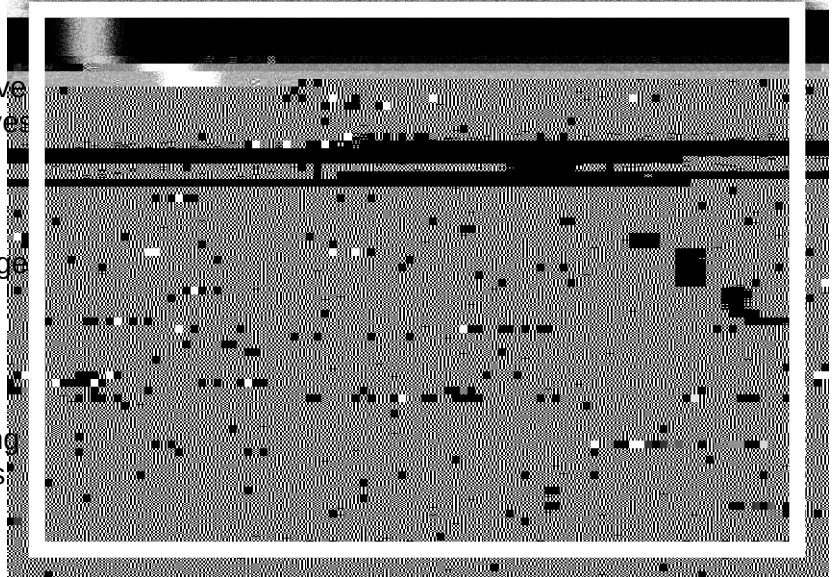
Your organization needs to provide youth with some basic child sexual abuse information.

- Provide general information about child sexual abuse, including what constitutes appropriate, inappropriate, and harmful behavior from adults and other youth. For example, youth need to know that no one has the right to force, trick, or coerce them into sexual situations and that sexual offenders, not their victims, are responsible for their behavior.
- Teach youth how to interact appropriately with each other.
- Discuss the importance of reporting sexual abuse.
- Tell youth to whom they should report what they believe is inappropriate or harmful behavior.
- Seek assistance from other organizations that have created personal safety programs if your organization is interested in implementing one.

Protective factors

There are factors that can help prevent youth from getting sexually abused or abusing. Youth should be educated about how they can make themselves and others safer.

- Educate youth about the bystander approach. Empower youth to intervene or tell someone when they see inappropriate or harmful interactions between adults and youth or between youth. Encourage youth to tell a trusted adult about inappropriate or harmful things that have happened to themselves or their friends.
- Empower youth as partners in the prevention process. Encourage them to adopt healthy strategies to protect themselves, such as checking with a caregiver/adult before doing activities, going places with friends instead of alone, and identifying trusted adults.
- Educate youth about healthy sexuality. Teach youth to recognize appropriate behavior and to avoid exploitive or inappropriate behavior toward others.



rganizations that are committed to preventing child sexual abuse will likely face challenges in implementing prevention policies and strategies. Which challenges an organization faces will depend largely on its type, size, and level of commitment to child sexual abuse prevention. Not all challenges described in this document will apply to your organization. Awareness of potential challenges, however, will better prepare you for such encounters.

Most challenges that organizations face in child sexual abuse prevention fall into two broad categories: beliefs and structural issues.

The following tables present some of the challenges within these categories and suggest some of the strategies that organizations have used to overcome them.

Challenges	

Fear that people will think something is wrong within your organization because it is focusing on the issue of child sexual abuse.	The way that your organization frames child sexual abuse prevention can make all the difference in overcoming this challenge. Experts suggest that organizations use the following frames when discussing your efforts to prevent child sexual abuse: • Child sexual abuse prevention efforts enhance your organization's mission to nurture and protect youth. • The well-being of youth (including their freedom from child sexual abuse) is part of your organizational mission. • Policies to protect youth also protect your organization and the employees/volunteers who work there. • Organizations that are proactive about child sexual abuse prevention show corporate responsibility. • Prevention of child sexual abuse is only one area of youth safety about which your organization is concerned.
Attitudes about sexuality • A cultural reluctance to talk about sex and child sexual abuse. • A belief that it is not your organization's place to deal with child sexual abuse.	Because this challenge applies not just to organizations but to our culture as a whole, this challenge is particularly difficult to overcome. Make sure that these issues get discussed regularly in your organization, especially in training. Also involve caregivers and other stakeholders in these discussions. Over time, perseverance and open communication should overcome this barrier.
Denial and fear can result in lack of buy-in from all levels of employees/volunteers. Some organizations are challenged by a lack of support for this issue from management and an unwillingness of employees/volunteers to spend time on child sexual abuse prevention. This is particularly true when child sexual abuse prevention is not identified as a high priority in organizations.	Be persistent in addressing myths, denial, and fear related to child sexual abuse prevention. Continue to train all levels of employees/volunteers about the importance of this issue.
Fear of uncovering child sexual abuse cases when adopting child sexual abuse prevention strategies.	When your organization adopts child sexual abuse prevention strategies and policies, you may initially encounter an increase in the number of disclosures of child sexual abuse. This is because the strategies are uncovering cases that have been hidden. The hope is that once these cases have been uncovered and prevention strategies are consistently implemented, the number of reported cases will decrease.

Challenges	Strategies to Overcome Challenges
Structural issues that hinder child sexual abuse prevention	Overall strategy for overcoming structural issues challenge: leadership Strong leadership within your organization that emphasizes the importance of child sexual abuse prevention can help make some challenging structural issues more manageable. One essential way that your leadership can emphasize your dedication to child sexual abuse prevention is to designate a point of contact for child sexual abuse prevention. It is essential that every one in your organization is responsible for prevention. This point of contact needs to be someone with enough expertise and training to answer questions and spear head your organization's policies. If your organization is multilayered or large, you can designate people at different levels to do this work. Dedicating staff to this issue, even if part-time, can make dealing with structural issues much easier.
Limited/inadequate resources •	slldbiAT BaText<FEFF0009>>> BDC 5 -1.3 EMC 51.25 4Sp9 Lackeedsmgh y-1.3 Td.25 slldbiAT BaText<FEFF0009>>> BDC 5 -1.3 EMC 51.25 4Sp9 Lackeedse de-1.3 Td.25 slldbiAT BaText<FEFF0009>>> BDC 5 -1.3 EMC 51.25 4Sp9 Lackeedsandsonnel-1.3 Td.25

Tendency to rely on one strategy (e.g., criminal background checks) as the sole effort in child sexual abuse prevention.	The first step to combating this tendency is to read this document. Then, have conversations with other organi

- Develop a system to track allegations of child sexual abuse and outcomes of cases. (See “Internal records” on page 19.)
- Inform your organization about the policy.
- Implement the policy.
- Evaluate the policy to continuously measure whether goals are being met. For example, the goal of setting criteria for screening and selection of employees/volunteers may be to make sure that employees/volunteers are appropriate for working with the youth within your organization. Once that goal is agreed upon and the screening and selection policies are adopted, your organization needs to reassess on a regular basis if that goal is being met. If it is not, what needs to be changed to meet the goal? If it is, consider more efficient ways to meet the goal.

Include appropriate child sexual abuse policies and practices in the prevention plan

In choosing child sexual abuse prevention policies and practices to adopt, your organization should gather information from several sources.

- Consider the strategies raised in this document.
- Use other organizations’ experiences in this area. For example, look at the resources and sample policies included in the “Resource List and Sample Policies” section. (See Appendix B.) You may also consider discussing prevention policies with other organizations.

This checklist can help your organization plan child sexual abuse prevention efforts in the next year and beyond. It summarizes the critical strategies discussed in this document. Because so many of the additional strategies to consider were specific to certain types of organizations, these are not included in the matrix. Space has been left at the bottom of the tool to add additional strategies.

[illegible]

Child sexual abuse prevention component	Strategy	Page where strategy can be found	Done/ in place	Short term (next 12 months)	Long term (3-5 years)	Not applicable to my organization
	Responsibility for youth	12				
Monitoring behavior	Responding to what is observed	13				
	Roles and responsibilities	13				
	Clear reporting structure within organization	14				
	Observation and contact with employees/ volunteers	14				
	Documentation that monitoring has occurred	14				
Ensuring safe environments	Visibility	15				
	Privacy when toileting, showering, changing clothes	15				
	Access control	15				
	Off-site activity guidelines	16				
	Transportation policies	16				
Responding to inappropriate behavior, breaches in policy, and allegations and suspicions of child sexual abuse	What to respond to and what to report	17				

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Phone: 404-487-5746
Fax: 404-487-5969
E-mail: lnichols@bcga.org

Boy Scouts of America
(www.scouting.org)
Current representative: James J. Terry
National Director of Administration
Administration Group National Office
1325 West Walnut Hill Ln.
P.O. Box 152079
Irving, TX 75015-2079
Phone: 972-580-2225
Fax: 972-580-7849
E-mail: jterry@netbsa.org

Crimes against Children Research Center,
University of New Hampshire
(www.unh.edu/ccrc/)
David Finkelhor, Ph.D.
Family Research Laboratory
Department of Sociology
University of New Hampshire
Durham, NH 03824
Phone: 603-862-2761
Fax: 603-862-1122
E-mail: david.finkelhor@unh.edu

Darkness to Light
(www.d2l.org)
Trisha Folds Bennett, Ph.D.
Director of Programs Products and Services
7 Radcliffe St., Suite 200
Charleston, SC 29403
Phone: 843-965-5444
Fax: 843-965-5449
E-mail: tbennett@d2l.org

National School Boards Association
(www.nsba.org)
Brenda Z. Greene
Director of School Health Programs
1680 Duke St.
Alexandria, VA 22314
Phone: 703 838-6756
Fax: 703-548-5516
E-mail: bgreene@nsba.org

National Sexual Violence Resource Center
(www.nsvrc.org)
Karen Baker, L.M.S.W.
123 N. Enola Dr.
Enola, PA 17025
Toll-free phone: 877-739-3895
Fax: 717-909-0714
E-mail: kbaker@nsvrc.org

Nonprofit Risk Management Center
(www.nonprofitrisk.org)
John Patterson
Senior Program Director
1130 Seventeenth St., NW, Suite 210
Washington, DC 20036
Phone: 202-785-3891
Fax: 202-296-0349
E-mail: John@nonprofitrisk.org

Portland State University
Keith Kaufman, Ph.D.
Professor and Department Chair
Psychology Department
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Sensibilities, Inc.
Cordelia Anderson
4405 Garfield Ave. South
Minneapolis, MN 55409
Phone: 612-824-6217
Fax: 612-824-6930
E-mail: Cordelia@visi.com

Special Olympics, Inc.
(www.specialolympics.org)
Dave Lenox
1133 19th St., NW
Washington, DC 20036
Phone: 202-628-3630
E-mail: dlenox@specialolympics.org

Stop it NOW!
(www.stopitnow.org)
Joan Tabachnick
Formerly Director of Public Education

Current representative: Peter Pollard
351 Pleasant St., Suite B319
Northampton, MA 01060
Phone: 413-587-3500, ext. 14
Fax: 413-587-3505
E-mail: ppollard@stopitnow.org

Union for Reform Judaism Camps
(www.urjcamps.org)
Rabbi Glynis Conyer
Formerly Director of Staff Development & Training

Current representative: David Berkman
Associate Director of Camping
Union for Reform Judaism
633 Third Ave., 7th Floor
New York, NY 10017
Phone: 212-650-4216
Fax: 212-650-4199
E-mail: dberkman@urj.org

Unitarian Universalist Association
of Congregations
(www.uua.org)
Rev. Patricia Hoerl
Formerly Children's Program and Family
Ministry Director

Current representative: Tracey Robinson-Harris
UUA Office of Ethics and Safety
25 Beacon St.
Boston, MA 02018
Phone: 617-948-6462
Fax: 617-742-0321
E-mail: trobinsonharris@uua.org

United Methodist Church
(www. umc.org)
Carol Sue Hutchinson
Florida Conference
P.O. Box 3767
Lakeland, FL 33802-3767
Phone: 863-688-5563 x 140
Fax: 863-686-7363
E-mail: chutchinson@ umc.org

CDC Participants:
Centers for Disease Control and Prevention
National Center for Injury Prevention
and Control
Division of Violence Prevention
4770 Buford Hwy., NE, Mailstop K-60
Atlanta, GA 30341
Website: www.cdc.gov/injury

Natalie Audage, M.P.H.
Consultant and former ASPH/CDC Fellow

Corinne Graffunder, M.P.H.
Branch Chief
Program Implementation and
Dissemination Branch

Janet Saul, Ph.D.
Branch Chief
Prevention Development and
Evaluation Branch



Armand and Beverly Ball
American Camp Association; 20047
(www.acacamps.org)

Counselor Behavior (video)

American Camp Association; 20037

X

X

X

X

X

Screening					
Book/Publication/Video/Workshop					

Book/Publication/Video/Workshop	Screening and selecting employees/volunteers	Guidelines on interactions between individuals	Monitoring behavior	Ensuring safe environments	Responding	Training employees/volunteers	Training caregivers/youth	General/overall
The Season of Hope: A Risk Management Guide for Youth-Serving Nonprofits John Patterson and Barbara Oliver Nonprofit Risk Management Center; 2002. (www.nonprofitrisk.org)	X	X	X	X	X	X		X
Smarter Adults-Safer Children program AGOS (developed for National Catholic Services, LLC); 2004. (www.agosnet.com)	X							

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American Youth Soccer Organization

- Go to www.soccer.org.
- Click on AYSO PROGRAMS on the top tab.
- Click on Safe Haven in the left pull-down menu.
- Click on Safe Haven Resources in the expanded Safe Haven menu.

American Camp Association
www.acacamps.org

American Youth Soccer Organization
www.soccer.org

Big Brothers Big Sisters of America
www.bbbs.org

Boys & Girls Clubs of America
www.kidbuilding.org

Boy Scouts of America
www.scouting.org

Centers for Disease Control and Prevention
www.cdc.gov/injury

Child Advocacy Centers
www.nca-online.org

Crimes against Children Research Center,
University of New Hampshire
www.unh.edu/ccrc/

Darkness to Light
www.d2l.org

FaithTrust Institute
www.faithtrustinstitute.org

FBI State Sex Offender Registries
www.fbi.gov/hq/cid/cac/states.htm

Minnesota Center Against Violence and Abuse
www.mincava.umn.edu

National Center for Missing and Exploited
Children
www.missingkids.com
www.cybertipline.com

National School Boards Association
www.nsba.org

National Sexual Violence Resource Center
www.nsvrc.org

Nonprofit Risk Management Center
www.nonprofitrisk.org

Prevent Child Abuse America
www.preventchildabuse.org

Sexuality Information and Education Council
of the U.S.
www.siecus.org

Special Olympics, Inc.
www.specialolympics.org

Stop it NOW!
www.stopitnow.org

Union for Reform Judaism Camps
www.urjcamps.org

Unitarian Universalist Association of
Congregations
www.uua.org

United Methodist Church-Florida Conference
[www. umc.org](http://www.umc.org)

Your State's Sexual Violence Coalition
www.nsvrc.org/resources/orgs/coalitions/index.html

