

UNITED STATES
OLYMPIC COMMITTEE
1 Olympic Plaza
Colorado Springs, CO 80909

March 15, 2017

The Honorable John Thune
Chairman
Committee on Commerce, Science, and Transportation
United States Senate
Washington, DC 20510

The Honorable Jerry Moran
Chairman
Subcommittee on Consumer Protection, Product Safety,
Insurance, and Data Security
Committee on Commerce, Science, and Transportation
United States Senate
Washington, DC 20510

Dear Chairmen Thune and Moran:

Thank you again for your inquiry on the important issue of athlete safety and preventing sexual abuse in sport. As I indicated in my March 3 letter to you, the USOC appreciates the chance to offer context and clarity on the questions in your letter.

As your letter requests, we agree that an in-person discussion on this important topic would be very productive and helpful. While we are proud of the work we have done in the area of SafeSport, we are always interested in new approaches and ideas that will enhance the level of protection that kids participating in sports will receive. We stand ready to engage with you and members of your staff at your convenience.

In the meantime, we hope the information accompanying this letter, including background on the organization of the U.S. Olympic and Paralympic Movement, USOC efforts in the area of SafeSport and the Gitelman case, is helpful to you and your work.

Thank you again for continuing to bring attention to these important issues and for allowing us to address them with you directly.

Sincerely,

Scott A. Blackmun
Chief Executive Officer

Encl.

BACKGROUND INFORMATION

In order to make our answers as concise and specific as your questions, we believe it will help to provide you with factual context about the organization of the U.S. Olympic and Paralympic Movement, the USOC's work in the area of SafeSport generally, and the Gitelman case. Many of your questions seem to derive from assertions in the February 14 *Washington Post* story cited in your letter. Unfortunately, a number of factual assertions and conclusions offered in that story are misleading.

US OLYMPIC AND PARALYMPIC MOVEMENT ORGANIZATION

Baseline: NGB Sport Management

The baseline at play in matters of Olympic and Paralympic National Governing Body ("NGB") coach and athlete conduct is that the relevant NGB has the lead. With apologies if some of this information is already familiar to you, we wanted to set out the basics underlying this contextual point. For brevity, we will refer to Olympic and Paralympic matters herein collectively as "Olympic", as the principles we refer to herein operate in the same way for Olympic and Paralympic sports.

There are 47 sport organizations recognized by the USOC as NGBs and each is an independent organization. There is a tremendous variation among the NGBs. Most are engaged in a number of sport activities, only one facet of which involves Olympic sport and the USOC. Depending on the particular NGB, the Olympics may be a very large part of their mission and programming, a very small part, or somewhere in between. For example, USA Pentathlon is an organization for which fielding a team for inclusion in the U.S. Olympic Team is a top organizational focus. On the other hand, US Soccer manages a national soccer movement that ranges from local community kids' recreational soccer programs all the way up to the US National Men's and Women's soccer teams. This includes thousands of coaches and officials and hundreds of thousands of athletes, across the United States. A small part of its focus is serving as the NGB for soccer. In order to be recognized by the USOC as an NGB, these disparate sport entities take on a number of obligations under the Ted Stevens Olympic and Amateur Sports Act (the "Ted Stevens Act") and under the USOC's bylaws. But that NGB association forms only a part of each NGB's overall activities and reasons for being.

Thus, each NGB, and not the USOC, has the direct contact with their hundreds or thousands of member athletes and coaches (except when and if such individuals train at USOC Olympic Training Centers or join Team USA delegations to the Olympics, Paralympics, Pan Am Games, or Para Pan Am Games – the "USOC Delegation Events"). In fact the USOC itself has no member athletes or coaches. As between the USOC on the one hand and the entity recognized as an NGB on the other, the NGB is normally in the position to monitor and manage athlete and coach conduct. Each NGB has its own rules and procedures for doing so.

This baseline structure has a number of advantages, among them giving NGBs adequate freedom, responsibility, and authority to manage themselves and their members as best suits their sport and organization. And it allows the USOC to focus on its mission as a National Olympic Committee. Working together, the USOC and the NGBs have been able to support athletes and sport in myriad ways across the nation, and to attract, train, support, select, and give U.S. Olympians the best possible Olympic experience and chance for Olympic glory. Other countries approach sport in other ways (e.g., via government-operated ministries of sport), but this has been the approach in the United States for decades, including as set out in the Ted Stevens Act.

Critical Issues Get Increased USOC Focus

Despite the general advantages of NGB self-direction, where a particular area of coach or athlete conduct becomes particularly concerning in sport and where addressing such behavior is important across the U.S. Olympic Movement, the USOC has directed the implementation of programs that apply across all NGBs.

One example of such USOC direction occurred in the late 1990's and early 2000's, as the USOC put together and launched the independent US Anti-Doping Agency ("USADA"). USADA would become an entirely independent authority and watchdog in the area of anti-doping, with jurisdiction over all NGBs and U.S. Olympic athletes. The USOC continues to be a major funding source for USADA (the U.S. Federal

Government is the largest USADA funder), but USADA operates independently of the USOC and of NGBs, ensuring that not even the appearance of conflicts of interest can arise in U.S. anti-doping. On this important issue, that kind of centralization and focus is vital. This U.S. model for anti-doping is acknowledged as a global leader.

USOC SAFESPORT ACTIONS AND PROGRESS

Another area where the USOC has directed action across all NGBs is SafeSport. Beginning in 2010 and continuously since that time, the USOC worked as an organization and as a leader in US sport to understand, act on, and improve SafeSport performance throughout the U.S. Olympic Movement. These efforts began with the formation of a working group formed to assess the issue and make recommendations regarding child protection in U.S. Olympic and Paralympic sports. They have culminated in the creation and launch of a kind of USADA counterpart for SafeSport: The U.S. Center for SafeSport ("USCSS"). But the launch of the USSCS doesn't stand alone – in fact it wasn't even included in the original recommendations of the working group. It is only the most recent in a series of initiatives the USOC has adopted.

Like many others, the USOC became acutely aware of the potential scope and scale of the problem in 2010 when a number of sexual abuse cases in swimming were widely reported. From that time and consistently since then, the USOC has been investing in programs to protect young sports participants from abuse. At the outset in 2010, the USOC appointed its working group to study the problem and make specific recommendations to the USOC board for action. The chair of that working group was Nina Kemppel, a four-time Olympian and Dartmouth graduate. Ms. Kemppel was joined on the working group by a number of other subject matter experts. The working group produced a set of six comprehensive recommendations for action. The USOC reported these results to the Senate Commerce Committee in an update in December, 2010.

In 23 of the 25 regular USOC Board meetings since June, 2010, SafeSport was an agenda item and part of the work of the Board. This work has been transparent and we would like to make sure you have access to all the detail in this area that you would find useful. For example, USOC Board meeting minutes are published online after each meeting. For convenient reference, we are providing SafeSport-related Board meeting minutes in a single collection along with this letter and at this [link](#). As well, a more detailed timeline of USOC SafeSport actions since 2010 accompanies this letter and is available at the same [link](#). What follows is just a high-level summary of these steps for quick reference.

- Created and supported 10-member Working Group for Safe Training Environments; received set of six specific recommendations; each of which were implemented
- Adopted policy statement condemning sexual and physical abuse
- Hired director of ethics and SafeSport
- Adopted USOC Training Center Access Protocol
- Launched SafeSport handbook, safesport.org, website, SafeSport Legal Referral Network
- Adopted athlete safety policy
- Launched public awareness campaign
- Implemented mandatory NGB minimum SafeSport policy standards, initiated audit program to ensure implementation by NGBs
- Designed and configured U.S. Center for SafeSport, seated its first board, amended USOC bylaws to make Center participation a requirement of membership
- Formally launched USSCS

In this way the USOC, of its own accord, assumed a leadership role in the area of SafeSport in the US. Its work advanced step by step over the several years following and this work recently culminated in the launch of the USSCS. As with anti-doping, in an area of behavior that it regards as too important to leave to the

baseline structure and individual NGB action, the USOC has created and continues to create a new model for the benefit of U.S. athletes. We do not believe there is another National Olympic Committee in the world with a program this expansive for the protection of athletes.

THE GITELMAN CASE AND REPORTING IN THE WASHINGTON POST

While the USOC was working on creating the USSS, the Gitelman case was playing out within the sport of Taekwondo. In an article dated February 14, 2017 (*"An athlete accused her coach of sex abuse. Olympic officials stayed on the sideline"*), the Washington Post suggested that, among other things, the USOC became aware of Yasmin Brown's complaints of sexual abuse by her former coach Marc Gitelman in March of 2014 and then did nothing in response. The article suggests that, on account of perceived legal risks and/or restrictions under the Ted Stevens Act, USOC leadership did nothing while Gitelman continued to coach until his conviction in federal court in September 2015.

The following short timeline of the events surrounding USA Taekwondo and USOC steps taken is intended to provide a clearer understanding of what transpired, in counterpoint to some of the article's conclusions.

Gitelman/Brown Matter Timeline

September 2013: Ms. Brown filed complaint with USA Taekwondo, having previously reported the matter to law enforcement authorities.

October 2013: USAT provisionally suspended Gitelman pending investigation and hearing.

January 2014: USAT hearing held. The hearing panel found a SafeSport violation. Suspension confirmed.

February 2014: Counsel for USAT apparently advised USAT that the Gitelman suspension might be unenforceable on account of the USAT hearing panel's decision not to allow Gitelman's attorney to cross-examine Ms. Brown. He urged a re-hearing. Counsel for USAT confirms that the provisional suspension remained in place while USAT tried to arrange the re-hearing.

USAT indicates that through a USAT error Gitelman's suspension was not flagged when he registered to participate in a particular US Open event. Counsel for USAT indicates that this is the only USAT-sanctioned event where Gitelman participated after January 2014.

March 2014: In the first notification in this matter received by the USOC, former USAT board member Rhonda Sweet sent a note to USOC Board member Susanne Lyons complaining about Gitelman and that he coached at the US Open event. Ms. Lyons forwarded this to USOC management along with her own thoughts.

Spring-Summer 2014: USAT repeatedly attempted and failed to hold the rehearing, and USOC staff repeatedly contacted USAT to understand progress in the matter, while also continuing ongoing staff-level efforts to help USAT improve its overall performance in the SafeSport area.

Late 2014: Law enforcement authorities advance their own investigation, and locate and arrest Gitelman.

September 2015: Gitelman was convicted of sexual abuse in federal court. USAT permanently banned him from coaching.

Timeline Notes and Related Context

- Marc Gitelman was not a USOC coach or acting as a USA Taekwondo coach when he sexually abused her by using his influence as a coach illegally and immorally to persuade Ms. Brown to enter into a romantic and sexual relationship. He was her club coach. This is why the USOC was dismissed from the relevant litigation – USOC had no relationship with Gitelman.
- Where USOC has direct contact with or control of matters, it takes direct steps to protect athletes. This includes Olympic Training Center ("OTC") usage. Coaches who stay at an OTC as part of NGB training

camps and similar events are required to have a criminal background check and complete SafeSport training before being granted access.

- In the Gitelman/Brown case, there's an allegation that Gitelman and Brown had sexual contact in one of their OTC dorm rooms. In this fact pattern, a background check would not have indicated a problem. Gitelman had no criminal record at the time of the alleged activity.
- OTC residents and guests are required to sign an agreement including minimum behavior standards (which covers, among other things, SafeSport standards of conduct). As do other training and hospitality facilities, USOC relies on NGBs and others who run camps at OTC facilities to chaperone their camps.
- USOC's creation and launch of the USCSS will positively affect the way a Gitelman-like situation plays out, going forward.
 - o Instead of relying on involved NGBs, whose capabilities vary significantly, the USCSS will manage investigation and resolution.
 - o The USCSS will have a searchable registry of individuals found to have committed SafeSport violations; parents, clubs, gyms, and NGBs will be able to learn about such individuals even if they didn't hear about the case directly.

QUESTIONS AND ANSWERS

(questions verbatim from March 2, 2017 letter)

1. **Several USOC officials, including Associate General Counsel Gary Johansen and SafeSport Director Malia Arrington, have asserted that the NGBs are responsible for the prevention of sexual abuse at USOC events and training centers, as opposed to the USOC. In your view, what is USOC's role in protecting athletes?**

As set out above, the USOC has a leadership role in U.S. sport both on account of the mandates in the Ted Stevens Act and as a matter of moral responsibility. Like the NCAA, major professional sports leagues and teams, and other leaders in sport, the USOC must hold itself to high standards on important issues like SafeSport and attempt to lead others to the same place. The USOC's long work and substantial spending on the USCSS is the latest and most powerful expression of our commitment in this area.

In addition to that general role, there are times when US athletes are directly in contact with the USOC and our staff. These arise principally when athletes are training at one of our two Olympic Training Centers or participating in USOC Delegation Events. In these instances the USOC's own policies of conduct and athlete safety (including as noted above) come into play and are consistently enforced.

It is simply not true that Gary Johansen or Malia Arrington asserted that NGBs are solely responsible for athlete safety at USOC training centers or USOC Delegation Events. We believe your question here may be based on references to each of them in the *Post* story. But the story bases its references on snippets from their formal depositions in the *Gaff* litigation, taken out of context and used to support misleading conclusions. To ensure you have the information you need we offer surrounding information about those deposition excerpts (we can provide deposition transcripts if that would be helpful):

The *Post* story's references to Ms. Arrington, which were snipped from extensive deposition testimony where she was being questioned by plaintiff's counsel, are clearly misleading. The story claimed she "didn't urge USA Taekwondo to act" because she had no authority to do so under the Ted Stevens Act. But this is untrue and unsupported by her testimony. Ms. Arrington testified during the deposition that she did indeed urge USA Taekwondo to act; she did so repeatedly. During the deposition plaintiff's counsel repeatedly attempted to characterize Gitelman as a USOC coach, though he was in fact a club coach affiliated with (but not working for or being supervised by) USAT. In so doing, he repeatedly asked Ms. Arrington about stopping Gitelman from coaching and she repeatedly attempted to correct the assumption that the USOC had direct authority over all sport coaches nationwide. She finally referred to the Ted Stevens Act in making the point that NGB's are each separate entities with their own responsibilities in the areas of their own sports (the baseline concept explained above). Elsewhere in her testimony Ms. Arrington repeatedly referred to the background checks and other policies and procedures USOC applies to NGBs and their guests who use the USOC's Olympic Training Centers. She indicated that these are intended to ensure athlete safety at these USOC facilities. She further confirmed that, at the same time, chaperoning of athletes attending NGB camps that take place at an Olympic Training Center is a responsibility of the NGB operating the camp, but this does not take away from the USOC role. Ms. Arrington did not say, and it is simply not true that, the USOC has no responsibility for athlete safety at its own facilities.

Mr. Johansen's deposition testimony was subject to similar treatment by the *Post*. Plaintiff's attorney pursued a number of lines of questioning referring to "USOC athletes". Mr. Johansen tried to clarify the point made above – USOC has no athlete members of its own, unlike NGB's. Athletes come into USOC's own direct safety efforts when they use Olympic Training Centers or join the Team USA delegation for USOC Delegation Events. In the main, athletes don't have contact with the USOC directly but participate in sport as members of an NGB. Plaintiff's counsel continued to mischaracterize all athletes as "USOC athletes". As part of his repeated efforts to clarify the matter, Mr. Johansen answered at one point that "we don't have athletes". This quotation was seized on by the *Post* story to make a point never stated by Mr. Johansen. Mr. Johansen did not say, and it is simply not true that, the USOC has no responsibility for athlete safety at its own facilities.

2. The *Washington Post* suggests that USAT and USOC officials failed to take swift action against Gitelman to safeguard other athletes. Explain USOC's failure to act promptly. What steps is USOC taking to prevent the recurrence of similar incidents?

The USOC engaged quickly with USAT. Our information from the outset (which information has since been borne out) was that Gitelman's accuser had already informed law enforcement authorities and that Gitelman had been suspended by USAT while USAT worked through its investigation and due process steps. During that time, USAT erroneously allowed Gitelman to coach at one event during that time. That mistake shouldn't have happened. Our information is that the mistake was not repeated and his suspension was otherwise fully carried out.

Even so, during the period in question in the *Post* story, the USOC continued to communicate with officials at USAT and to encourage them to push forward in their work on the Gitelman matter and bring it to full resolution. USAT's process took longer than it should have. However, we believe this delay did not hamper law enforcement action in the case nor allow Gitelman to continue to receive coaching or other member rights and opportunities from USAT. Throughout this time of course, Gitelman was not permitted to coach at any USOC-controlled event or location (i.e., at Olympic Training Centers.)

The USOC's efforts and spending to design, create, and launch the USCSS is directly on point in cases like the Gitelman matter as well as other NGB matters referred to in your March 2nd letter. For the first time, and uniquely in U.S. sport, there now exists within the U.S. Olympic Movement a single source for investigation and resolution of SafeSport matters like the Gitelman case. Rather than having each NGB rely on its own efforts, policies, and good intentions, USOC rules now compel all such cases to be reported to law enforcement and to the USCSS for management. We are confident, as are U.S. NGBs, that this will improve our performance in the area of SafeSport and we look forward to great progress in this area.

3. Provide a legal analysis as to why USOC believes that the Ted Stevens Act does not allow it to remove coaches accused of abusing athletes. Does USOC support updates to the legislation granting such authority? If so, provide specific details.

We cannot provide such an analysis because nothing in the Ted Stevens Act prevents the removal of coaches accused of abusing athletes. We do not believe the Ted Stevens Act needs to be revised in this area.

As set out above, there is no need to provide specifically for the USOC to be able to reach inside our 47 NGBs to remove any of their thousands of members - coaches, athletes, or other participants - for SafeSport. Since at least 2013, all NGBs have been required to operate full SafeSport education and enforcement policies and this is happening across NGBs and nationwide.

Yet if there is a common thread through the several NGB-related SafeSport issues arising in recent years, it may be the variability that comes with each employing its own procedures, practices, and judgment (though all are subject to the USOC-mandated minimums set out above) in attempting to prevent and resolve SafeSport matters. Though there's nothing in the Ted Stevens Act that prevents prompt and effective action in each such case, a standardized and centralized means of addressing SafeSport matters should be even more effective.

The launch of the USCSS embodies exactly this approach. As set out above, the USOC and U.S. NGBs are cooperating fully in connection with the USCSS and, by launching it, have gone out in front of the SafeSport issue in a way unique in U.S. sport. We believe this step addresses this common thread provides strong protection for U.S. athletes.

Finally, we note the proposed legislation recently announced by Senator Feinstein and others. That draft legislation appears not to address the particular point in your question 3, but it does propose a number of changes to the Ted Stevens Act. We have sought to engage with Senator Feinstein's office to be helpful in that work including as it explores whether and in what form such legislation can best achieve its aims. We are always open to new ideas and to any constructive means of protecting children and athletes from sexual abuse.

4. In 2010, the USOC first convened a working group for safe training environments. Yet, USOC has stated that the U.S. Center for SafeSport will open in the first quarter of 2017. How do you account for this delay? When will the center become fully operational?

We hope the SafeSport progress timeline above is helpful on this question. The launch of the USCSS earlier this month is only the latest and strongest step in the USOC's SafeSport work and by no means the only one. Prior to that, the USOC implemented all the recommendations of the 2010 working group it convened. Then it went further, notably by instituting mandatory NGB SafeSport policy measures and then by launching the USCSS, neither of which were a part of the working group's recommendations.

The process of designing from scratch, configuring, creating, enabling, funding, and launching the USCSS took more time and effort from more people than we expected. The process we followed necessarily involved groundbreaking thinking and planning, but also extensive consultation and consensus-building. We repeatedly sought and secured valuable input from athletes, NGB's, law enforcement officials, victims' rights advocates, and other experts in crafting, updating, and implementing the USCSS's structure, code, policies, and procedures.

Yet even at the time of its launch, USCSS is a work in progress. As we have noted, this entity and its approach are absolutely novel in U.S. sport and, even had we taken more time to continue refining and building consensus, we would never have been able to achieve perfection. Rather we and our stakeholders have chosen to go out now, based on our best work and thinking, and get the USCSS process working to help protect athletes now.

5. What specific authorities will the U.S. Center for SafeSport have to prevent abuse?

Even as we supported the finalization and launch of the independent USCSS entity, the USOC Board of Directors amended the USOC Bylaws to give USCSS complete authority over NGB SafeSport matters. These amendments put the USCSS on a similar footing in the area of SafeSport as USADA (the US Anti-Doping Agency) has in the area of anti-doping.

Since 2000, USADA has operated as an independent entity, using its focused expertise to lead U.S. anti-doping efforts and to protect clean competition in the U.S. USOC Bylaws clearly set out that all NGBs must comply with USADA policies. The recent USOC Bylaw amendments put USCSS in the same position of authority with regard to SafeSport matters. By virtue of this requirement, all NGB "Covered Individuals" (essentially NGB members who are in a position to have frequent contact with, or authority over, NGB athletes, and other individuals subject to NGB policies and authority) are subject to the jurisdiction of the USCSS.

The USCSS is in its early days, but it is already exercising its investigative and resolution jurisdiction over NGBs. As well, USCSS includes in its ambit extensive educational resources and efforts aimed at preventing SafeSport violations and other forms of abuse

Full USCSS information is always available on the USCSS website, <https://safesport.org>. As well, USCSS officials will be more than happy to engage with your staffs to help them to better understand its operations and plans.

Safe Sport – Key Actions

Responding to crisis involving USA Swimming, Blackmun forms Working Group for Safe Training Environments (Spring 2010)

Working Group for Safe Training Environments conducts first meeting (June 2010)

The 10-member group is chaired by AAC Vice Chair Nina Kemppel.

USOC board receives working group report, adopts policy statement condemning sexual and physical abuse (September 2010)

USOC board authorizes necessary financial and human resources for SafeSport initiative to implement working group report's recommendations (December 2010)

USOC hires director of ethics and SafeSport (April 2011)

USOC Training Center Access Protocol formally established (December 2011)

USOC delivers all resources recommended by the 2010 working group report and launches SafeSport program (March-April 2012)

- SafeSport handbook endorsed by NGB Council
- Launched safesport.org, a website with free, video-based online training and sample policies and procedures.
- Established SafeSport Legal Referral Network to provide legal support to NGBs free of charge to aid them in appropriately investigating claims of athlete maltreatment.

USOC board approves athlete safety policy (December 2012)

USOC launches public awareness campaign (April 2013)

USOC implements mandatory minimum standards, committing to a higher standard than recommended by the working group (December 2013)

USOC board approves creating an independent SafeSport entity (June 2014)

USOC begins auditing against NGB minimum standards for athlete safety (January 2015)

Center's nominating and governance committee established (September 2015)

USOC board votes to amend bylaws to make Center participation a requirement of membership (December 2015)

Independent U.S. Center for SafeSport board seated; first meeting held January 28, 2016 (January 2016)

USOC board voted to approve the launch of the SafeSport entity (June 2016)

U.S. Center for SafeSport hires Shellie Pfohl as Chief Executive Officer (November 2016)

U.S. Center for SafeSport launches; policies and procedures effective (March 2017)

Minutes

**Board of Directors Meeting
June 28, 2010
Silver Spring, MD
8:00 a.m. - 3:00 p.m. Eastern Standard Time**

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H. Safe Training Environment Working Group

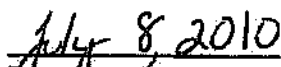
Mr. Blackmun advised the Board that a USOC Working Group examining safe training environments, chaired by AAC Vice Chair Nina Kemppel, has begun its work.

The group met for the first time approximately a week before the Board meeting, and expects to issue a report in time for the September Board meeting and Assembly.

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This document constitutes a true and correct copy of the minutes of the meeting of the Board of Directors of the United States Olympic Committee.


Rana Dershowitz
Secretary


Date

Minutes

Board of Directors Meeting September 24-25, 2010 Colorado Springs, CO

Session # 1: 11:30 a.m. – 1:00 p.m. 9-24-10 Mountain Standard Time

Session # 2: 3:15 p.m. – 5:45 p.m. 9-24-10 Mountain Standard Time

Session # 3: 1:30 p.m. – 3:30 p.m. 9-25-10 Mountain Standard Time

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2. Report of the Working Group for Safe Training Environments

Scott Blackmun reminded the Board that he had put together a Working Group for Safe Training Environments early in the summer of 2010 and explained to the Board some of the background as to why the Working Group had been created. Mr. Blackmun explained that the Group was tasked with coming to the Board with a set of practical, workable recommendations for the Olympic family. Nina Kemppel, Vice Chair of the AAC and four-time Olympian, chaired the Group and would be presenting its findings to the Board. Mr. Blackmun took a moment to express his appreciation for the Group's efforts, and to note that they had done exceptional work in his view.

Ms. Kemppel presented the Working Group's recommendations to the Board. She noted that the Group identified four primary objectives: 1) to assess how real the problem of sexual and physical abuse is in sport; 2) to examine best practices already in place across sport (both within and outside the Olympic family); 3) to work with the NGBs and athletes through direct outreach in order to best understand the actual needs that exist regarding this issue; and 4) to develop a set of recommendations for the USOC Board to consider.

Ms. Kemppel explained that it had quickly become clear to the Group that direct input from a wide range of people would be critical. Thus, the Group reached out to coaches, NGB executives, athletes, parents, and other youth organizations. In addition, the Group engaged the CDC and several other organizations exploring similar issues in other contexts. The Group also received a great deal of unsolicited input from athletes across many different sports. Ultimately, the Group determined that focus needed to be on six key areas: 1) background checks, screening and information sharing; 2) reporting systems and requirements; 3) clubs and grassroots engagements; 4) practices, policies and audits; 5) behavioral standards and definitions of abuse; and 6) training and education.

The Group determined that the issue of sexual abuse is very real in sport and that a call to action is needed. The Group believes that the USOC is in the right position to take a leadership role in this area, and suggests that the Board adopt a strong policy statement indicating that abuse is unacceptable in sport. It is apparent that if the USOC Board takes the issue seriously, the whole US Olympic family will do so as well. With the USOC leading by example, the issue is more likely to be addressed. To do so, the

USOC should include guidance on the issue of sexual and physical abuse in all of its policies and code of conduct forms.

Additionally, the Group determined, training is going to be critical. Training will need to focus not only on the big picture, but also on issues such as how to report abuse, what constitutes abuse, and how to identify key warning signs. Training needs to be provided for all USOC staff, athletes, NGBs, coaches and parents. In order to ensure this occurs, the Working Group recommends that the USOC create a centralized set of training and education materials that NGBs can adopt. The USOC should also create a centralized online toolkit that provides NGBs with a set of resources such as sample templates and forms, educational resources, and links to external resources.

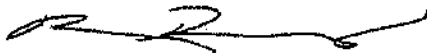
As an additional step to address the issue, the Working Group also recommends that the USOC work with NGBs to centralize and standardize the delivery of services designed to promote safe training environments. This could include a list of "preferred providers" available to provide quality background checks for reasonable cost, and suggestions for ways to standardize the procedures to use in addressing violations.

As the NGBs are separate entities from the USOC, the Working Group determined that the USOC should encourage (though not require) NGBs to adopt policies, practices, programs and tools to address sexual and physical misconduct and that the USOC should encourage NGBs, in turn, to encourage their clubs and other grassroots organizations in their sport to do the same.

A discussion then occurred among the Board regarding a number of the Working Group's suggestions, the parameters of the work the Working Group had done, and appropriate next steps for the USOC. Following the discussion, the Board determined that it desired to adopt a strong policy statement condemning sexual and physical abuse. It directed staff to further assess the other recommendations of the Group and come back to the Board with a plan for implementation. The Board requested that the statement suggested by the Working Group be strengthened further before the final Board meeting session so that the Board could review and adopt an appropriate statement before the end of the Assembly.

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This document constitutes a true and correct copy of the minutes of the meeting of the Board of Directors of the United States Olympic Committee.



Rana Dershowitz
Secretary

October 15, 2010
Date

Working Group for Safe Training Environments

Recommendations to the USOC Board of Directors

September 28, 2010



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In Appreciation

I would like to thank all of the members of the Working Group for their dedicated service to the issue of promoting safe training environments in sport. Their outstanding participation in this effort over the last 5 months has led to the development of the key elements of this report.

I would also like to thank all of the NGBs, athletes, coaches, parents, volunteers, security experts, training providers, medical professionals, professional services organizations and other grassroots organizations for their insights and contributions to our efforts.

Nina Kemppel, Working Group Chair

I. Executive Summary

Purpose and Objectives of the Working Group

The purpose of the Working Group for Safe Training Environments (Working Group) is to deliver a set of recommendations for promoting safe training environments in sport to the United States Olympic Committee (USOC) Board of Directors and Chief Executive Officer (CEO) for further consideration.

The Working Group consisted of a diverse set of members, which included both individuals from within the Olympic Family and external experts in their fields. Over the course of the last five months, the Working Group focused on four primary objectives:

- Addressing the level of significance of sexual and physical misconduct in sport.
- Reviewing the guidelines and best practices across sports and other related organizations for promoting safe training environments.
- Assessing the needs of athletes, coaches, staff, National Governing Bodies (NGBs), clubs and other sports organizations in promoting safe training environments in sport.
- Providing a set of recommendations that promote safe training atmospheres and, above all, safe environments for athletes.

Addressing the Issue of Safe Training Environments in Sport

One of the key questions the Working Group was tasked with answering was: Is sexual and physical misconduct a prominent issue within sport? The Working Group is in unanimous agreement that this is a critical issue within the society in which we live and, therefore, within sport. Current statistics show that 1 in 4 girls and 1 in 6 boys are sexually abused before the age of 18.¹ Through discussions with professionals and organizations, it is generally agreed that many of these incidents are not reported and/or documented.

Sexual and physical abuse can be complicated within sport due to the unique relationships between athletes and authority figures. Athletes often develop very personal relationships with coaches and/or other authority figures (e.g., staff, and volunteers) that create substantial barriers for reporting of incidents due to fear of repercussion or the desire to protect authority figures. Also, the physical environments within many sports provide an opportunity for abuse to occur due to higher levels of physical interaction and an increased level of one-on-one contact between athletes and authority figures.

¹ Source: Center for Disease Control and Prevention, <http://www.cdc.gov/nccdphp/ace/prevalence.htm>

Current Focus on Sexual and Physical Misconduct

Current events within religious organizations, other children's and sport's organizations suggest that sexual and physical abuse is an issue that needs to be addressed across multiple fronts.

While nearly all participants in sport have the utmost integrity in promoting the safety of their athletes, a small percentage of participants use sports venues as a means for perpetrating abuse. Unfortunately, this dynamic diverts attention to the situations where some athletes are not always provided the safe training environments and professional stewardship that we should expect within sport. This small group of ill-intentioned participants can have a dramatic impact on victims, individual sports organizations and, more broadly, all sports.

Increasing Awareness of Sexual and Physical Abuse in Sport

Some sports organizations have adopted strategies to tackle the issue of sexual and physical abuse; however, some sports organizations are just beginning to develop tools to deal with the issue of sexual and physical abuse within their sport. There is general recognition that this is a very difficult issue to address and it is only recently that sports organizations have expressed a desire for open collaboration in addressing the issue of sexual and physical abuse within sport.

In discussions with athletes, victims, coaches, NGBs, clubs, parents and other grassroots organizations, the predominant theme that emerged was that increasing awareness of sexual and physical abuse in sport was the most meaningful and important action that can be taken in promoting safe training environments. Training and education were identified as key pillars to raising a broader awareness of sexual and physical abuse across key stakeholders groups in sport. The development and adoption of policies, practices, programs and tools were also viewed as having a significant impact in helping to broaden the awareness of sexual and physical misconduct.

The USOC's Role in Addressing this Issue

Addressing the issue of safe training environments in sport will require a call to action for all members within the sports community, including members of the Olympic Movement and other grassroots sports organizations.

The USOC is poised to play a unique role as a leader in promoting safe training environments in sport given its position as the nation's elite sport organization. The USOC, NGBs and clubs have the ability to leverage their brands to drive adoption of innovative and meaningful tools for addressing sexual and physical misconduct in sport, enhance the collaborative development of programs/services that promote safe training environments and

promote further awareness of the issue of sexual and physical abuse within sport. Thus, the Working Group views this topic to be within the purview of the USOC and recommends that the USOC play a leadership role in promoting safe environments for athletes in sport.

While the recommendations outlined in this report provide a set of first steps in promoting safe training environments, the Working Group recommends that the USOC, NGBs, clubs and grassroots organizations continue to work together to evolve the model for providing safe training environments for athletes.

Recommended Actions

The Working Group assessed the topic of sexual and physical misconduct in a manner that was very inclusive and incorporated feedback from multiple stakeholder groups. Our recommendations include input from NGBs, athletes, victims, coaches, parents, security experts, training experts and other grassroots organizations. The Working Group's assessment of this issue has led our group to propose six key recommendations for the consideration of the USOC Board of Directors and CEO.

➤ ***The USOC should play a leadership role in promoting safe training environments.***

The Working Group recommends that the USOC Board of Directors embrace the opportunity to become a leader in promoting positive training atmospheres, with the acknowledgment that playing a leadership role signals to the USOC organization and its partners in sport that this issue is of utmost importance to athlete safety.

We recommend that the USOC Board of Directors adopt a policy statement that sends a strong message regarding the USOC's commitment to this issue. The Working Group recognizes that the USOC Board of Directors will want to develop its own language to be included in policy statement. To assist the Board, we have provided sample policy statement for consideration: "Sexual and physical abuse is inconsistent with the Olympic Ideals and the USOC will work with its partners to play a leadership role promoting safe training environments for athletes."

➤ ***The USOC should lead by example in promoting safe training environments.***

The Working Group recommends that the USOC lead by example in promoting safe training environments, including the following actions that support the USOC policy statement discussed above: (a) Develop clear language explicitly prohibiting sexual and physical misconduct in all USOC Code of Conduct forms; (b) Develop an effective sexual and physical abuse training program for athletes, coaches and other regular participants at Olympic Training Centers; and (c) Review all relevant policies and forms to ensure they are consistent with promoting safe training environments in sport.

- ***The USOC should develop and provide a centralized set of training and education materials focused on sexual and physical misconduct that can be adopted by NGBs, clubs and grassroots sports organizations.***

The Working Group recommends that the USOC, in collaboration with NGBs and other key stakeholders, work with an external content provider to develop and provide a core set of online training and education materials regarding sexual and physical misconduct that are applicable across all sports. A centralized training model creates significant economies of scale and reduces redundant efforts at the NGB level in development of their own training and education materials. The Working Group believes that leveraging the USOC brand will help to increase adoption at the NGB, club and grassroots organization levels.

- ***The USOC should develop a centralized online toolkit that provides a set of resources addressing various issues pertaining to sexual and physical misconduct in sport that can be used by NGBs, clubs and grassroots sports organizations.***

The Working Group recommends that the USOC, in collaboration with NGBs and other key stakeholders develop a centralized toolkit of reference materials designed to provide a set of standardized and readily available sexual and physical misconduct resources to NGBs, clubs and grassroots organizations. Resources could include sample code of conduct language, sample sexual and physical misconduct policies, sample behavioral guidelines, sample definitions of abuse, guidelines on reference checks, links to abuse reporting sites in each state, etc. The toolkit will allow NGBs, clubs and other grassroots organizations to adopt these tools directly or to customize the tools to fit their organizational needs, while still doing so in a cost effective manner.

- ***The USOC should work with NGBs to centralize and standardize the delivery of services designed to promote safe training environments.***

The Working Group recommends that, as a clear near-term example of centralizing the delivery of services, the USOC, in collaboration with NGBs: (a) Establish a criminal background check "preferred provider network" that includes reputable vendors with proven track records within sport; (b) Standardize the set of background search criteria across sports; (c) Negotiate equitable volume discounts with preferred providers to ensure participants have access to the best rates and providers are being compensated for their services; and (d) Standardize procedures for addressing violations found during the search process. Over the longer-term, the USOC and NGBs may pursue centralizing and standardizing other key services.

- ***The USOC should encourage NGBs to adopt policies, practices, programs and tools to address sexual and physical misconduct, and NGBs should, in turn, encourage clubs and other grassroots organizations in its sport to adopt similar measures.***

Due to the fact that sexual and physical misconduct is an issue that can exist at multiple levels within sport, the Working Group recommends that the USOC encourage NGBs to adopt the aforementioned policies, procedures, programs and tools and NGBs should encourage their clubs and members to adopt these types of measures as well.

Required Resources:

The Working Group recognizes its third recommendation, regarding developing and providing centralized training and education materials may require an investment to deliver the quality training modules we have outlined in our report.

The Working Group believes that the other recommendations set forth in this report are also important and would only require a very limited investment to achieve success in these areas. The group also believes that the USOC has the opportunity to implement many of the limited cost initiatives in a timely manner if so inclined. The Working Group has provided a set of resources that serve as a starting point for the development of many of these additional tools and resources.

II. Working Group Approach and Methodology

Scope of Working Group Assessment

Given the timeframe that the Working Group had to examine the topic of safe training environments, we limited the scope of our assessment to only include sexual and physical misconduct. The Working Group's recommendations take into consideration both abuse that occurs between a coach/ authority figure and an athlete, as well as, abuse that occurs between an athlete and another athlete.

While the Working Group addressed both sexual and physical abuse within the scope of this report, the majority of the feedback from athletes, NGBs and coaches was directly related to sexual abuse. It is our assumption that sexual and physical abuse in sport is inextricably linked and the recommendations that we have outlined in our report are applicable to both types of abuse.

It should be noted that bullying was also considered to be a significant threat within sport. While the Working Group did not have the time or resources to assess the topic of bullying, we recommend that it should be reviewed further at a later date.

Finally, the Working Group did not encounter any mentions of emotional abuse other than those that are directly associated with sexual and physical abuse, and thus, have not

included any recommendations that apply solely to emotional abuse in sport. This is a topic that the USOC should review at a later date.

Working Group Areas of Focus

In addressing the complex issue of promoting safe training environments in sport, the Working Group focused its approach on reviewing best practices and recommendations across the following six key areas:

- Background Checks, Screening and Information Sharing
- Reporting Systems and Requirements
- Clubs and Grassroots Engagements
- Practices, Policies and Audits
- Behavioral Standards and Definitions of Abuse
- Training and Education



Diversity of Working Group Expertise and Knowledge

The USOC Working Group was established with a focus on assembling a very diverse set of members, including individuals from within the Olympic Movement and external experts in their fields. The rationale for developing a diverse Working Group was to create a balance between members who had a deep understanding and experience in dealing with these issues within unique USOC-related environments and members that are external experts who could introduce new ways of thinking regarding best practices and innovative perspectives on sexual and physical misconduct topics.

Working Group Members Include:

- **Nina Kemppel:** Working Group Chair, Four-time Olympian in Skiing and Vice-Chair of the Athletes' Advisory Council.
- **Allison Alfors:** Currently the General Counsel of Digital Globe with a strong background in training and compliance issues.

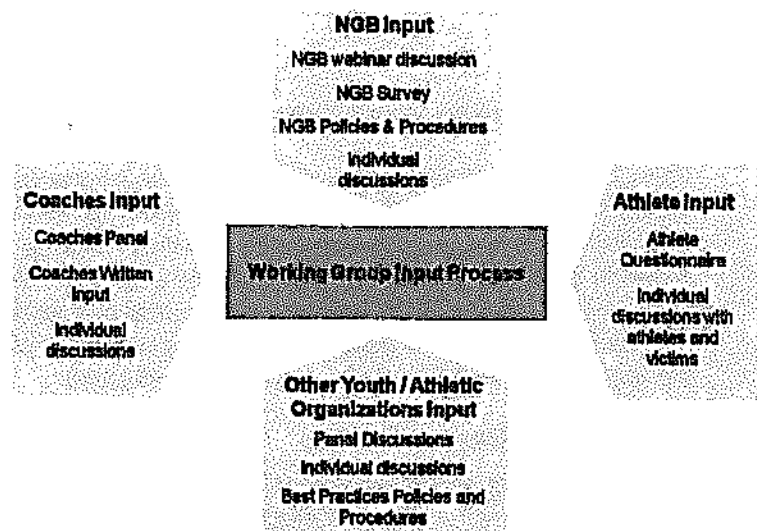
- **Antonia Baum:** Active psychiatrist with expertise related to sexual and physical misconduct topics in sport.
- **Suzette Bewley:** Legal Counsel with strong background in best practices for safe training environments.
- **Jim Fox:** Associate Executive Director of US Figure Skating.
- **Amy Gantz:** The Redwood Commercial Specialty Insurance Company, Senior Risk Manager.
- **Rita Gladstone:** Active Tennis Coach and Parent, former USOC Volunteer Coach of the Year.
- **Raymond May:** Former FBI with a Law Enforcement background and background check expertise.
- **Steve Stenersen:** President and CEO of US Lacrosse.
- **Justin Wilcox:** Olympic Athlete in Diving and member of the USOC Athletes' Advisory Council.

Working Group Methodology

The Working Group addressed the topic of sexual and physical misconduct with a very inclusive process, which included input from key stakeholders within the Olympic Movement and with other organizations dealing with similar issues related to sexual and physical misconduct. Our recommendations include input from athletes, coaches, parents, NGBs, volunteers, security experts, training providers, medical professionals, professional services organizations and other grassroots organizations. The Working Group's input process included: (a) One-on-

one discussions with athletes, parents, coaches and NGBs, education providers, external security experts, background check providers and training providers; (b) Panel discussions with NGBs, coaches and other youth/ athletic organizations; (c) Surveys and questionnaires with athletes and NGBs; (d) Best practice documents from the USOC, NGBs, other youth /athletic organizations and insurance companies; and (e) Review of relevant research.

Working Group Input Process



Discussion on Various Models

The Working Group identified and vetted multiple models as part of assessment for promoting safe training environments in sport. The models that were discussed by the Working Group include:

- The direct delivery of all policies, practices, programs and services by individual NGBs, clubs and other grass roots organizations, with limited to no involvement by the USOC.
- The USOC, with direct input from NGBs, centralizes the delivery of core resources, such as best practice training / education and suggested policies, practices and services.
- The development of a USADA-type model that outsources all centralized services, including resources, programs, services and enforcement to an external provider.
- Hybrids of the above models.

Brand Agnostic

The Working Group had numerous discussions with proprietary vendors and organizations that have strong recommendations on particular vendors who provide products and services that address the issue of sexual and physical misconduct in sport. However, the Working Group has taken the stance that it would remain brand agnostic on any recommendations it made to the USOC Board of Directors. The Working Group is able to share preliminary suggestions resulting from our work for suitable vendors that may be capable of providing the set of programs and services that the Board ultimately decides to pursue.

III. Recommended Actions

The Working Group has developed six key recommendations for consideration by the USOC Board of Directors and CEO.

1. The USOC should play a leadership role in promoting safe training environments.

The Working Group recommends that the USOC acknowledge and embrace the opportunity to be a leader in promoting positive training atmospheres and, above all, safe training environments for athletes. Conduct constituting abuse of an individual is fundamentally inconsistent with the principles of Olympism. It is an inherent part of

the mission of the USOC and, by association, the NGBs, to promote and personify the principles of Olympism through example, education and advocacy. Furthermore, the International Olympic Committee Code of Ethics states: "All forms of harassment of participants be it physical, professional or sexual, and any physical or mental injuries to participants are prohibited."³

Thus, the Working Group recommends that the USOC Board of Directors adopt a policy statement that communicates a strong message to members of the Olympic Movement and other sports organizations that the USOC is committed to providing safe training environments and forbids any acts of sexual and physical abuse in sport. While the Working Group recognizes the USOC Board of Directors will want to develop its own policy statement that embodies the Board's point of view on this issue, we developed a statement that may serve as a starting point for the Board's discussion. The suggested policy statement is as follows: Sexual and physical misconduct is inconsistent with the Olympic Ideals and the USOC will work with our partners to play a leadership role in promoting safe training environments for athletes."

The Working Group believes that a strong statement of leadership from the Board of Directors will signal to the USOC and its Olympic family members and partners that the USOC:

- Considers safe training environments to be a topic of the utmost importance in promoting athlete safety.
- Is committed to raising awareness of the issue of sexual and physical misconduct.
- Encourages action at all levels within the sports community in addressing the issue of sexual and physical misconduct.

The USOC Board of Directors is held in very high regard by its key stakeholders and there is common agreement that a directive from the Board would be beneficial in driving a strong call to action within the sports community.

2. *The USOC should lead by example in promoting safe training environments.*

The Working Group recommends that the USOC lead by example in promoting safe training environments. As the nation's most elite sports organization and a leader in promoting safe training environments, it is critical the USOC holds itself to the highest standard of integrity regarding sexual and physical misconduct. Thus, we recommend that the USOC:

³ 2009 International Olympic Committee Code of Ethics, Sections 1 and 4

- Include clear language explicitly prohibiting sexual and physical misconduct in all Code of Conduct forms (e.g., Games Forms, Olympic Training Center forms) which must be acknowledged by the reader's signature.
- Ensure that the USOC Olympic Training Centers are implementing the highest standards of training programs and policies to address sexual and physical misconduct. This includes requiring athletes, coaches and other participants residing, or training regularly, at Olympic Training Centers to complete mandatory training on the topic of sexual and physical misconduct and sign a Code of Conduct that includes language prohibiting sexual and physical misconduct within all Olympic Training Center facilities.
- Provide sexual and physical misconduct training to all USOC staff and volunteers. Staff that work directly with athletes and Olympic Training Center participants should be required to complete training on a regular basis (e.g., annually). Other staff members should be required to complete training on a less regular basis (e.g., every two years).
- Review all relevant policies and forms to ensure they are consistent with promoting safe training environments in sport. These policies and forms would include: USOC Bylaws, Games Forms, Olympic Training Center forms, and other related materials.

3. *The USOC should develop and provide a centralized set of training and education materials focused on sexual and physical misconduct that can be adopted by NGBs, clubs and grassroots sports organizations.*

The Working Group recommends that the USOC, in collaboration with NGBs and key stakeholders, work with an external content provider to develop a set of standardized online training modules focused on the common elements of sexual and physical misconduct across all sports. These training materials may be customized by NGBs and clubs to fit their sport as appropriate.

An ounce of prevention is worth
a pound of cure.-- Benjamin
Franklin

Across all stakeholder groups (i.e., athletes, parents, coaches, volunteers, NGBs, clubs and other grassroots organizations), training and education were viewed as key pillars in helping to promote safe training environments and increasing awareness of sexual and physical misconduct in sport.

Many of the core training and education concepts related to sexual and physical misconduct are applicable across all sports. A centralized model provides a common channel for the delivery of fundamental training and education programs and provides a centralized knowledge source on these complex issues. The Working Group believes there are significant economies of scale in centralizing the development of these educational materials, rather than relying on the redundant

efforts of each NGB and club to develop their own programs. A centralized training model allows NGBs and clubs to focus their efforts and resources on their athletic programs and not on topics in which they may have limited expertise.

The Working Group believes that three important components of the training are: (a) It is capable of being delivered online; (b) The modules would be tailored to address the most relevant topics for different recipient groups (e.g., athletes, parents, coaches, staff, volunteers and other participants that have direct contact with athletes); and (c) It should be peer-to-peer to the extent possible in order to increase relevance for the recipient group.

As the nation's elite sport organization, the USOC is positioned to play a key role in centralizing training and education resources on the topic of sexual and physical abuse. The USOC has the ability to leverage the strengths of its brand to "push" educational materials out to NGBs, clubs and grass roots organization in a manner that the Working Group believes will drive increased adoption.

A portfolio of training and educational topics may include modules that address the following topics.

Coaches, Staff and Volunteer Training and Education

- Behavioral standards – including clear guidelines for the appropriate set of behaviors for coaches and staff (e.g., one-on-one time with athletes, appropriate touching, travel and rooming policies).
- Standardized definitions of sexual and physical abuse– including clear descriptions of what actions constitute sexual and physical abuse.
- Key warning signs of sexual and physical abuse.
- Reporting systems – including resources for overcoming the barriers to reporting incidents and legal reporting requirements.

NGBs, Clubs and Grassroots Organizations Training and Education

- Pre-hire screening processes – including examples of key questions to ask former employers (e.g., would you hire this individual again based on what you know now).
- Reference checks – including who should be contacted and key questions to ask (e.g., references to contact such as a family member, co-worker, supervisor).
- Reporting systems – including resources for overcoming the barriers to reporting incidents and legal reporting requirements.
- Audits and self-audits for NGBs and clubs to assess their performance in promoting safe training environments.

- Sexual and physical misconduct allegation response education for NGB executives.

Athlete Training and Education

- Education on appropriate behaviors in dealing with coaches and other authority figures – including clear guidelines for what are acceptable behaviors for coach / athlete relations.
- Education on key warning signs of sexual and physical abuse.
- Reporting systems – including resources for overcoming the barriers to reporting incidents and how to contact local authorities to report direct or suspected abuse.

Parents Training and Education

- Education on parental responsibilities and oversight for their children in sport.
- Education on appropriate behaviors in dealing with coaches and other authority figures – including clear guidelines for that are acceptable behaviors for coach / athlete relationships.
- Education on key warning signs of sexual and physical abuse.
- Training resources for young athletes that include a joint athlete / parent education process.

The Working Group recognizes that not all of these recommended training modules will be developed in year one, but wanted to provide a preliminary list of training needs that we encountered in our assessment of safe training environments. It is assumed that the above list of training modules will be enhanced, refined, prioritized and developed over time.

4. ***The USOC should develop a centralized online toolkit that provides a set of resources addressing various issues pertaining to sexual and physical misconduct in sport that can be used by NGBs, clubs and grassroots organizations.***

The Working Group recommends that the USOC, in collaboration with NGBs and other key stakeholders develop a centralized toolkit of resources that would be available online for all NGBs, clubs and grassroots sports organizations to access. Resources would include standardized informational templates, best practices in educational resources, and links to external resources that serve as tools in addressing sexual and physical misconduct.

Through the Working Group's discussions with many key stakeholders, there was a need to have direct access to a toolkit of standard resources that sports organizations could easily adopt to address sexual and physical misconduct issues in their sport. The toolkit would provide a set of resources for NGBs, clubs and grassroots organizations that they could adopt and/or customize for the specific needs within each sport.

A set of centralized resources within the toolkit may include:

Sample Templates and Forms

- Sample code of conduct language that could be incorporated into a sport's code of conduct documents.
- Sample templates of sexual and physical abuse policies that can be adopted and customized by NGBs, clubs and grassroots organizations.
- Sample templates for policy statements regarding sexual and physical misconduct.
- Sample templates outlining the behavioral guidelines for coaches, athletes, staff and other members with direct access to athletes (e.g., parental monitoring, appropriate touching, and guidelines for unsupervised one-on-one time with athletes).
- Sample templates that provide standardized definitions of sexual and physical abuse.
- Sample incident reporting templates that allows for the tracking and recording of reported incidents – including first call mapping and confidentiality guidelines.
- Sample self-audit forms for NGBs, clubs and grassroots organizations to assess their performance in promoting safe training environments.

Educational Resources

- Resources for pre-hire screening processes, such as top-ten tips for interviewing / Q&A on questioning former employers (e.g., key questions to ask).
- Resources for reference checks, such as top-ten tips for key people to contact and appropriate questions to ask (i.e., guidance on contacting family members, co-workers and supervisors in reference checks and a set of key questions to ask each group).
- Educational resources for parents, such as a "Protecting your Child Guide" (i.e., Q&A on warning signs of sexual and physical misconduct, roles and responsibilities of parents in interactions with sports organizations, top-ten tips to ask coaches and staff at training facilities).

- Resources for athletes outlining appropriate behavior for athlete to authority figure relationships.

Links to External Resources

- Links to the appropriate sites for reporting abuse in each state.
- Links to hotlines and professional resources that provide counseling and support services for victims.
- Links to professional services that provide treatment for sexual and physical abuse victims.
- Links to professional services for individuals with questions about reporting incidents.
- Links to professional services with expertise to help articulate an approach to sexual and physical misconduct within sport.

Providing this type of toolkit in a centralized location will help NGBs and clubs adopt and implement tools that will help them address sexual and physical misconduct in an efficient and cost effective manner. The Working Group will provide a set of materials that provide a starting point for many of the resources listed above.

5. *The USOC should work with NGBs to centralize and standardize the delivery of services designed to promote safe training environments.*

The Working Group recommends that the USOC and NGBs work together to centralize and standardize the delivery of key services that will leverage the collective efforts of the sports community. Using criminal background checks as a near-term example, we recommend that the USOC:

- Establish a criminal background check "preferred provider network" of commercial vendors with proven track records within sport. The USOC could issue a request for proposal for qualified vendors and work together with NGBs to select a set of primary vendors.
- Work with the primary vendors to create a minimum standard for criminal background check criteria (e.g., types of criminal references searched, number of counties searched, number of years searched, number of databases searched) that can be applied across all sports.
- Work with vendors to establish reasonable volume discounts for the USOC, NGBs, clubs and grassroots organizations to ensure participants have access to the best rates for criminal background checks and providers are compensated for their services.
- Standardize procedures and develop a common methodology for addressing violations found during the search process across sports organizations.

Volume efficiencies may drive cost savings such that a collection of sports organizations could obtain better rates than each NGB could obtain on its own. Additionally, standardization across sports, to the extent logical, can help guard against "sport jumping" by persons who are trying to find a loophole or an entry point of least resistance.

Over the longer-term, the USOC and NGBs may consider centralizing and standardizing other key services, such as investigative services and additional training and education services.

- 6. *The USOC should encourage NGBs to adopt policies, practices, programs and tools to address sexual and physical misconduct, and NGBs should, in turn, encourage clubs and other grassroots organizations in its sport to adopt similar measures.***

The Working Group was charged with delivering a set of recommendations to the USOC Board of Directors for its consideration of actions that the USOC can undertake in addressing sexual and physical misconduct in sport, and we have done so in this report. However, because the issue of sexual and physical misconduct exists at multiple levels within sport, NGBs, clubs and other grassroots sports organizations are critical partners in promoting safe training environments for our athletes. Thus, the Working Group recommends that the USOC encourage NGBs to adopt policies, practices, programs and tools that address sexual and physical misconduct in sport. We also recommend that NGBs encourage clubs and other grassroots organizations to adopt these types of measures as well.

The Working Group recommends that the USOC encourages NGBs, clubs and grassroots organizations to:

- Adopt language in their code of conduct prohibiting sexual and physical misconduct.
- Conduct commercial criminal background checks for staff, coaches, volunteers, chaperones and other participants who regularly work directly with athletes and/or minors upon entry into the organization and on a regular ongoing basis as appropriate. Conduct commercial criminal background checks for members of the Board of Directors, staff, volunteers and other participants who do not regularly work directly with athletes/minors on a regular ongoing basis as appropriate. Conduct new background checks on all members that are re-entering the organization.
- Implement the centralized training and education curriculum (or other training that they may have developed) for athletes, parents, coaches, volunteers, NGB staff and any other persons within the NGB and club organizations who regularly work directly with athletes and/or minors.
- Utilize the centralized toolkit of resources outlined in the recommendations above.

- Regularly evaluate themselves, as appropriate, regarding qualifications and criteria for club membership in an effort to increase the standardization and adoption of best practice policies, practices, programs and tools across all associated clubs and grassroots organizations.

Other Recommendations

External Knowledge Sharing Groups

As a result of the Working Group's outreach efforts, we have established relationships with several high profile organizations that are in the process of tackling similar issues related to sexual and physical misconduct. The USOC has an opportunity to cultivate these relationships in a more formal manner to create a venue in which we can work together to share best practices, evaluate current research, discuss current trends and evolve the collective thinking on the topic of sexual and physical abuse. Potential knowledge sharing groups includes the following:

- **Groups with Related Missions and Goals** – to provide an ongoing venue for leaders addressing sexual and physical abuse issues to continue to share ideas and innovative thinking on the topic.
- **Prevention and Detection Groups** – to provide a venue to work with other organizations and professional groups focused on sexual and physical abuse prevention.
- **International Sports Organizations with the goal of promoting safe training environments** – to establish a venue for international organizations focused on sexual and physical misconduct issues to discuss and share ideas.

The Working Group is able to share preliminary suggestions resulting from our communications with other organization for potential partners for each of these knowledge sharing groups.

Venues for Ongoing NGB Discussions on Promoting Safe Training Environments

Based on the feedback the Working Group received in this process, NGBs expressed a desire to continue to share best practices, discuss current challenges/ opportunities and evolve the collective thinking on this topic with other NGBs. Thus, the Working Group recommends that the USOC provide a venue (e.g., a forum at the Olympic Assembly) for the ongoing NGB discussion on the topic of safe training environments.

Longer-Term Vision for the USOC Creating Awareness for Sexual and Physical Misconduct in Sport

The Working Group believes the USOC has the potential to play an even greater role in raising awareness of sexual and physical misconduct in the future, with the potential for the model to evolve into something much broader than just supporting the sports organizations within the Olympic Family. In the future, the USOC's role may evolve to provide the highest quality education and supporting resources that address safe training environments and are available for use by a large and diverse set of sports organizations. Longer-term efforts could have potential implications on promoting child safety well beyond the sports environments.

VI. Areas for Further Development

The Working Group encountered several areas that have a significant impact on promoting safe training environments, however, were considered to be longer-term areas for development. These areas of focus include:

- **Addressing bullying and emotional abuse as an important topic for promoting safe training environments**

The Working Group believes there is a key issue to be further addressed in promoting safe training environments, but was not able to fully assess these specific issues given the other topics that we were tasked to address. We recommend that a further review of bullying and emotional abuse in sport be conducted to ensure that we are promoting safe training environments for our athletes.

- **Providing a centralized hotline as an educational and support resource for victims or other parties that require information related to sexual and physical abuse**

The feedback that the Working Group received from both athletes and coaches was that an anonymous hotline that served as an educational and support resource would be of great benefit. There were several different models suggested for the implementation of such a hotline, but it was collectively seen as a third party vendor that provided advice and guidance to individuals on issues related to sexual and physical misconduct (e.g., reporting barriers, reporting to local authorities, confronting abusers, discussions with parents, dealing with guilt, education on treatment resources).

- **Providing further guidance and resources for NGBs in navigating the adjudication process, including the potential to provide centralized investigative services for NGBs**

The Working Group believes that there may be a benefit to providing further best practice templates and tools within the adjudication process and a potential benefit to providing a centralized set of investigative resources.

- **Establishing a coaches' code of conduct that prohibits sexual and physical misconduct**

The Working Group believes that the further development of the USOC's current draft of the coach's code of conduct would be a beneficial tool that NGBs, clubs and grass roots organizations could adopt to help to increase awareness of sexual and physical conduct in sport.

- **Developing a system for a club certification**

The Working Group recommends that the USOC and NGBs examine the merits of establishing a certification / accreditation process that would allow clubs and grassroots organizations to receive a "seal of approval" if they followed a high standard of policies, practices, trainings and programs.

VII. Other Prominent Issues Addressed by the Working Group

The Working Group addressed several other key issues, but ultimately did not include them in the recommendations to the USOC Board. While the Working Group acknowledges that many of these issues can be powerful tools in promoting safe training environments, it was the consensus of our group that these issues were not viable to be addressed at this point. However, we recommend that the USOC continue to monitor the following:

- **Banned lists / non-eligible lists**

The Working Group discussed the merits and issues of a consolidated banned list and determined that this was not the best solution for all sports organizations at this time. Given the resources across all sports organizations, the Working Group believes that there may be more effective ways to address "sports jumping" in the near-term.

- **Other evolving background check technologies**

While it was brought to the attention the Working Group that while commercial background checks are a good first step in screening candidates, there may be other recognition technologies that are more useful in verifying a person's identity. We recommend that the USOC should be continuously analyzing background check technologies to identify new and innovative methods for helping to screen the individuals that sports organizations employ.

- **Requirement that all clubs become members of NGB organizations**

When assessing the broad range of NGB organizations, it became apparent to the Working Group that requiring all NGBs to implement a "club member organization"

model was not feasible. Notwithstanding the foregoing, the Working Group recognizes that this model, if implemented, affords the NGBs greater collaboration with its clubs and members, which in turn could be beneficial in implementing effective policies regarding safe training environments.

IV. Conclusion

Sexual and physical misconduct is a very real issue within our society and, therefore, within sport. This type of abuse is inconsistent with the Olympic Ideals and needs to be addressed at all levels within sport to ultimately be successful in promoting athlete safety. We believe that USOC, as the nation's elite sport organization, is positioned to help create a call to action for all NGBs, clubs and grassroots organizations to work together to help promote safe training environments for athletes.

Upon the completion of our five month review on sexual and physical misconduct in sport, the Working Group believes that the USOC should play a leadership role in promoting safe training environments for athletes. We recommend that the USOC implement the set of six recommendations outlined in this report as a first step in providing leadership and resources to combat sexual and physical abuse in sport. We also recommend that the USOC continue to work collaboratively with NGBs, clubs and grassroots organizations to evolve the model to ensure we continue to have the most efficient and effective structure in place to promote safe training environments for our athletes.

Minutes

Board of Directors Meeting

December 16, 2010

Redwood City, CA

8:00 am - 3:00 pm PST

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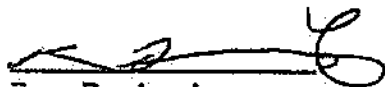
a. Safe Sport Environment Implementation Plan

Scott Blackmun asked Mr. Ashley to update the Board on the USOC's plans to implement the recommendations of the Working Group on Safe Training Environments. Mr. Ashley advised the Board that, subject to Board authorization of the necessary resources as part of the 2011 budget, the USOC intends to take a leadership role in this area for the US Olympic Movement.

The USOC would like, subject to Board approval, to hire an individual to spend half of his/her time as the USOC's Ethics Officer and half of his/her time in a new role as the USOC's Safe Sport Officer. With regard to the Safe Sport Officer function, this individual would partner with the Sport Performance group to create a safe environment for athletes as well as work to ensure that the USOC is operating at the highest levels internally in this space, with up to date codes of conduct and frequent training. The Safe Sport Officer would be charged with working with other organizations to create and disseminate a set of training curriculum that could be used by NGBs, coaches, parents and athletes. The curriculum would be available on line, and the USOC's goal will be to ensure that this curriculum squares with the work of organizations like the NCAA and APHERT to enhance the overall culture of sport. The USOC's focus will be on leadership, education, resources and making services available. In order to make this happen the USOC has built a specific line item in the 2011 budget, which will be reviewed by the Board later in the meeting.

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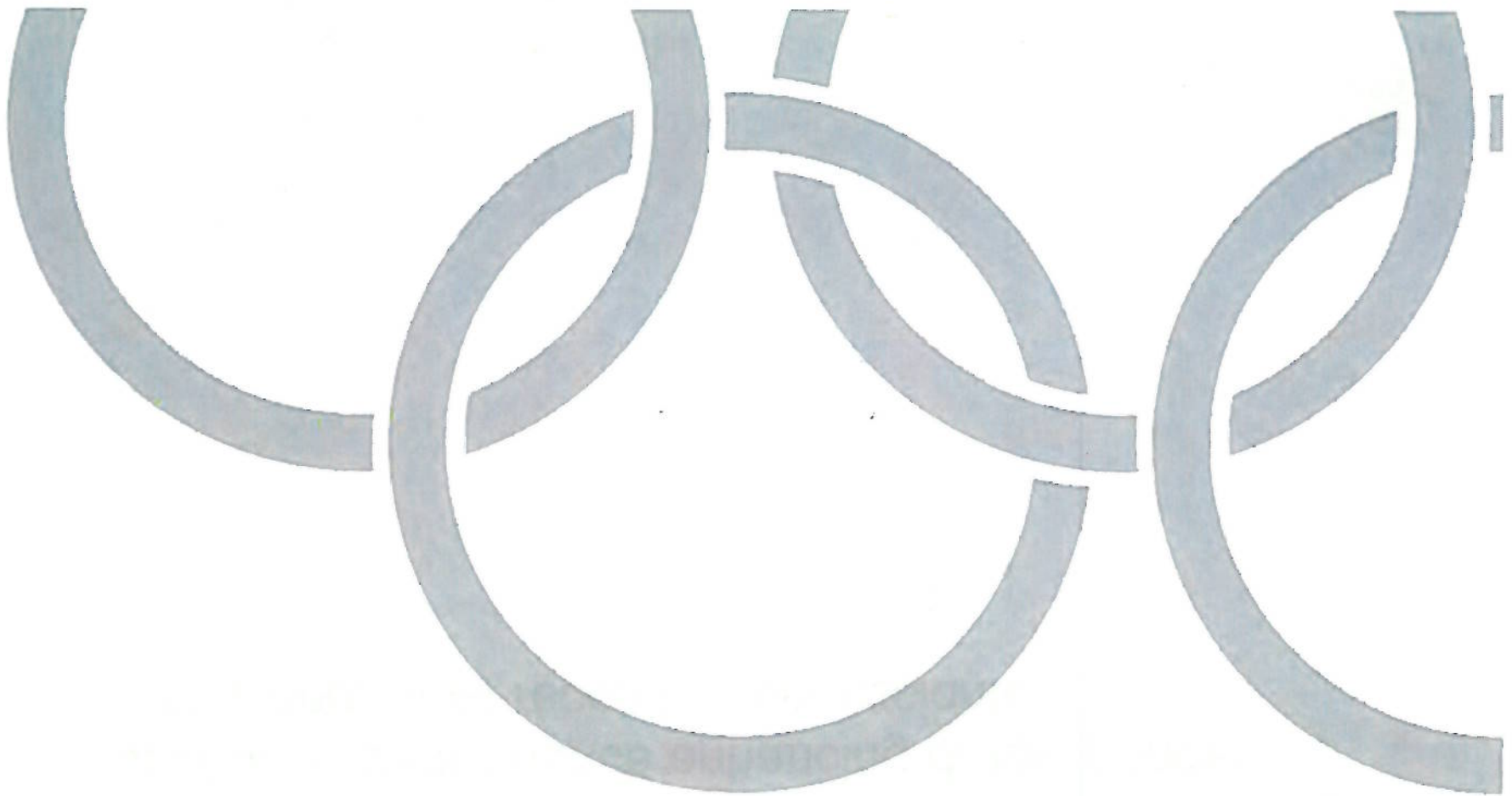
This document constitutes a true and correct copy of the minutes of the meeting of the Board of Directors of the United States Olympic Committee.

A handwritten signature in black ink, appearing to read 'Rana Dershowitz', written over a horizontal line.

Rana Dershowitz

A handwritten date in black ink, appearing to be '11/11/11', written over a horizontal line.

Date



US Olympic Committee
Board of Directors Meeting – December 16, 2010
Safe Training Environments – Action Plan and Budget

Goal

To provide leadership and direction so that the issue of coaches sexual misconduct is dealt with directly and in the open like previous “off-limits” issues like eating disorders, performance enhancing drugs, gender equity and, most recently, concussions.



SSE Working Group Recommendations and USOC Actions

Recommendation 1

The USOC should play a leadership role in promoting safe training environments.

Action: USOC to hire Ethics Officer

Recommendation 2

The USOC should lead by example in promoting safe training environments

Action: USOC to establish codes of conduct and training for USOC staff at OTC facilities

Recommendation 3

The USOC should develop and provide a centralized set of training and education materials focused on sexual and physical misconduct that can be adopted by NGBs, clubs and grassroots sports organizations.

Action: USOC to develop a program of core educational curriculum for coaches, parents, athletes and clubs for use by NGBs and sports partners



SSE Working Group Recommendations and USOC Actions

Recommendation 4

The USOC should develop a centralized online toolkit that provides a set of resources addressing various issues pertaining to sexual and physical misconduct in sport that can be used by NGBs, clubs and grassroots sports organizations.

Action: USOC to develop reference materials that can be accessed by NGBs and other sports organizations at a USOC Safe Sport Environments web-site

Recommendation 5

The USOC should work with NGBs to centralize and standardize the delivery of services designed to promote safe training environments.

Action: USOC to work with third-party providers to provide volume discounts on services such as background checks

Recommendation 6

The USOC should encourage NGBs to adopt policies, practices, programs and tools to address sexual and physical misconduct, and NGBs should, in turn, encourage clubs and other grassroots organizations in its sport to adopt similar measures.

Action: USOC to work with NGB and other sports organizations to develop programs and policies that will implement the Safe Sport Environments recommendations



Objective

Develop a program that embodies the recommendations of the Working Group for Safe Training Environments:

- Leadership,**
- Education,**
- Resources,**
- Services**

that will allow the USOC to promote and foster safe sport environments for athletes of all ages and levels of competition



Preliminary 2011 SSE Program Budget

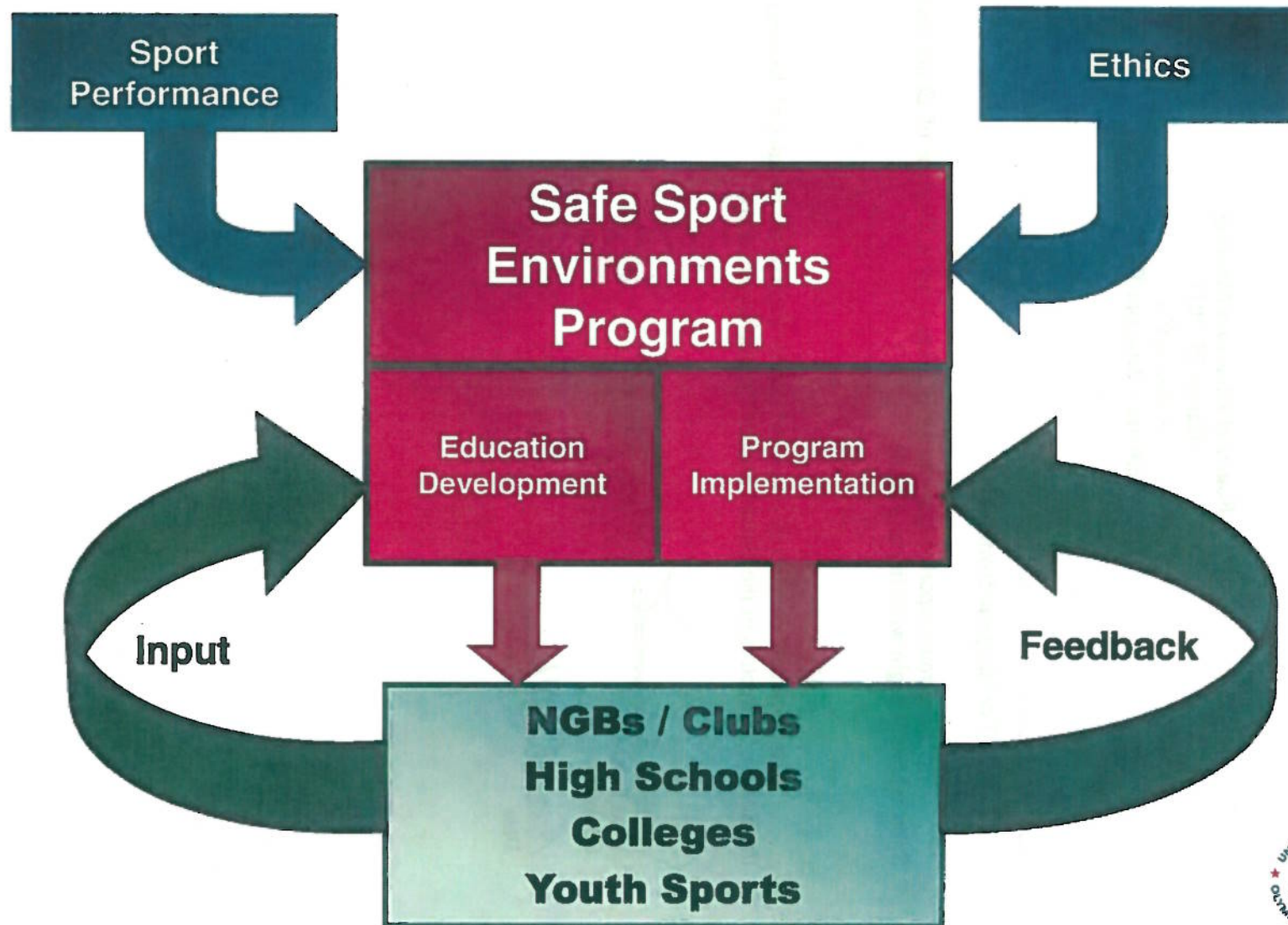
Safe Sport Environments 2011 Budget

Expense		
Dedicated Additional Staff (including equipment and travel)	Low	High
Content Manager (salary based on 1/2 time allocation)	\$30,000	\$40,000
SSE Implementation Officer (salary based on 1/2 time allocation)	\$45,000	\$65,000
Content Development		
Coaches Course	\$5,000	\$15,000
Club/School Course	\$5,000	\$15,000
Parents Course	\$5,000	\$15,000
Athletes Course	\$5,000	\$15,000
On-line Course Develop		
Coaches Course	\$40,000	\$60,000
Club Course	\$40,000	\$60,000
Parents Course	\$40,000	\$60,000
Athletes Course	\$40,000	\$60,000
Web-site Build	\$40,000	\$60,000
Web-site Maintenance/Host	\$20,000	\$30,000
Total	\$315,000	\$495,000

Revenue		Price		Units		Revenue	
On-line Courses				Low	High	Low	High
Coaches Course	\$10	10,000	20,000	\$100,000	\$200,000		
Club Course	\$50	1,000	2,000	\$50,000	\$100,000		
Parents Course	\$0						
Athletes Course	\$0						
Total						\$150,000	\$300,000



USOC Safe Sport Environments Program Functional Structure



Minutes

**Board of Directors Meeting
March 15, 2011
Atlanta, GA
8:00 am – 3:00 pm EST**

....

G. Safe Training Environments

Mr. Blackmun reported that the USOC has hired a Director of Ethics and Safe Sport who will begin work in early April.

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Rana Dershowitz
Secretary

April 5, 2011
Date



US Olympic Committee
Board of Directors Meeting – March 15, 2011
Safe Training Environments

Safe Training Environments

Overview

- **The USOC is taking a leadership role in preserving safe sport for all levels of athletes**
 - Sports are not immune to sexual and physical abuse
 - Sexual and physical misconduct is in direct conflict with Olympic values
 - Due to its position, the USOC can have meaningful and widespread impact
- **The organization has begun to implement the recommendations of the Working Group for Safe Training Environments**
 - Hiring a Safe Sport Officer: Received 162 applications, narrowed down to 3 finalists, one selected with an April 4, 2011, start date
 - Conducted Coaching Education Content Summit on March 3rd in Colorado Springs, including a presentation by an external content provider in the area of safe sport
 - Developing website which will serve as a centralized resource on Safe Training Environments
 - Creating RFP to develop online courses for coaches, parents, athletes, and clubs



Safe Training Environments

Immediate Priorities

Based on the recommendations of the Safe Training Environment Working Group, the new Safe Sport Officer will focus on the following priorities:

USOC Internal Policies

Set a standard for safe environments by updating USOC policies and the code of conduct

Background Checks

Vet a number of background check providers to provide discounted and preferred list to NGBs, MSOs and other sport organizations

Online Training Modules

Develop training modules for athletes, coaches, parents and administrators to learn about sexual and physical misconduct in sport and to promote safe training environments

Toolkit

Prepare templates and forms that can be utilized and adopted by a range of sports organizations

Protocol for Violations

Develop a clear approach to reporting and investigating violations and supporting resolutions





UNITED STATES
OLYMPIC COMMITTEE
1 Olympic Plaza
Colorado Springs, CO
80909

BOARD OF DIRECTORS MEETING

Tuesday, June 28, 2011, 8:00 am to 3:00 pm

Stanford University
Stanford Institute for Economic Policy Research
366 Galvez Street
Stanford, California

AGENDA

- | | | |
|---|----------------|---------|
| 1. Welcome | Larry Probst | 8:00am |
| 2. Financial Report | Walt Glover | 8:05am |
| 2.1 YTD Results | | |
| 2.2 2011-12 Winter Funding | | |
| 2.3 2013-16 Budget Process | | |
| 2.4 Paralympic Initiatives | | |
| 3. CEO Report | | 8:30am |
| 3.1 Development Update | Janine Musholt | |
| 3.2 Marketing Update | Lisa Baird | |
| 3.3 London 2012 – USA House & Road to London | Lisa Baird | |
| 3.4 PanAm and Parapan Games Preview | Leslie Gamez | |
| 3.5 2011 Performance Screen Review | Scott Blackmun | |
| 4. Special Guest | | 10:10am |
| <i>Break</i> | | 10:15am |
| 5. Resource Allocation Policy | Alan Ashley | 10:30am |
| 6. Colorado Springs OTC Improvements | Mike English | 11:30am |
| <i>Lunch with Rich Bender followed by Executive Session</i> | | 12:15pm |
| 7. IR Update | Larry Probst | 1:00pm |
| 7.1 IPC Meeting (London) | | |
| 7.2 Revenue Sharing | | |
| 7.3 Television Bids | | |
| 7.4 Olympic Movement Update | | |
| 8. Committee Reports | | 2:00pm |
| 8.1 Paralympic Advisory | Jim Benson | |
| 8.2 Compensation | Bob Bowlsby | |
| 8.3 Ethics | Mary McCagg | |
| 8.4 Nominating and Governance | John Hendricks | |
| 8.5 Audit | Ursula Burns | |
| 8.6 2011 Olympic & Paralympic Assembly | Mike Plant | |

- 9. Administrative Items
 - 9.1 Bylaws Amendments
 - 9.2 Policy Project
 - 9.3 2012 Board Meeting Dates

Rana Dershowitz 2:45pm

10. Adjourn

3:00pm

11. Press Conference

3:15pm

Reports (No Scheduled Discussion):

- 1. International Women and Sport Conference Update
- 2. 5th International Athletes' Forum Update
- 3. Olympic & Paralympic News
- 4. International Relations – AAC Initiative
- 5. Compliance Protocol
- 6. NGB Organizational Development
- 7. Direct Mail Fundraising
- 8. Safe Training Environments

Anita DeFrantz/Chris Sullivan
Angela Ruggiero/Chris Sullivan
Patrick Sandusky
Dragomir Cioroslan
Rick Adams
Rick Adams
Janine Musholt
Malia Arrington



UNITED STATES OLYMPIC COMMITTEE

BOARD OF DIRECTORS MEETING – JUNE 28, 2011
Safe Training Environments Implementation Plan

UNITED STATES OLYMPIC COMMITTEE

SAFE TRAINING ENVIRONMENTS IMPLEMENTATION PLAN

Recommendation	Action Plan	Steps Taken as of June 8, 2011
Play a Leadership Role	<ul style="list-style-type: none"> Adopt a policy statement regarding the USOC's commitment to preventing sexual and physical abuse. 	<ul style="list-style-type: none"> USOC Board of Directors adopted policy statement in March 2011 stating that sexual and physical abuse conflict with Olympic ideals.
Lead by Example	<ul style="list-style-type: none"> Review, update, and create USOC policies and forms to ensure that they are consistent with promoting STEs. Implement sexual and physical misconduct training to all USOC staff and volunteers. 	<ul style="list-style-type: none"> Drafted USOC OTC Access Protocol. Revising USOC Coach's Code of Conduct. Final approved draft: 9/11. Drafting Athlete Protection Policy and Code to create standardized definitions of prohibited conduct. Final approved draft: 9/11.
Develop Online Training	<ul style="list-style-type: none"> Create online training for coaches, administrators, parents, and athletes. 	<ul style="list-style-type: none"> Circulated RFP for online training. Hosted presentations from three vendors, to USOC and several NGBs, 6/01/11. Additional presentations and due diligence ongoing.
Develop Online Toolkit	<ul style="list-style-type: none"> Create online toolkit that includes: <ul style="list-style-type: none"> educational resources; sample templates and forms; and links to external resources. 	<ul style="list-style-type: none"> Drafting Safe Sport Risk Management Guide. Final approved draft: 12/11-3/12. Drafted content outline for education, templates and forms, and external resources for USOC Safe Sport web site.
Standardize STE Services	<ul style="list-style-type: none"> Create a minimum standard for criminal background check criteria. Create a preferred provider network of commercial vendors. Standardize procedures to address violations found during search process. 	<ul style="list-style-type: none"> Consulted with screening experts. Collected existing background check policies from each NGB. Reviewing state statutes establishing criteria for screening. Complete by: 7/11. Drafting recommended guidelines for background checks. Final approved draft: 9/11.
Encourage NGBs to Adopt Policies, Programs, & Tools	<ul style="list-style-type: none"> Encourage NGBs to: <ul style="list-style-type: none"> Adopt Athlete Protection Policy, Coach's Code of Conduct, and other policies; Utilize online training and implementation; and Regularly evaluate their STE policies, practices, and programs. 	<ul style="list-style-type: none"> Created implementation team consisting of both USOC Staff and NGBs. Creating communications and messaging strategy to assist NGBs and grassroots organizations. Ongoing.



Minutes

Board of Directors Meeting

September 23-24, 2011

Colorado Springs, CO

12:30 pm – 5:40 pm MST September 23 (Session 1)

8:00 am – 10:30 am MST September 24 (Session 2)

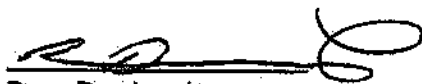
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D. Safe Sport Implementation

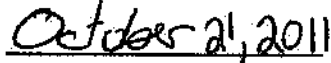
Ms. Malia Arrington, Director of Ethics and Safe Sport, was introduced to the Board. She reminded the Board of the recommendations made by the Safe Training Working Group and then updated the Board regarding the USOC's activities towards implementing those recommendations. She provided the Board with visibility into the stand-alone website being created for the USOC's safe sport initiative and walked the Board through the site's planned structure, content and functionality. Next Ms. Arrington explained to the Board the USOC's rollout timeline and plans. A discussion then occurred regarding how the initiative was being communicated to the USOC's constituents.

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Rana Dershowitz
Secretary



Date



UNITED STATES OLYMPIC COMMITTEE

BOARD OF DIRECTORS MEETING – SEPTEMBER 23, 2011

Safe Training Environments



UNITED STATES OLYMPIC COMMITTEE

SAFE TRAINING ENVIRONMENTS

Recommendation	Actions
Play a Leadership Role	<ul style="list-style-type: none"> Board of Directors adopted a policy statement regarding maltreatment Creating USOC Safe Sport Website, which will reflect leadership role in promoting safe sport through resources and education
Lead by Example	<ul style="list-style-type: none"> USOC Code of Conduct contains statement prohibiting maltreatment USOC creating and adopting internal policies, including OTC Access Protocol, Athlete Welfare Policy, and a revised Coaching Code of Conduct
Develop Online Education	<ul style="list-style-type: none"> Working with the Athlete Safety Alliance (ASA) to develop coach's certification Delivered through USOC Safe Sport Website
Develop Online Toolkit	<ul style="list-style-type: none"> Working with ASA to create online toolkit for NGBs, including Safe Sport Handbook that identifies best practices and provides sample policies
Standardize Services	<ul style="list-style-type: none"> Recommended guidelines for background checks to be included in Safe Sport Handbook
Encourage NGBs to Adopt Safe Sport Tools	<ul style="list-style-type: none"> Soliciting feedback from NGBs before launching website, resources, and training through informal communications, comment periods, and test groups Creating template communications for NGBs to distribute to clubs and grassroots organizations about the Safe Sport initiative



Launch: First Quarter, 2012

UNITED STATES OLYMPIC COMMITTEE

SAFE TRAINING ENVIRONMENTS

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SafeSport

Where your game plan starts

[Home](#) [About SafeSport](#) [Toolkit](#) [Get Certified](#)



What is SafeSport?

SafeSport is a set of resources for the sports community — organizations, coaches, parents, and athletes — to help promote and maintain athlete welfare. It's a game plan for competing with fewer distractions, creating safer training environments, and developing respectful relationships among athletes, coaches, and their peers. For maximizing the lifelong benefits of sport. Start now.

[Learn more >](#)

SafeSport Toolkit

- > [For Organizations](#)
- > [For Coaches & Staff](#)
- > [For Parents](#)
- > [For Athletes](#)



Minutes

**Board of Directors Meeting
December 14, 2011
Redwood City, CA
8:00 a.m. – 1:45 p.m.**

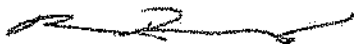
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A. Safe Sport

Mr. Blackmun began his report with a discussion around Safe Sport. Mr. Blackmun requested that Malia Arrington, Director of Ethics and Safe Sport, update the Board on the USOC's ongoing Safe Sport efforts. Ms. Arrington advised the Board of the work done to date and noted that a copy of a draft Safe Sport Handbook, containing policy guidelines and template policies, had been included in the Board materials. Ms. Arrington reported to the Board on the process that had been used to develop the draft Handbook, explaining how NGB feedback was being sought. A discussion ensued regarding the challenges of developing a Safe Sport Handbook and appropriate ways to address them. Following the discussion, the Board reiterated its desire that the USOC take a leadership role in this space, and indicated its support for the direction the USOC is going.

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Rana Dershowitz,
Secretary

Dated: January 13, 2012



MEMO

To: Scott Blackmun, Chief Executive Officer

From: Malia Arrington, Director, Ethics & Safe Sport

Date: 7 December 2011

Re: SafeSport Handbook – Update

Attached for your review is a revised draft of the SafeSport Handbook. Below, I describe: (1) the contents of the handbook; (2) how the handbook was created; and (3) the challenges associated with finalizing and publishing the handbook.

What's in the Handbook

The handbook contains: (1) Policy Guidelines; (2) Policy Templates; and (3) Sample Forms and Documents. The handbook is based on the risk factors for athlete maltreatment and barriers to reporting and contains guidance on:

- Athlete Protection Policies
- Codes of Conduct
- Applicant Screening & Criminal Background Checks
- Locker Rooms & Changing Areas
- Mobile & Electronic Communications
- Privacy
- Travel
- Physical Contact with Athletes
- Maltreatment Prevention Education & Training
- Maltreatment Reporting Policies & Adjudication Procedures

How the Handbook was Created

To create the handbook, we focused on a process that maximized NGB input. The resulting handbook reflects both (1) existing abuse prevention resources; and (2) NGB feedback obtained through a formal comment period.

Document Review

To create this document, the USOC reviewed:

- Existing NGB policies
- Youth-serving organizational policies
- Risk-management policies
- International athlete protection policies
- Research on abuse in sport

NGB Feedback

The first draft of the handbook was circulated to NGBs on October 26, 2011 for a four-week comment period. Before the comment period closed, I held a conference call with NGBs to discuss our goals and concerns. Twenty-three NGBs participated in the call, with approximately 37 participants. The first comment period closed on November 30, 2011.

NGB comments have been incorporated. The revised draft, a redlined version of the draft, and the written comments we received were circulated to NGBs for a second four-week comment period, which will close on January 7, 2012.

Challenges

There are two primary challenges associated with the handbook: (1) liability concerns; and (2) resource constraints.

Liability

While several NGBs expressed that the handbook sets the proper focus for the future, there is also a perception that publishing the handbook will increase their risk of legal liability. In particular, some NGBs believe that publishing the handbook creates a standard whereby failing to fully implement any of the suggested policies could be interpreted as doing less than is required. Although the handbook is intended as a resource for NGBs, there is a legitimate possibility that plaintiff's attorneys will nonetheless view it as a standard to which all NGBs should be held.

To address liability concerns, we are working with outside counsel to assess and mitigate the risk of liability associated with publishing the handbook. The firm we have retained represents victims in sexual abuse litigation and also provides consulting services concerning how to avoid sexual abuse liability and the standards of care related to children's activities and programming.

Resources

Some NGBs also expressed that resources are need to help manage enforcement – i.e., the investigation and adjudication of maltreatment allegations. Investigating allegations of maltreatment, which are fact-intensive and must be reviewed on a case-by-case basis, is expensive, particularly if a NGB decides to hire an independent investigator. Likewise, adjudication maltreatment allegations in a manner that is consistent with the Ted Stevens Act, requires significant resources in the form of time, personnel, and expertise.

To address resource constraints, we are working with NGBs to identify long-term strategies that will minimize costs and create additional resources. Such strategies may include: (1) identifying a network of investigators who can assist NGBs with investigations at reduced rates; (2) creating a pool of funds to assist NGBs with investigations; and/or (3) centralizing investigations and adjudications within the USOC.

As we move forward, we will continue to identify strategies that balance our paramount obligation to protect athletes with the resources of our community.

U.S. Olympic Committee SafeSport Handbook



Where your game plan starts

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10.2 Preliminary Determination

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- Position Announcement
- Application for Job /Volunteer Opening with Criminal Background Check Authorization
- Interview Questions
- Reference Check Questions
- Cover Letter for Discovery of Disqualifying Criminal Information & Appeal Rights
- Incident Report Form
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- Photo Release Waiver
- Background Check Vendors
- Reporting Flow Chart
- Checklist for Mandatory Reporting
- Guidelines for Physical Contact for Athletes with Disabilities
- Getting Confidential Assistance for Victims/Complainants



United States Olympic Committee

SafeSport Handbook

Introduction

There are many reasons to play sport – at any level. Athletes enjoy a wide range of physical, emotional and social benefits. Sport develops general physical fitness, and physical exertion has a documented positive mental effect. Participation in organized sport also improves motor skills, promotes strategic thinking, and enhances math skills. Athletes have higher graduation rates and are more likely to attend college. They also have a greater sense of self-worth, demonstrate better collaboration skills, and maintain healthier peer relationships. They are less likely to use cigarettes, drugs and alcohol.

But unfortunately, sport can also be a high-risk environment for maltreatment – conduct and behaviors that are considered harmful to the psychological and physical health of athletes, regardless of age.

Maltreatment can damage an athlete's psychological well-being; athletes who have been maltreated experience social embarrassment, emotional turmoil, psychological scars, loss of self-esteem and negative impacts on family, friends, and the sport. Maltreatment often hurts an athlete's competitive performance or causes them to drop out of sport entirely.

In this handbook, the U.S. Olympic Committee (USOC) identifies and describes six types of maltreatment: emotional, physical, sexual, bullying, harassment and hazing. *All forms of athlete maltreatment are intolerable and in direct conflict with the Olympic Ideals.*

Our obligation to protect athletes from maltreatment is paramount. The USOC is committed to improving the development, safety, and welfare of athletes and participants involved in sport and publishes this SafeSport Handbook to guide the development, implementation, and internal review of effective athlete welfare and maltreatment prevention policies for sports organizations.

Why “Maltreatment”?

The material contained in this handbook applies to all six forms of athlete maltreatment rather than to a narrow definition of “abuse” or “assault.” “Maltreatment” is a more accurate term for the full range of potential harm to athletes by individuals in positions of authority and by fellow athletes.

In the strict legal sense, the terms “abuse” or “assault” can be unduly limiting. Organizations may be held legally liable for maltreatment that doesn’t fit the legal definition of abuse. For example, verbally harassing an individual athlete on the basis of sexuality might result in a lawsuit. The organization might be held liable even though similar behavior by the athlete’s parents might not be grounds for legal action.

Athlete maltreatment can also include behavior that may not result in any sort of legal liability, but is nonetheless damaging to the athlete. For instance, certain cases of hazing or overly-aggressive coaching leading to emotional trauma may be maltreatment.

An individual or organization may also be held responsible for failing to respond to maltreatment other than abuse or assault. Understanding the types of maltreatment and their corresponding indicators provides a basis for determining proper courses of action, which may include the need to file a report with local child protective services or law enforcement agency.

What’s in the Handbook?

The handbook, which is built around risk factors for athlete maltreatment and barriers to reporting, is comprised of three parts: 1) Policy Guidelines, 2) Policy Templates, and 3) Sample Forms and Documents.

Part 1 – Policy Guidelines

The Policy Guidelines provide a framework for adopting policies to address athlete welfare and high-risks of opportunity for maltreatment. Included within each policy outline is a brief description and purpose for the policy, as well as (1) Elements to consider including in a particular policy, (2) Implementation Criteria that can be used as an implementation checklist, and (3) Examples of Implementation Records, which provide examples of evidence that clubs and organizations can use to conduct internal checks that their policies are being followed. Organizations can identify a record-keeping strategy that best meets its needs; it does not need to utilize every strategy identified in the handbook.

Part 2 – Policy Templates

Examples and templates of sample policies can be found in Policy Templates, which may be downloaded and customized to meet your organization’s unique needs.

Part 3 – Sample Forms and Documents

The Sample Forms and Documents are intended to assist organizations in implementing and administering those athlete maltreatment policies and procedures they choose to adopt.

How to Use the Handbook

Every sport and every sports organization is different. These differences will be reflected in the safe sport strategies an organization opts to implement. Accordingly, not every policy in this handbook will apply to every sport or its organization.

What factors affect the safe sport strategies a sports organization utilizes?

Strategies will depend on several factors and include, without limitation:

Sport-Specific Factors

- The sport
- The ages of the athletes and other sport participants
- The sport's professionally-accepted training methods
- The type of physical contact inherent to proper coaching in the sport
- Where training and competition takes place
- How the athletes and/or team travels
- Whether there are any special needs within the group
- Whether there are mixed-sex groupings

Organizational Factors

- Organizational resources, including money, time, personnel, expertise, and qualifications
- The demographics of the organization's membership
- The size of the organization's membership
- The organization's legal relationship with its members and member clubs
- The organization's governance documents
- The organization's legal and business structure
- The organization's strategy for implementing a safe sport program, including who will be responsible for setting and implementing policies and procedures (e.g., local, regional, or national body)

Legal Factors

- Applicable federal law
- Applicable state law

Should every sports organization implement each policy identified in the handbook?

No. This handbook is intended as a resource only. It contains policies and suggestions that may be helpful or relevant to the sport- and organization- specific strategies that each organization should consider as it seeks to reduce athlete maltreatment. It is not intended to create requirements for any sport organization.

If a sports organization does decide to implement a policy identified in the handbook, should it adopt the sample policy as drafted?

No. The policies contained in this handbook are templates that serve as a potential starting point for developing a sport- and organization- specific policy. Organizations should not adopt a policy that is impractical or inapplicable to its sport or business structure, as staff, volunteers, and/or members will not follow or enforce the policy. Instead, it is critical that a sports organization carefully tailor any policy and procedure contained in the handbook to meet its unique needs.

There is no way to avoid all risk of athlete maltreatment in sport. The USOC publishes these practices as guidelines to consider, *while advocating that any policy, form, or document should be adapted to meet your organization's specific needs.* Organizations should consult with legal representation and review state and federal laws before adopting and implementing any of the policies and documents contained in the handbook, as well as any maltreatment prevention strategy.

For additional examples of policies that may meet an organization's needs, see Appendix _____ or visit www.safesport.org.

Nothing contained in this handbook is intended to supersede, replace, or otherwise abrogate the USOC bylaws or the Ted Stevens Amateur Act. <Hyperlink to the Ted Stevens Amateur Act>

Part One – Policy Guidelines

1.0 – Athlete Protection Policy

What

Organizations that provide athlete training or sports competition services to athletes have an athlete protection policy describing the organization's commitment to promoting the welfare of athletes and other sport participants through safe training environments and defining prohibited conduct.

Why

The absence of organizational policies defining behavioral boundaries constitutes a significant risk factor for maltreatment. Where boundaries of behavior are not clear to sport stakeholders, and few measures regulate the behaviors of persons in position of trust and authority, unacceptable situations may otherwise be tolerated and no disciplinary action taken. Unclear boundaries can also lead to inadvertent maltreatment, e.g., where a coach models behavior that he/she experienced as an athlete without realizing its negative effects. Thus, a lack of clear boundaries is one of the primary barriers to recognizing and responding to maltreatment.

An athlete protection policy clarifies to all athletes, staff, responsible parties, and members of the public that the organization is committed to creating a safe and positive environment for athletes and establishes the organization's climate for athlete safety. It also sets forth standards of behavior that clearly outline unacceptable behaviors, helps minimize opportunities for maltreatment, and helps to prevent unfounded allegations. Such a policy will help sport stakeholders understand how they can contribute to a positive environment.

Elements

1. Statement of commitment to athlete welfare
2. Statement of whom organization's athlete protection applies to, e.g., those individuals within the organization's legal control who have direct contact with athletes and other sport participants
3. Policy also applies to athletes and other sport participants
4. Defines all forms of athlete maltreatment:
 - Emotional, physical, and sexual maltreatment in sport
 - Bullying, harassment, and hazing in sport
5. Statement prohibiting all forms of athlete maltreatment in sport
6. Policy meets or exceeds requirements of relevant legislation
7. Statement concerning who shall/may report suspected maltreatment
8. Description of how violations of the athlete protection policy will be addressed

Implementation Criteria

1. Organization has an athlete protection policy
2. Policy includes all elements
3. Policy meets or exceeds requirements of relevant legislation
4. Policy is publicized, promoted, and distributed to relevant audiences, including parents or guardians of athletes under the age of 18, upon joining and on an annual basis
5. Policy is reviewed annually, or whenever there is a major change in the organization or relevant legislation
6. Guidance for acceptable/unacceptable behavior is appropriate, actionable, and consistent with accepted coaching standards

Examples of Implementation Records

1. An electronic or physical copy of policy
2. Records of policy distribution and circulation (e.g., mailing records, group email lists, meeting announcements)
3. Displayed publicly (e.g., bulletin boards, websites, registration materials)
4. Signed statements of understanding from each member of relevant audience
5. Dated records of management/executive body approval, endorsement, and review

Policy Templates

<Athlete Protection Policy hyperlink>

<USOC Athlete Protection Policy hyperlink>

2.0 – Codes of Conduct

What

Codes of Conduct describe acceptable standards of behavior for all persons who can be expected to come in contact with athletes. These codes promote good practices and outline behavioral norms.

Why

Codes of conduct clarify expectations and behavioral boundaries for every member of the sport community. In contrast, an athlete protection policy describes behavioral boundaries and prohibited conduct; violations of such a policy may justify strong and permanent sanctions administered through due process.

While codes of conduct set forth prohibited conduct, they also describe what should be done. Deviations from codes of conduct can warrant sanctions if significant, but also leave room for simple corrective actions that can take place in real time. For example, someone who observes a relatively minor code violation can rightfully and quickly correct the violation.

Elements

1. Statement of organization's commitment to promoting safe training environments and adhering to established professional coaching standards
2. Prohibits discrimination on the basis of gender, disability, place of origin, color, sexual orientation, gender expression, religion, political belief, or economic status
3. Statement prohibiting all forms of athlete maltreatment
4. List of potential sanctions for code of conduct violations
5. Codes of conduct for athletes and other relevant stakeholders

Implementation Criteria

1. Organization has codes of conduct for its relevant stakeholders
2. Codes include all elements
3. Codes are publicized, promoted, and distributed to relevant audiences, including parents or guardians of athletes under the age of 18, upon joining and on an annual basis
4. Codes are reviewed annually, or whenever there is a major change in the organization or relevant legislation
5. Guidance for acceptable/unacceptable behavior is appropriate, actionable, and consistent with accepted coaching standards

Examples of Implementation Records

1. An electronic or physical copy of codes of conduct
2. Evidence of code distribution and circulation (e.g., mailing records, group email lists, meeting announcements)

3. Displayed publicly (e.g., bulletin boards, websites, registration materials)
4. Signed statements of understanding from each member of relevant audience
5. Dated records of management/executive body approval, endorsement, and review
6. Dated records describing alleged code of conduct violations and the actions taken to enforce the codes

Policy Templates

1. Code of Conduct for Coaches [hyperlink](#)
2. Code of Conduct for Staff [hyperlink](#)
3. Code of Conduct for Officials [hyperlink](#)
4. Code of Conduct for Volunteers [hyperlink](#)
5. Code of Conduct for Parents/Guardians [hyperlink](#)
6. Code of Conduct for Athletes [hyperlink](#)

[<USOC Games Coaching Code of Conduct hyperlink>](#)

3.0 – Applicant Screening and Criminal Background Checking

What

Organizations that provide athlete training or sports competition services utilize systematic applicant screening and criminal background check processes that disqualify prospective administrators, coaches, staff, officials, and volunteers from contact with athletes if they have histories of athlete maltreatment and/or unacceptable criminal convictions.

Why

Sound, practical, and responsible screening and criminal background checking practices reduce the chances that an athlete will come in contact with potentially dangerous adults and decrease liability exposure.

Elements

1. Applicants for employment who will have direct contact with athletes must consent to, and pass, a formal screening process
2. Screening process includes successful completion of an application, interviews, references check, and a criminal background check
3. Statement that all applicants must successfully complete a criminal background check before working or having direct contact with athletes
4. General description of background check practices, including:
 - the databases that will be checked
 - the general process
 - how findings are handled
 - the applicant's rights and right to appeal if the background check vendor returns an adverse finding
 - statement of privacy protection and appropriate records keeping practices
 - statement that background checks will be conducted every two years, or more often as required by law

Implementation Criteria

1. Organization has a screening and background check policy
2. Policy includes all elements
3. Policy meets or exceeds requirements of relevant legislation
4. Policy is publicized, promoted, and distributed to relevant audiences, including parents or guardians of athletes under the age of 18, upon joining and on an annual basis
5. Policy is reviewed annually, or whenever there is a major change in the organization or relevant legislation
6. Retention of hiring and personnel records with hiring and criminal background check results

7. Policy is uniformly applied to all new hires, new volunteers, and continuing personnel and volunteers

Examples of Implementation Records

1. An electronic or physical copy of screening policy
2. Records of policy distribution and circulation (e.g., mailing records, group email lists, meeting announcements)
3. Displayed publicly (e.g., bulletin boards, websites, registration materials)
4. Signed statements of understanding from each member of relevant audience
5. Dated records of management/executive body approval, endorsement, and review
6. Properly maintained records describing results of applicant screening and criminal background checking, including documentation of actions taken for individuals screened out

Policy Templates

<Applicant Screening and Criminal Background Checking Policy hyperlink>

4.0 – Locker Rooms and Changing Areas

What

Policy describes how locker rooms and changing areas are structured (e.g., limited to athletes or open to the general public) and states limits on the use of electronic media devices.

Why

Athletes (especially those under age 18) are particularly vulnerable in locker rooms and changing areas due to various stages of dress/undress and because they are less supervised than at many other times. Athlete-to-athlete problems, such as bullying, harassment, and hazing, often occur when coaches or staff members are not in a position to observe – this is especially true in locker rooms. Adherence to a locker room and changing areas policy enhances privacy and reduces the likelihood of maltreatment.

Elements

1. Description of physical facilities for training and home competition
2. Description of locker room and changing area monitoring procedures
3. Statement concerning accepted uses of cell phone or other mobile devices in locker rooms or changing areas

Implementation Criteria

1. Organization has a locker room and changing area policy
2. Policy includes all elements
3. Policy is publicized, promoted, and distributed to relevant audiences, including parents or guardians of athletes under the age of 18, upon joining and on an annual basis
4. Policy is reviewed annually, or whenever there is a major change in the organization or relevant legislation

Examples of Implementation Records

1. An electronic or physical copy of policy
2. Evidence of policy distribution and circulation (e.g., mailing records, group email lists, meeting announcements)
3. Displayed publicly (e.g., bulletin boards, websites, registration materials, locker rooms and changing areas)
4. Signed statements of understanding from each member of relevant audience
5. Dated records of management/executive body approval, endorsement, and review

Policy Templates

<Locker Room and Changing Area Policy hyperlink>

5.0 – Mobile and Electronic Communications

What

Policy describes acceptable uses of mobile and electronic devices and social media for organizational communications and emphasizes transparent communication.

Why

Effective communication concerning travel, training schedules, and administrative issues among administrators, staff, coaches, athletes and their families is critical. However, the use of mobile devices, web-based applications, social media, and other forms of electronic communications increases the possibility for improprieties and misunderstandings. The improper use of mobile and electronic communications can constitute athlete maltreatment. Adherence to a policy for mobile and electronic communication reduces these risks.

Elements

1. States appropriate criteria for mobile and electronic communications between administrators, coaches, staff, and volunteers and athletes
2. While recognizing the beneficial uses of social media, discourages use of electronic communication devices and social media to communicate complaints or concerns regarding potential violations of codes of conduct or an athlete protection policy

Implementation Criteria

1. Organization has a mobile and electronic communications policy
2. Policy includes all elements
3. Policy is publicized, promoted, and distributed to relevant audiences, including parents or guardians of athletes under the age of 18, upon joining and on an annual basis
4. Policy is reviewed annually, or whenever there is a major change in the organization or relevant legislation

Examples of Implementation Records

1. An electronic or physical copy of policy
2. Records of policy distribution and circulation (e.g., mailing records, group email lists, meeting announcements)
3. Displayed publicly (e.g., bulletin boards, websites, registration materials)
4. Signed statements of understanding from each member of relevant audience
5. Dated records of management/executive body approval, endorsement, and review

Policy Templates

<Mobile and Electronic Communications Policy hyperlink>

6.0 – Privacy

What

Privacy policy limits publication and use of an athlete's image or personal information without permission.

Why

Improperly releasing an athlete's personally identifying information can increase the risks of location, harassment, and stalking. A privacy policy guards against the improper use of an athlete's personal image or identifying information, and protects against disclosing identifying information and attendant liability.

Elements

1. Parameters for the organization's publication of private and personally identifying information about athletes through media, including print, electronic devices, social media, and the internet
2. Describes procedures to protect athlete's personally identifying information from inadvertent or unauthorized disclosure
3. Athletes images may not be used for commercial purposes without consent

Implementation Criteria

1. Organization has a privacy policy
2. Policy includes all elements
3. Policy meets or exceeds requirements of relevant legislation
4. Policy is publicized, promoted, and distributed to relevant audiences, including parents or guardians of athletes under the age of 18, upon joining and on an annual basis
5. Policy is reviewed annually, or whenever there is a major change in the organization or relevant legislation

Examples of Implementation Records

1. An electronic or physical copy of policy
2. Records of policy distribution and circulation (e.g., mailing records, group email lists, meeting announcements)
3. Displayed publicly (e.g., bulletin boards, websites, registration materials)
4. Signed statements of understanding from each member of relevant audience
5. Dated records of management/executive body approval, endorsement, and review

Policy Templates

<Privacy Policy hyperlink>

7.0 – Travel

What

A travel policy states that care is taken to make sure athletes, especially those under age 18, do not find themselves unnecessarily alone with any adult athlete or adult staff member while traveling. Further, the policy directs how athletes under the age of 18 will be supervised during transitions to and from practice and competitions.

Why

Athletes are most vulnerable to maltreatment during travel, particularly overnight travel. This includes a high risk for athlete-to-athlete maltreatment. During travel, athletes are often away from their families and support networks, and the setting – new changing areas, locker rooms, workout facilities, automobiles, and hotel rooms – is unstructured and unfamiliar.

Travel policies guide athletes, administrators, coaches, staff members, volunteers, and parents/guardians for interaction outside of the practice, training, and competition setting. Adherence to travel policies help to reduce the opportunities for maltreatment.

Elements

1. Identify the responsibilities of coaches, staff, chaperones, parents, and athletes for local and team travel
2. Identify methods to minimize one-on-one time during individual travel
3. Standards for:
 - Mixed-gender travel
 - Mixed-age travel
 - Overnight travel
 - Individual travel
6. Description of notification process for team travel
7. Requirement of valid driver's license, insurance coverage, and criminal background check for all potential drivers for organization's team travel

Implementation Criteria

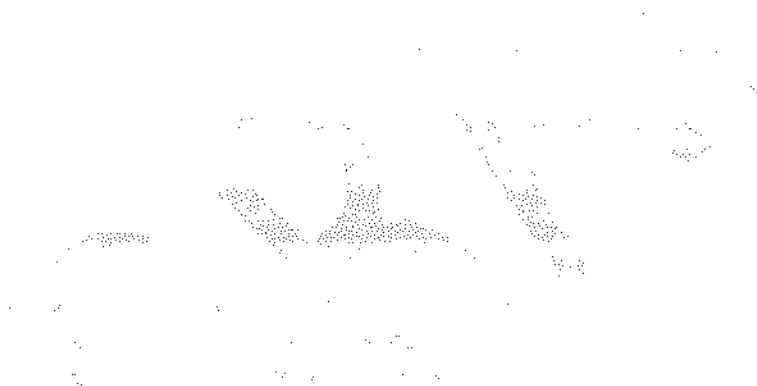
1. Organization has a travel policy
2. Policy includes all elements
3. Policy meets or exceeds requirements of relevant legislation
4. Policy is publicized, promoted, and distributed to relevant audiences, including parents or guardians of athletes under the age of 18, upon joining and on an annual basis
5. Policy is reviewed annually, or whenever there is a major change in the organization or relevant legislation

Examples of Implementation Records

1. An electronic or physical copy of policy
2. Records of policy distribution and circulation (e.g., mailing records, group email lists, meeting announcements)
3. Displayed publicly (e.g., bulletin boards, websites, registration materials)
4. Signed statements of understanding from each member of relevant audience
5. Dated records of management/executive body approval, endorsement, and review
6. Maintenance of a signed and dated validation of driver's license and proof of insurance for all drivers for organization's team travel
7. Copies of posted notices for practices and competition locations, date, onset, and duration

Policy Templates

<Travel Policy hyperlink>



8.0 – Physical Contact with Athletes

What

Policy describes the purpose and limits of appropriate physical contact between athletes and relevant stakeholders, e.g., coaches, staff, volunteers, and fellow athletes.

Why

In almost all sports, coaching an athlete requires physical contact. Such contact will often be with body parts that, in a non-sport context, would be inappropriate – such as positioning an athlete's leg or torso or spotting an athlete to make sure they will not be injured by a fall. But physical contact is also natural and appropriate when celebrating victories and achievement or consoling athletes after a loss or injury.

Physical contact policies provide all organization members with clarity and guidance for contact with athletes, which provide athletes with safer training conditions to perform and to receive the benefits of sport.

Elements

1. Statement encouraging appropriate physical contact with athletes
2. Descriptions of when and why it is appropriate to make physical contact with athletes, including examples
3. List of criteria for appropriate/inappropriate physical contact
4. List of prohibited physical contact
5. Unacceptable forms of physical contact with athletes by any member of a sports organization will be reported as a code of conduct violation or as athlete maltreatment, and handled accordingly
6. Statement that all members of the organization will honor an athlete's expressed personal desire for decreased or no physical contact that would be otherwise deemed appropriate. A parent or guardian's expressed wish for their child athlete under the age of 18 will be honored as well.

Implementation Criteria

1. Organization has a physical contact policy
2. Policy includes all elements
3. Policy is publicized, promoted, and distributed to relevant audiences, including parents or guardians of athletes under the age of 18, upon joining and on an annual basis
4. Policy is reviewed annually, or whenever there is a major change in the organization or relevant legislation
5. Guidance for acceptable/unacceptable behavior is actionable and consistent with accepted coaching standards

Examples of Implementation Records

1. An electronic or physical copy of policy
2. Records of policy distribution and circulation (e.g., mailing records, group email lists, meeting announcements)
3. Displayed publicly (e.g., bulletin boards, websites, registration materials)
4. Signed statements of understanding from each member of relevant audience
5. Dated records of management/executive body approval, endorsement, and review

Policy Templates

<Physical Contact with Athletes Hyperlink>

<USOC Physical Contact with Athletes Hyperlink>



9.0 – Education and Training

What

Organizations that provide sports training or competition services require relevant stakeholders, e.g., those who have direct contact with athletes, to complete education and training on athlete maltreatment prevention and athlete welfare promotion.

Why

Education is a key component of any maltreatment prevention strategy. An education and training policy provides administrators, coaches, staff members, officials, volunteers, parents, and athletes with information necessary to more effectively monitor their sport, minimize the opportunities for athlete maltreatment, and report concerns. It is also a strong public statement that the organization places a priority on athlete welfare and positive training environments.

Elements

1. Statement of organizational commitment to ongoing education and training in athlete maltreatment prevention
2. Education, training, and certification required for any individual with direct athlete contact; certification required every two years
3. Education and training encouraged for athletes and parents
4. Curriculum meets or exceeds standards set forth in relevant legislation
5. Training:
 - Provides definitions for, and effects of, all forms of athlete maltreatment (emotional, physical, and sexual; bullying, harassment, and hazing)
 - Identifies risk opportunities for maltreatment in sport
 - Identifies policies, practices, and procedures for organizations to recognize, reduce, and report suspected athlete maltreatment
 - Outlines patterns, behaviors, and methods of operation of sexual predators
 - Requires testing consistent with relevant legislation

Implementation Criteria

1. Organization has an education and training policy
2. Policy includes all elements
3. Policy meets or exceeds requirements of relevant legislation
4. Policy is publicized, promoted, and distributed to relevant audiences, including parents or guardians of athletes under the age of 18, upon joining and on an annual basis
5. Policy is reviewed annually, or whenever there is a major change in the organization or relevant legislation
6. Training and certification is mandatory for administrators, coaches, staff, and volunteers; re-certification mandatory every two years

7. Training encouraged for parents and athletes

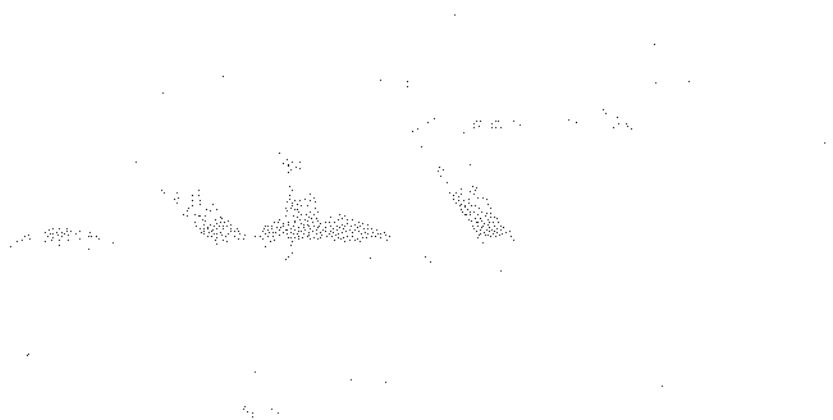
Examples of Implementation Records

1. An electronic or physical copy of policy
2. Evidence of policy distribution and circulation (e.g., mailing records, group email lists, meeting announcements)
3. Displayed publicly (e.g., bulletin boards, websites, registration materials)
4. Signed statements of understanding from each member of relevant audience
5. Dated records of management/executive body approval, endorsement, and review
6. Records of certification status available for all administrators, coaches, staff members, and volunteers, including certification expiration date
7. Education and training records available for public inspection

Policy Templates

<Maltreatment Prevention Education and Training Policy hyperlink>

<USOC Education and Training Policy hyperlink>



10.0 – Reporting Policy and Adjudication Procedure

What

A maltreatment reporting policy and adjudication procedure provides procedures to address allegations of maltreatment falling within an organization's athlete protection policy. It states the organization's commitment to providing safe training environments, from reporting potential maltreatment to the appropriate organizational channels and state child protection agencies as applicable, and to following prompt and fair adjudication procedures.

Why

The failure to provide guidance on when and how to report suspected maltreatment is a significant barrier to disclosing maltreatment. Without training in this area, sport stakeholders may feel ill-prepared, powerless, and lost when it comes to responding to and reporting maltreatment, greatly affecting their leadership with regard to this issue.

Likewise, coaches, parents, and athletes must also be able to recognize maltreatment and to know how to respond.

A maltreatment reporting policy clarifies to all participants, staff, responsible parties, and members of the public that the organization understands its duty and responsibility to create a safe and positive environment for athletes. This statement also further reinforces the organization's climate for athlete safety and welfare.

Elements

1. Identifies resources to determine whether allegations must or should be reported to authorities
2. Describes reporting procedures
3. Details review and investigation procedures
4. Sets forth adjudication procedures and adequate procedural safeguards
5. Identifies possible sanctions for violation of athlete protection policy
6. Provides complainant protection and prohibits retaliation
7. Prohibits false reporting

Implementation Criteria

1. Organization has a policy
2. Policy includes all elements
3. Policy meets or exceeds requirements of relevant legislation
4. Policy is publicized, promoted, and distributed to relevant audiences, including parents or guardians of athletes under the age of 18, upon joining and on an annual basis
5. Policy is reviewed annually, or whenever there is a major change in the organization or relevant legislation
6. Provides adequate procedural safeguards

7. Complies with organization's bylaws

Examples of Implementation Records

1. An electronic or physical copy of policy
2. Evidence of policy distribution and circulation (e.g., mailing records, group email lists, meeting announcements)
3. Displayed publicly (e.g., bulletin boards, websites, registration materials)
4. Signed statements of understanding from each member of relevant audience
5. Dated records of management/executive body approval, endorsement, and review
6. Retention of maltreatment report allegations and the actions taken to review, investigate, and resolve allegations

Policy Templates

<Maltreatment Reporting and Adjudication Procedure hyperlink>

<USOC Maltreatment Reporting and Adjudication Procedure hyperlink>



Part Two – Policy Templates

1.0 - Athlete Protection Policy

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

ORGANIZATION recognizes that the process for training and motivating athletes will vary with each coach and each athlete, but it is nevertheless incumbent on everyone involved in sport to support the development and use of motivational and training methods that avoid conduct that constitutes maltreatment.

This Policy applies to [RELEVANT STAKEHOLDERS] (collectively, "Staff"). Staff who fulfill these roles, particularly those who are in a position of trust and authority, must endeavor to promote the safety and wellbeing of athletes and sport participants, especially youth athletes.

This Policy also applies to ORGANIZATION'S athletes and other sport participants and prohibits athlete-to-athlete maltreatment.

Staff and athletes shall familiarize themselves with each form of maltreatment and shall refrain from all types of maltreatment in the sport environment.

Section 1.1 Definitions of Athlete Maltreatment

Athlete maltreatment refers to conduct and behaviors that are considered harmful to the psychological and physical health of athletes, regardless of age. The six individual forms of athlete maltreatment described below – emotional maltreatment, physical maltreatment, sexual maltreatment, bullying, harassment, and hazing – are considered maltreatment regardless of intent.

Section 1.1.1 Emotional Maltreatment

Emotional maltreatment in sport refers to:

- (1) persistent, non-physical behaviors that (a) berate, (b) manipulate, (c) degrade, (d) humiliate, (e) coerce, (f) ostracize, or (g) exploit an athlete; or
- (2) any violation of federal or state law prohibiting emotional maltreatment (e.g. child abuse, child neglect).

Exception

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

Examples

Examples of emotional maltreatment prohibited by this Policy include, without limitation:

- (1) repeatedly or excessively yelling at a particular athlete in such a manner that serves no productive motivational purpose.
- (2) humiliating and degrading an athlete by: (a) making personal attacks, (b) requiring degrading punishments, such as requiring an athlete to stand in a corner for extended periods of time; or (c) completely ignoring an athlete for extended periods of time.

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

Section 1.1.2 Physical Maltreatment

Physical maltreatment in sport refers to:

- (1) physical or non-physical contact that causes or could reasonably be expected to cause direct physical harm to an athlete; or
- (2) any violation of federal or state law prohibiting physical maltreatment (e.g. child abuse, child neglect, assault).

Exceptions

Physical maltreatment does not include:

- (1) professionally-accepted coaching methods of skill enhancement, physical conditioning, team building, discipline, or improving athlete performance; or
- (2) infrequent, non-intentional physical contact, particularly contact that arises out of an error or misjudgment on the part of an athlete or Staff.

Examples

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

- (1) physical offenses, including (a) punching, beating, biting, striking, choking, or slapping an athlete; (b) hitting an athlete with objects or sporting equipment out of anger or frustration; (c) providing alcohol to an athlete under the age of 21; (d) providing illegal drugs or non-prescribed medications to any athlete; (e) encouraging or permitting an athlete to return to play pre-maturely following a concussion or injury; (f) prescribed dieting or other weight-control methods (e.g., weigh-ins, caliper tests) without regard for the nutritional well-being and health of athlete;
- (2) non-physical offenses, including (a) isolating an athlete in a confined space (e.g., locking an athlete in a small space); (b) forcing an athlete to assume a painful stance or position for no athletic purpose (e.g. requiring an athlete to kneel on a harmful surface); (c) withholding, recommending against, or denying adequate hydration, nutrition, or sleep.

Section 1.1.3 Sexual Maltreatment

Sexual maltreatment in sport refers to:

- (1) any touching or non-touching sexual interaction that is (a) nonconsensual or forced, (b) coerced or manipulated, or (b) perpetrated in an aggressive, harassing, exploitative, or threatening manner; or
- (2) any violation of federal or state law prohibiting sexual maltreatment (e.g. sexual abuse, sexual exploitation, rape).

Exceptions

None

Examples

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

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

Comment to Part 1.1.3(1)(d)(i):

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

A coach who has formed a sexual relationship with an athlete or other sport participant after the coach-athlete relationship has ended bears the burden of demonstrating that there is no imbalance of power by a preponderance of the evidence. Factors relevant to determining whether there is a significant imbalance of power that could reasonably jeopardize effective decision-making include, but are not limited to: (a) the nature and extent of the coach's supervisory, evaluative, or other authority over the athlete or sport participant being coached; (b) the actual relationship between the parties; (c) the parties' respective roles; (d) the nature and duration of the sexual relations or intimacies; (e) the age of the coach; (f) the age of the athlete or sport participant; (g) and whether the coach has engaged in a pattern of sexual relations with other athletes or sport participants.

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

(2) Non-touching offenses, including:

- (a) sexually-oriented comments, jokes, or sexual innuendos made to/about an athlete, or other sexually harassing behaviors;
- (b) a coach discussing his/her sex life with an athlete;
- (c) a coach asking an athlete about his/her sex life
- (d) exposing athletes to pornographic material;
- (e) sending athletes sexually explicit electronic messages or photos (e.g. "sexting");
- (f) deliberately exposing an athlete to sexual acts.

Section 1.1.4 Bullying

Bullying in sport refers to:

- (1) an intentional, persistent and repeated pattern of committing or willfully tolerating physical and non-physical behaviors that are intended to cause fear, humiliation, or physical harm in an attempt to socially exclude, diminish, or isolate the athlete(s) targeted; or
- (2) any violation of federal or state law prohibiting bullying.

Exceptions

Bullying does not include group or team behaviors that (a) are meant to establish normative team behaviors, (b) promote team cohesion, (c) are not a condition of membership, and (d) do not have reasonable potential to cause emotional or physical distress to any athlete. For example, bullying does not include verbal admonitions to encourage team members to train harder and to push through a difficult training regimen.

Examples

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

- (1) physical behaviors, including (a) hitting, pushing, punching, beating, biting, striking, choking, or slapping an athlete; (b) throwing at, or hitting an athlete with, objects including sporting equipment.
- (2) verbal and emotional behaviors, including, (a) teasing, ridiculing, intimidating; (b) spreading rumors or making false statements; or (c) using electronic communications, social media, or other technology to harass, frighten, intimidate, or humiliate ("cyber bullying").

Comment: Fellow athletes are most often the perpetrators of bullying. However, it is a violation of this Athlete Protection Policy if Staff knows or should have known of the bullying behavior but takes no action to intervene on behalf of the athlete(s) targeted ("willfully tolerating").

Section 1.1.5 Harassment

Harassment in sport is defined as:

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

Exceptions

None

Examples

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

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

Comment: Fellow athletes are most often the perpetrators of harassment. However, it is a violation of this Athlete Protection Policy if a Staff member knows or should have known of the harassing behavior but takes no action to intervene on behalf of the athlete(s) targeted ("willfully tolerating").

Section 1.1.6 Hazing

Hazing in sport refers to:

- (1) coercing, requiring, forcing, or willfully tolerating any humiliating, unwelcome, or dangerous activity that serves as a condition for (a) joining a group or (b) being socially accepted by a group's members; or
- (2) any violation of applicable law prohibiting hazing.

Exception

Hazing does not include group or team activities that (a) are meant to establish normative team behaviors, (b) promote team cohesion, (c) are not a condition of membership, and (d) do not have reasonable potential to cause emotional or physical distress to any athlete. Examples include, without limitation:

- (1) allowing junior athletes to carry senior athletes' equipment into the locker room after practice
- (2) encouraging junior athletes to arrive early and set up training equipment
- (3) giving senior athletes first preference in team assignments, responsibilities, accommodations, facilities, or equipment.

Examples

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

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

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

Athletes may be the perpetrators of hazing toward their fellow athletes. However, it is a violation of this Athlete Protection Policy if a Staff member knows or should have known of the hazing but takes no action to intervene on behalf of the athlete(s) targeted ("willfully tolerating").

Section 1.2 Athlete Protection Philosophy

ORGANIZATION does not tolerate any form of athlete maltreatment and actively strives to create a culture that is conducive to safety and is incompatible with maltreatment. Staff work with colleagues, volunteers, athletes and parents to prevent and address maltreatment through monitoring and reporting any suspected concerns (see our policy for Maltreatment Reporting). Staff participate in regular education and training designed to raise awareness and to clarify their roles in preventing, monitoring and reporting (see our policy for Maltreatment Prevention Education and Training).

Section 1.2.1 Prevention

ORGANIZATION recognizes that maltreatment can occur at many levels of the organization and through multiple outlets. ORGANIZATION has established policies across multiple areas and roles in the organization. These include policies for expected Codes of Conduct; Travel; the use of Locker Room and Changing Areas; as well as the use of Electronic and Mobile Communication. Staff of ORGANIZATION are expected to adhere to these policies.

Section 1.2.2 Monitoring

ORGANIZATION recognizes that chief amongst the efforts at prevention is being vigilant and aware. Extensive and regular monitoring provides an environment that is hostile to maltreatment. ORGANIZATION has implemented a number of policies and practices to enhance monitoring. These include policies for Applicant Screening and Criminal Background Checks and the use of Locker Rooms and Changing Areas.

Section 1.2.3 Reporting

Although these policies are designed to reduce maltreatment, it can still occur. Staff, athletes, and other sport participants of ORGANIZATION will follow the reporting procedures set forth in ORGANIZATION'S Maltreatment Reporting and Adjudication Procedure.

Section 1.3 Violations

Violations of this Policy will be addressed under the Maltreatment Reporting Policy and Adjudication Procedure.

2.0 – Codes of Conduct

At ORGANIZATION, Staff are committed to creating an athletic environment characterized by excellence, integrity, respect, courtesy, and fairness. Achieving these standards requires everyone – to conduct themselves in an ethical, honorable, and professional fashion to contribute to our shared success.

Section 2.1 Coaching Code of Conduct

All coaches are expected to uphold the highest standards of professional conduct.

1. Treat everyone fairly regardless of gender, disability, place of origin, color, sexual orientation, gender expression, religion, political belief, or economic status.
2. Coaches will adhere to all rules, regulations, and ethical guidelines of ORGANIZATION, including all aspects of the Athlete Protection Policy, and the LEAGUE / SPORT ASSOCIATION / NGB.
3. Coaches will communicate to parents and athletes program goals and training expectations (e.g., program is focused on participation vs. a competitive training environment)
4. Coaches will provide their athletes with training activities that are appropriate for their age, experience, skill level, and fitness, as well as their physical and mental abilities.
5. Coaches will be role models and demonstrate respect for all administrators, staff, volunteers, athletes, officials, spectators, and opponents. This includes:
 - a. actively discouraging the use of performance-enhancing drugs; supporting athletes' efforts to be drug-free
 - b. actively discouraging the use of alcohol and tobacco in conjunction with athletic events
 - c. not engaging in, or encouraging others to engage in, any illegal actions
6. Coaches will work to improve his/her professional coaching skills and take advantage of professional development opportunities. This includes:
 - a. maintaining professional certifications and memberships
 - b. staying current on all physical training precautions and safety requirements
7. Coaches will work closely with parents/guardians of athletes under the age of 18 to guarantee proper communication and athlete supervision. This includes:
 - a. discussing schedules and time commitments for practice, training, and competition
 - b. explaining expectations, coaching philosophies, and competition levels

8. Coaches will actively work to promote athlete health, and safeguard and protect athletes from all forms of maltreatment. Coaches will:
 - a. be acutely aware of power in coaching relationships and, therefore, avoid sexual intimacy with athletes, both during coaching and during that period following coaching when imbalance in power could jeopardize effective decision-making
 - b. abstain from and refuse to tolerate in others all forms of athlete maltreatment, as set forth in the Athlete Protection Policy
 - c. report all suspected maltreatment (emotional, physical, sexual, bullying, harassment, and hazing) according to ORGANIZATION Maltreatment Reporting Policy
9. Coaches will immediately address other members' code of conduct violations that do not rise to the defined level of athlete maltreatment. These actions include:
 - a. reprimanding inappropriately aggressive actions of an athlete during training or competition
 - b. encouraging parents to be positive towards all participants, including other athletes, spectators, and officials
10. Coaches shall not allow, encourage, condone, or require any behavior or activity that potentially threatens an athlete's amateur status or eligibility for high school or collegiate sports, without first discussing all ramifications with the athlete and/or parent/guardian if the athlete is under the age of 18.
11. Violations of this code are subject to sanctions and may include, but are not limited to, reprimand, censure, suspension, and expulsion.
12. [This code shall be agreed to with a signature and maintained on record with ORGANIZATION.]

Section 2.2 Staff Member Code of Conduct

1. Treat everyone fairly regardless of gender, disability, place of origin, color, sexual orientation, gender expression, religion, political belief, or economic status.
2. Staff members will adhere to all rules, regulations, and ethical guidelines of ORGANIZATION, including all aspects of the Athlete Protection Policy, and the LEAGUE / SPORT ASSOCIATION.
3. Staff members will help foster an environment that is conducive to organizational effectiveness and is supportive of our coaches, athletes, staff, families and opponents.
4. Staff members will be role models and demonstrate respect for all administrators, staff, volunteers, athletes, officials, spectators, and opponents. This includes:

- a. actively discouraging the use of performance-enhancing drugs and supporting athletes' efforts to be drug-free
 - b. actively discouraging the use of alcohol and tobacco in conjunction with athletic events
 - c. not engaging in, or encouraging others to engage in, any illegal actions
5. Staff members will work closely with parents/guardians of athletes under the age of 18 to guarantee proper communication and supervision. This includes:
 - a. discussing schedules and time commitments for practice, training, and competition
 - b. explaining expectations and organizational philosophies, practices, and procedures
6. Staff members will actively work to safeguard athletes and protect them from all forms of maltreatment. This includes:
 - a. not engaging in, or condoning, any sexual relationships or intimacies involving an athlete, as set forth in the Athlete Protection Policy
 - b. reporting all suspected maltreatment (emotional, physical, sexual, bullying, harassment, and hazing) according to ORGANIZATION Maltreatment Reporting and Adjudication Procedure Policy
7. Staff members will immediately address code of conduct violations that do not rise to the defined level of athlete maltreatment. These actions include:
 - a. sharing concerns about athlete behavior with coaches
 - b. encouraging parents to be positive towards all participants, including other athletes, spectators, and officials
8. Staff shall not allow, encourage, condone, or require any behavior or activity that potentially threatens an athlete's amateur status or eligibility for high school or collegiate sports, without first discussing all ramifications with the athlete and/or parent/guardian if the athlete is under the age of 18.
9. Violations of this code are subject to sanctions and may include, but are not limited to, reprimand, censure, suspension, and expulsion.
10. [This code shall be agreed to with a signature and maintained on record with ORGANIZATION.]

Section 2.3 Officials Code of Conduct

1. Treat everyone fairly regardless of gender, disability, place of origin, color, sexual orientation, gender expression, religion, political belief, or economic status.
2. Officials will adhere to all rules, regulations, and ethical guidelines of ORGANIZATION, including all aspects of the Athlete Protection Policy, and the LEAGUE / SPORT ASSOCIATION / NGB.
3. Officials will help foster an environment that is conducive to organizational effectiveness and is supportive of our coaches, athletes, staff, families and opponents.
4. Officials will be role models and demonstrate respect for all administrators, staff, volunteers, athletes, officials, and spectators. This includes:
 - a. actively discouraging the use of performance-enhancing drugs and supporting athletes' efforts to be drug-free
 - b. actively discouraging the use of alcohol and tobacco in conjunction with athletic events
 - c. not engaging in, or encouraging others to engage in, any illegal actions
5. Officials will actively work to safeguard athletes and protect them from all forms of maltreatment. This includes:
 - a. not engaging in, or condoning, any sexual relationships or intimacies involving an athlete, as set forth in the Athlete Protection Policy
 - b. reporting all suspected maltreatment (emotional, physical, sexual, bullying, harassment, and hazing) according to ORGANIZATION'S Maltreatment Reporting and Adjudication Procedure Policy
6. Officials will immediately address code of conduct violations that do not rise to the defined level of athlete maltreatment. These actions include:
 - a. sharing concerns about athlete behavior with coaches
 - b. encouraging parents to be positive towards all participants, including other athletes, spectators, and officials
7. Officials shall not allow, encourage, condone, or require any behavior or activity that potentially threatens an athlete's amateur status or eligibility for high school or collegiate sports, without first discussing all ramifications with the athlete and/or parent/guardian if the athlete is under the age of 18.
8. Violations of this code are subject to sanctions and may include, but are not limited to, reprimand, censure, suspension, and expulsion.
9. [This code shall signed and maintained on record with ORGANIZATION.]

Section 2.4 Volunteer Code of Conduct

1. Treat everyone fairly regardless of gender, disability, place of origin, color, sexual orientation, gender expression, religion, political belief, or economic status.
2. Volunteers will adhere to all rules, regulations, and ethical guidelines of ORGANIZATION, including all aspects of the Athlete Protection Policy, and the LEAGUE / SPORT ASSOCIATION / NGB.
3. Volunteers will help foster an environment that is conducive to organizational effectiveness and is supportive of our coaches, athletes, staff, families and opponents.
4. Volunteers will be role models and demonstrate respect for all administrators, staff, volunteers, athletes, officials, spectators, and opponents. This includes:
 - a. actively discouraging the use of performance-enhancing drugs; support athletes' efforts to be drug-free
 - b. actively discouraging the use of alcohol and tobacco in conjunction with athletic events
 - c. not engaging in, or encouraging others to engage in, any illegal actions
5. Volunteers will work closely with parents/guardians of athletes under the age of 18 to guarantee proper communication and supervision. This includes:
 - a. discussing schedules and time commitments for practice, training, and competition
 - b. explaining expectations and organizational philosophies, practices, and procedures
6. Volunteers will actively work to safeguard athletes and protect them from all forms of maltreatment. This includes:
 - a. not engaging in, or condoning, any sexual relationships or intimacies involving an athlete, as set forth in the Athlete Protection Policy
 - b. reporting all suspected maltreatment (emotional, physical, sexual, bullying, hazing, harassment) according to ORGANIZATION Maltreatment Reporting Policy
7. Volunteers will immediately address code of conduct violations that do not rise to the defined level of athlete maltreatment. These actions include:
 - a. sharing concerns about athlete behavior with coaches
 - b. encouraging parents to be positive towards all participants, including other athletes, spectators, and officials
8. Volunteers shall not allow, encourage, condone, or require any behavior or activity that potentially threatens an athlete's amateur status or eligibility for high school or

collegiate sports, without first discussing all ramifications with the athlete and/or parent/guardian if the athlete is under the age of 18.

9. Violations of this code are subject to sanctions and may include, but are not limited to, reprimand, censure, suspension, and expulsion.
10. [This code shall be agreed to with a signature and maintained on record with ORGANIZATION.]

Section 2.5 Parent/Guardian Code of Conduct

1. Treat everyone fairly regardless of gender, disability, place of origin, color, sexual orientation, gender expression, religion, political belief, or economic status.
2. Parents will be supportive of all individuals involved with ORGANIZATION practice and competition. This includes:
 - a. focusing on and cheering positive play and effort rather than criticizing negative actions or outcomes
 - b. discouraging unfair play
 - c. accepting responsibility for his/her athlete's individual travel to practices, meetings, and competitions
3. Parents will evaluate, with their athlete, the desired goals of participation in sport against the ORGANIZATION'S programmatic goals and philosophies to ensure that ORGANIZATION'S program aligns with their athlete's expressed wishes for participation.
4. Parents will interact and communicate productively with members of ORGANIZATION to help their athlete reach his/her fullest potential. This includes:
 - a. demonstrating respect for, and accepting the decisions of, all administrators, staff, officials, opponents or their supporters
 - b. refraining from contacting athletes (including sideline "coaching") during competition or practice, including when athletes are not an active part of the competition
 - c. using appropriate language and demonstrating grace at all times
5. Parents will contribute to the health and safety of all athletes. This includes:
 - a. actively discouraging the use of performance-enhancing drugs and supporting athletes' efforts to be drug-free
 - b. actively discouraging the use of alcohol and tobacco in conjunction with athletic events
 - c. not engaging in, or encouraging others to engage in, any illegal actions
6. Parents will communicate with their athletes about maltreatment, including (a) what

maltreatment it is; (b) what to do if they or another athlete are being maltreated; and (c) developing a safe and open channel for communicating about maltreatment.

7. Parents will immediately address other members' code of conduct violations that do not rise to the defined level of athlete maltreatment. These actions include:
 - a. making administrators and coaches aware of rumors being spread about athletes
 - b. reminding fellow coaches and volunteers of good travel practices
8. Parents will cheer productively by:
 - a. applauding the opposition as well as their athlete's team
 - b. avoiding coaching their child during the game
 - c. not shouting or screaming
 - d. respecting the official's decision
 - e. giving encouragement to everyone participating in sport
9. Parents shall not allow, encourage, condone, or require any behavior or activity that potentially threatens an athlete's amateur status or eligibility for high school or collegiate sports, without first discussing all ramifications with the athlete and/or parent/guardian if the athlete is under the age of 18.
10. Violations of this code are subject to sanctions and may include, but are not limited to, reprimand, censure, suspension, and expulsion.
11. [This code shall be agreed to with a signature and maintained on record with ORGANIZATION.]

Section 2.6 Athlete Code of Conduct

1. This Code of Conduct applies to athletes age 12 and older.
2. Treat everyone fairly regardless of gender, disability, place of origin, color, sexual orientation, gender expression, religion, political belief, or economic status.
3. Athletes are representatives of ORGANIZATION and will act in a manner that contributes to our reputation as a sports organization dedicated to excellence in all areas. This includes:
 - a. learning and to adhering to all rules and regulations of ORGANIZATION and the LEAGUE / SPORT ASSOCIATION
 - b. demonstrating respect for all administrators, staff, volunteers, athletes, officials, spectators and opponents
 - c. accepting the decisions of coaches, staff and officials with grace and respect
4. Athletes will work diligently to reach their athletic potential. This includes:

- a. following training regimens and guidelines laid out by coaches
 - b. seeking opportunities to improve athletic skills
 - c. giving maximum effort during practice and competition
5. Athletes will abstain from the illegal use of alcohol, tobacco, and drugs during their capacity as an athlete, and not advocate or support such use among fellow athletes
6. Athletes will not engage in, condone, or encourage others to engage in, any illegal actions
7. Athletes will not subject their fellow athletes to any form of maltreatment – emotional, physical, sexual, bullying, harassment, and hazing – as those terms are defined in ORGANIZATION'S Athlete Protection Policy
8. Athletes shall not participate in or encourage any behavior or activity that potentially threatens their, or another athlete's amateur status or eligibility for high school or collegiate sports.
9. Violations of this code are subject to sanctions and may include, but are not limited to, reprimand, censure, suspension, and expulsion.
10. [This code shall be agreed to with a signature and maintained on record with ORGANIZATION. For athletes under age 18, a parent/guardian will co-sign the code].

Section 2.7 Reporting and Determining Code of Conduct Violations

This procedure is intended to be an informal and efficient process to address immediately those policy violations that do not constitute athlete maltreatment [and do not warrant sanctions that would affect the individual's rights under the Ted Stevens Act].

Any potential code of conduct violations should be reported to TITLE (NAME AND CONTACT INFORMATION OF OFFICIAL). Upon receiving a report, the TITLE has the sole discretion to gather the information and evidence needed to determine whether a violation has occurred and what sanctions are appropriate. If the TITLE has a conflict of interest, investigatory duties will be delegated to another individual within the organization. Sanctions will depend on a variety of factors, including the age of the athlete(s) involved and the seriousness of violation. [However, an official may not impose a sanction that affects an individual's rights under the Ted Stevens Act unless a hearing complying with the Act is held.]

If the alleged violation involve an athlete under the age of 18, the TITLE will communicate and work directly with the athlete's parent/guardian to reach resolution.

Reported code of conduct violations involving allegations of athlete maltreatment will be

handled in accordance with the Maltreatment Reporting Policy and Adjudication Procedure.

The TITLE's decision will be conveyed to the original complainant(s) and any athlete(s) and/or their parents/guardians involved. Records of all code of conduct violations, reports, and outcomes will be kept confidential. If, however, a violation of the applicable code of conduct also constitutes a violation of the Athlete Protection Policy, outcomes will be published as set forth in the Maltreatment Reporting Policy and Adjudication Policy.



3.0 - Applicant Screening and Criminal Background Checking

Individuals who work directly with ORGANIZATION'S athletes, including [RELEVANT STAKEHOLDERS], must consent to, and pass, a formal applicant screening process.

Our screening process requires successful completion of an application, interviews, references check, and a criminal background check. These criminal background check reports are kept strictly confidential between our vendor and background checks administrator.

Section 3.1 Applications

Each applicant will complete an application form consisting of personal identifying information including full legal name, address, social security number, employment information, previous sports experience, driver license number or other state issued identification, date of birth, contact information for at least two references, criminal convictions history, and a criminal background release form for signature.

Section 3.2 Interviewing

A coach or administrator will interview applicants whose experience and credentials are considered a fit for any available position.

Section 3.3 References

References of applicants who satisfactorily pass the interviews will be contacted and asked specific questions regarding the applicant's professional experiences, demeanor, and appropriateness for involvement with athletes.

Section 3.4 Background Checks

Section 3.4.1 Databases to be checked

As part of ORGANIZATION'S background check, the following databases and information will be checked:

- Social security verification
- Address trace
- Searches of county criminal records for each county where the individual lives or has lived during the past seven years – going back the length of time that records are available for each county searched
- Two independent National Criminal History Database searches
- All available state sex offender registries
- International background checks for countries where the individual has lived, worked, or studied for three or more consecutive months during the past seven years
- Federal Terrorist Database
- Motor vehicles record check

Section 3.4.2 Process

Every individual required to submit to background screening must complete, sign and date the Consent and Waiver Release Form. Electronic signatures ARE/ARE NOT accepted on the ONLINE REGISTRATION SYSTEM. The Background Screen Consent and Waiver Release form will be submitted and the applicant cleared before the applicant may participate in ORGANIZATION sanctioned events and/or activities.

Upon receipt of the above described documents, the ORGANIZATION will request that the ORGANIZATION'S approved vendor perform the background screen. All information received as a result of a background check will be strictly confidential.

OPTION 1: Appeal to Organization

Section 3.4.3 Potentially Disqualifying Factors

Section 3.4.3.1 Criminal History

Criminal background check information, which is potentially disqualifying, includes without limitation conviction, conviction entered after trial, conviction after a guilty plea, or conviction after a plea of no contest/*nolo contendere* for the following type of criminal offenses:

[INSERT ORGANIZATION'S POTENTIALLY DISQUALIFYING FACTORS]

Section 3.4.3.2 Pending Court Cases

No decision will be made on an individual's suitability for clearance if they have a pending court case for any of the potentially disqualifying offenses until the outcome of the court case. If, however, during the case's pendency, the organization undertakes an independent investigation and conducts a hearing pursuant to the applicable Code of Conduct or Maltreatment Reporting and Adjudication Procedure, such determination may be used as the basis to disqualify the individual.

Section 3.4.3.3 Falsification

Intentionally misrepresenting a criminal conviction history is grounds for membership revocation or restriction, regardless of the offenses discovered.

Section 3.4.3.4 Banned Lists

An individual who has been placed on another sport organization's banned list as permanently ineligible SHALL/MAY be used as an additional basis for disqualification and exclusion for membership.

Section 3.4.3.5 Findings

To protect the applicant's right to privacy, notice of clearance or disqualification for all applicants will be provided to only those individuals in the organization who need such information to conduct his/her job duties. Here, notice will be provided to:

1. The designated contact of [TITLE/ORGANIZATION] that submitted the application; and
2. [OTHER DESIGNATED AUTHORITY/ORGANIZATION, WHERE RELEVANT]

The ORGANIZATION'S background check report will return a "red light" or "green light" score. A green light score means that the individual is suitable for membership with respect to the background check. A red light finding means that the individual "does not meet the criteria" and is not suitable for organization membership with regard to the background check. If a question arises concerning a background check, the individual will be contacted directly by the background check vendor and given the opportunity to correct potential discrepancies in the employee's records or to provide additional information prior to the background check vendor issuing a "red light." In such situations the ORGANIZATION may also be contacted.

Section 3.4.3.6 Appeal to Organization

If an individual receives a red light finding and wishes to contest the ORGANIZATION'S decision not to accept his or her application based on red light finding, the individual may request a hearing before ORGANIZATION'S Review Panel. The Review Panel will consist of: TITLE OF EACH OFFICIAL.

The Review Panel will communicate its finding to the individual and TITLES. If the individual disagrees with the finding of the Review Panel, he or she may file a demand for APPEAL/ARBITRATION with APPEAL BODY. A decision rendered by the APPEAL BODY shall be final and binding on all parties.

Section 3.4.4.7 Discretion

If any discretion is exercised in the application of this policy, it shall be exercised in a uniform manner, so that substantially similar convictions and circumstances result in substantially similar treatment of applicants.

--END OPTION 1--

OPTION TWO: Appeal to Background Check Vendor

Section 3.4.4 Disqualifying Factors

Section 3.4.4.1 Criminal History

Disqualifying criminal background check information includes, but is not limited to, conviction, conviction entered after trial, conviction after a guilty plea, or conviction after a plea of no contest/*nolo contendere* for the following type of criminal offenses:

[INSERT ORGANIZATION'S DISQUALIFYING FACTORS]

Section 3.4.4.2 Pending Court Cases

No decision will be made on an individual's suitability for clearance if they have a pending court case for any of the potentially disqualifying offenses until the outcome of the court case. If, however, during the case's pendency, the organization undertakes an independent investigation and conducts a hearing pursuant to the applicable Code of Conduct or Maltreatment Reporting and Adjudication Procedure and determines, based on a preponderance of the evidence that the applicant has violated the applicable Code of Conduct and/or Athlete Protection Policy, such determination may be used as the basis to disqualify the individual.

Section 3.4.4.3 Falsification

Intentionally misrepresenting a criminal conviction history is grounds for membership revocation or restriction, regardless of the offenses discovered.

Section 3.4.4.4 Banned Lists

An individual who has been placed on another sport organization's banned list as permanently ineligible SHALL/MAY be used as an additional basis for disqualification and exclusion for membership.

Section 3.4.4.5 Findings

To protect the applicant's right to privacy, notice of clearance or disqualification for all applicants will be provided to only those individuals in the organization who need such information to conduct his/her job duties. Here, notice will be provided to:

1. The designated contact of the [TITLE/ORGANIZATION] that submitted the application; and
2. [OTHER DESIGNATED AUTHORITY/ORGANIZATION, WHERE RELEVANT]

The ORGANIZATION'S background check report will return a "red light" or "green light" score. A green light score means that the individual is suitable for membership with respect to the Background Check. A red light score is an automatic disqualifier for membership and can only be appealed on the grounds that the negative information in your report is incorrect.

A notice of automatic disqualification will be sent by certified mail by the ORGANIZATION'S approved Background Screen Vendor to the hiring or using club/entity.

The complete profile will be sent by certified mail by the ORGANIZATION'S approved Background Screen Vendor directly to an automatically disqualified individual, along with a copy of the "Summary of Your Rights under the Fair Credit Reporting Act" (FCRA), and a notification that the individual is prohibited from participating in ORGANIZATION events and/or activities.

Section 3.4.4.6 Appeal to Background Check Vendor

Any disqualified individual has the right to dispute the findings of the background screening directly with the ORGANIZATION'S approved Background Screen Vendor. A disqualified individual may not appeal the automatic disqualification or the results of the findings of the background screen vendor to the LOCAL/REGIONAL/NATIONAL ORGANIZATION. Each LOCAL/REGIONAL ORGANIZATION is required by the policy to accept the findings of the approved background screen vendor.

Individuals automatically disqualified are excluded from participation in any ORGANIZATION sanctioned events and/or activities.

--END OPTION 2--

Section 3.4.7 Frequency of Background Checks

Criminal background checks will be conducted every TWO years, or as otherwise required by law, for coaches, administrators, staff members, volunteers, and officials, 18 years of age or older, who work for or volunteer with ORGANIZATION. Newly discovered potentially disqualifying criminal background information will be handled as described above.

Section 3.4.8 Review of Disqualifiers

ORGANIZATION will review its disqualifiers every "XX" MONTHS/"X" YEARS.

Section 3.4.9 Records

Records are kept in a locked and secure location onsite for a period indicated by applicable law or until the applicant is no longer affiliated with ORGANIZATION, whichever date is later.

4.0 - Locker Rooms and Changing Areas

The following guidelines are designed to maintain personal privacy as well as to reduce the risk of athlete maltreatment and unfounded allegations of impropriety arising from activities in and around our locker rooms and changing areas.

Section 4.1 Facilities

The following is a description of our practice and competition facilities to allow athletes and their families to plan their use:

We practice at:

LOCATION ADDRESS

This location has: DESCRIPTION SELECTION

Examples of locker room descriptions:

- (a) No locker room or changing facilities. Athletes will be expected to come dressed for practice and to change and shower at home.
- (b) A changing area that is shared with the general public. As such, there are likely to be people who are not associated with ORGANIZATION in the changing area around the time of practice.
- (c) A changing area and locker room dedicated to our athletes and teams.

Our home competitions will be held at: LOCATION ADDRESS(ES). The location(s) has(have): SAME DESCRIPTION SELECTION AS ABOVE.

When we travel for competition the facilities may differ from location to location. We will work with the host team to provide as much information about the locker room and changing areas as early as possible, and post that information as soon as it's available.

Section 4.2 Monitoring

ORGANIZATION has predictable and limited use of locker rooms and changing areas, e.g. immediately before and following practices and competitions. This allows for direct and regular monitoring of locker room areas. While constant monitoring inside of locker rooms and changing areas might be the most effective way to prevent problems, we understand that this would likely make athletes uncomfortable and may even place our staff at risk for unwarranted suspicion. We instead post staff members directly outside of the locker rooms and changing areas during periods of use. Staff members trained in maltreatment prevention conduct regular sweeps inside these areas as well, with women checking on female-designated areas, and men checking on male-designated areas.

-OR-

ORGANIZATION has staggered practices, with different groups arriving and departing throughout the day. It is therefore not practical to constantly monitor locker rooms and changing areas over this extended course of time. While we do not post staff members inside or at the doors of the locker rooms and changing areas, we do make occasional sweeps of these areas. Staff members trained in athlete maltreatment prevention conduct these sweeps, with women checking on female-designated areas, and men checking on male-designated areas.

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

Given the potential discomfort of having non-coaches and non-athletes in the locker rooms and changing areas, we discourage parents from entering those areas unless it is truly necessary. If an athlete needs assistance with his/her uniform or gear (for example, a child under the age of 8), or an athlete's disability warrants assistance, then we ask that parents let the coach or an administrator know beforehand that he/she will be helping the athlete.

Section 4.3 Use of Cell Phones and Other Mobile Recording Devices

Cell phones and other mobile devices with recording capabilities, including voice recording, still cameras, and video cameras increase the risk for different forms of athlete maltreatment in locker rooms and changing areas. As a result, THERE WILL BE NO UNAUTHORIZED USE OF A MOBILE DEVICE'S RECORDING CAPABILITIES IN THE LOCKER ROOMS OR CHANGING AREAS.

Any violation of this ban against the use of a mobile device's recording capabilities will be addressed under the applicable Code of Conduct and may result in the sanctions as set forth therein, including temporary suspension from competition.

5.0 - Mobile and Electronic Communications

As part of ORGANIZATION'S emphasis on athlete safety, communications involving our athletes should be appropriate, productive, and transparent.

Section 5.1 Expressing Concerns

We encourage staff, athletes, or parents to communicate any complaints or concerns to ORGANIZATION. We ask that all complaints or concerns about potential code of conduct violations or athlete maltreatment be directed to a member of the ORGANIZATION board or a coach. This includes potentially serious violations (see our Athlete Protection Policy and our Maltreatment Reporting and Adjudication Procedure Policy) as well as general concerns involving any coaches, staff members, athletes, or family member. It is only by coming to organizational leaders directly that we can effectively address the matter.

Section 5.2 Communications with Athletes under Age 18

Online discussion boards, mass emails, Facebook, Twitter, and other social media make it easy to share ideas and experiences. ORGANIZATION recognizes, however, that social media, mobile, and other electronic communications can be especially concerning when an athlete under the age of 18 is involved. As such, there will be no electronic communications (e-mail, texts, tweets, etc.) between a minor athlete and administrators, coaches, staff members, or volunteers that are not shared with the athlete's parent/guardian.

Staff members and coaches of younger athletes (under age 14 years) are to direct mobile and electronic communications to parents/guardians who can then forward those to their athlete. Staff members and coaches of older athletes (14-18 years) are to copy or otherwise include parents/guardians on all mobile and electronic communications with the athlete.

Staff members and coaches may communicate directly with athletes, who are licensed to drive, by phone to notify them of changes to training, practice, and competition schedules.

Section 5.3 Athlete Maltreatment

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

6.0 - Privacy

The main principle behind our policy is that all ORGANIZATION images and records involving our athletes should make athlete safety the priority.

Section 6.1 Identifying Images and Information

Because electronic devices, social media, and the internet can inadvertently provide private and personally identifying information, the ORGANIZATION will not post identifying information or photos in any electronic forum without approval. Competition results, team statistics, and schedules will continue to be posted but we will not label team photos with individual names without the authorization of the athlete or the athlete's parent/guardian if under the age of 18.

Athletes also have the right to their own personal image and personal images may not be used for commercial purposes without athlete consent or the consent of the athlete's parent/guardian if under the age of 18.

Accordingly, we will not use a photo or individual information on any electronic forum without a signed release on record. A release form is included in the registration packet for photos and videos that might be used on web pages or similar outlets.

Section 6.2 Records

Adequate security procedures will be in place to protect physical and electronic records. Physical records (e.g. staff position applications, volunteer screening forms, athlete contact information) that contain identifying or personal information will be kept securely. After being held for an appropriate period of time, physical records will be disposed of properly (e.g. shredded or incinerated).

Reasonable hardware and software security standards (e.g. password protection, secure networks, malware protection, firewalls) will be utilized to protect electronic records containing identifying or personal information.

7.0 - Travel

Travel will be a standard aspect of our competitive season and ORGANIZATION has established policies to guide our travel and reduce risk. Adherence to these travel guidelines will increase athlete safety and improve the competitive experience while keeping travel a fun and enjoyable experience.

Section 7.1 Local Travel and Team Travel

We distinguish between travel to training, practice, and local competition ("local travel") and travel involving overnight stay ("team travel").

Section 7.1.1 Local Travel

Local travel occurs when ORGANIZATION does not sponsor or arrange travel. Local travel includes routine travel to practice and local competitions for which ORGANIZATION does not arrange travel. For local travel, athletes or their parents/guardians (for athletes under age 18) are responsible for making all travel arrangements. In these instances it is the responsibility of the athlete or their parents/guardians (for athletes under age 18) to ensure the person transporting the athlete maintains all safety and legal requirements, including, but not limited to, a valid driver's license, proper insurance, well maintained vehicle, and compliance with all state laws.

ORGANIZATION coaches, staff, or volunteers are not to be part of an athlete's local travel arrangements, unless he or she is a member of the athlete's family. In that case, the coach, staff, or volunteer is considered to be acting as an athlete's guardian during local travel. Coaches, staff members, and volunteers who are also guardians may provide shared transportation for any athlete(s). We encourage guardians to pick up their athlete first and drop off their athlete last in any shared or carpool travel arrangement. We also recommend completing a Shared Travel Declaration Form signed by the parents/guardians of any athlete under the age of 18 who is being transported as part of such a carpool arrangement.

Section 7.1.2 Team Travel

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

For an adequate adult presence, ORGANIZATION will ensure that there is at least one adult chaperone, and ideally one chaperone for every five to eight traveling athletes (e.g., between a 1:5 and 1:8 ratio).

For team travel, hotels and air travel will be booked in advance by ORGANIZATION. Athletes will share rooms, with 2-4 athletes assigned per room depending on accommodations. ORGANIZATION will also notify hotel management should any special arrangements be warranted. For instance, we will ask hotels to block pay per view channels and we will request an additional large room or suite so that our members and athletes may socialize as a group. We encourage family members who wish to stay in the team hotel to do so.

Section 7.2 Individual Travel

The nature of our sport and competition structure means that individual athletes may sometimes need to travel without the presence of other athletes. Under these circumstances, we encourage minimizing one-on-one time between a coach and athlete by:

1. Traveling with an additional coach or chaperone.
2. Inviting parents/guardians to travel with their athlete (for athletes under age 18).

For individual travel, we recommend considering a combination of the following practices to minimize one-on-one time without compromising the travel and competition experience. These include:

1. Working in partnership with local clubs to provide additional local oversight, social involvement, and hosting services, which may include overnight accommodations for athletes under age 18.
2. Booking non-adjacent hotel rooms for athlete and coach.
3. Utilizing taxicabs or other public transportation rather than rental cars.
4. Compressing the travel schedule to reduce the number of nights athletes are away from home.
5. Providing regular organizational check-in phone calls to the traveling athlete and coach.
6. Encouraging more frequent and unscheduled check-in phone calls initiated by parents/guardians (for athletes under age 18).
7. Limiting the number of nights per year an athlete under the age of 14 can engage in Individual Travel with the same coach without an additional accompanying coach, chaperone, or parent/guardian present.

When only one athlete and one coach travel to a competition, *the athlete must have his/her parents' or legal guardian's written permission in advance to travel alone with the coach.*

Section 7.3 Travel Notification

When possible, notice will be provided 28 days before team travel. Notice will include the dates, location, and duration of competition. Travel notice will also include designated team hotels for overnight stays as well as a contact person within ORGANIZATION. This individual will be the point of contact to confirm your intention to travel and to help with travel details. Specific travel itineraries will be posted as soon as they are available. These will include a more detailed, hour-by-hour itinerary as well as contact information for team travel chaperones.

Section 7.4 Mixed-Gender and Mixed-Age Travel

ORGANIZATION is made up of male and female athletes across various ages. Athletes will only share a room with other athletes of the same sex and age group. Athletes will also be grouped by age and sex for the purposes of assigning an appropriate chaperone. We will make every effort to provide these groups at least one chaperone of the same sex. However, we rely on parents to serve as chaperones and may be limited in providing this match. We encourage parents to complete our Maltreatment Prevention Education and Training program to serve as a chaperone.

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

Section 7.5 Coach and Staff Responsibilities

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

If a coach or staff member transports an athlete or other organization member in their private car for team travel, a copy of the coach's or staff's valid driver's license and proof of insurance are required to be on file.

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

- a. prepare athletes for team travel and make athletes aware of all expectations. Supplemental information will be given to parents/guardians of athletes who are considered inexperienced travelers, new or relatively new to team travel, or who are under the age of 14.
- b. familiarize themselves with all travel itineraries and schedules before the initiation of team travel.
- c. conform, and monitor for others' adherence, to the Athlete Protection Policy and all codes of conduct during team travel.
- d. work with other chaperones, coaches, and staff to watch for signs of homesickness or other forms of athlete distress indicating a parent/guardian should be contacted.
- e. make sure athletes under the age of 18 participate in regular, at least daily scheduled communications with their parents/guardians.

- f. help athletes be on time for all team commitments.
- g. assist with team travel logistical needs.
- h. support chaperones and/or participate in the monitoring of athletes for adherence to curfew restrictions set based on age and competition schedule as listed in travel itinerary.
- i. ensure athletes are complying with hotel room restrictions based on gender or age bracket requirements.
- j. make certain that athletes are not alone in a hotel room with any adult apart from a family member; this includes coaches, staff, and chaperones
- k. immediately report any code of conduct or athlete maltreatment concerns.

Section 7.6 Chaperone Responsibilities

Chaperones accompany team travel to ensure that the athletes, coaches, staff, and volunteers adhere to the ORGANIZATION'S policy guidelines. While these include the travel policy, it also includes all other relevant policies (Locker Rooms and Changing Areas; Codes of Conduct; Maltreatment Reporting; etc.).

To serve as a chaperone, and if a private car will be used for team travel, a copy of the chaperone's valid driver's license and proof of insurance are required to be on file.

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

- a. familiarize themselves with all travel itineraries and schedules before team travel
- b. monitor for adherences to all codes of conduct during team travel
- c. work with other chaperones, coaches, and staff to watch for signs of homesickness or other forms of athlete distress
- d. make sure athletes under the age of 18 participate in regular, at least daily scheduled communications with their parents/guardians
- e. help athletes be on time for all team commitments
- f. assist coaches, staff, and other volunteers with team travel logistical needs
- g. monitor athletes for adherence to curfew restrictions set based on age and competition schedule as listed in travel itinerary
- h. ensure athletes are complying with hotel room restrictions based on gender or age bracket requirements
- i. make certain that athletes are not alone in a hotel room with any adult apart from a family member; this includes coaches, staff, and chaperones
- j. immediately report any code of conduct or athlete maltreatment concerns.

Section 7.7 Athlete Responsibilities

Whether it's individual travel or team travel, athletes are representatives of ORGANIZATION, and we expect them to act in a manner that reflects well on their team. Specifically:

- a. each athlete is to treat all teammates and coaches, opposing players and coaches, officials and fans in a respectful and courteous manner.
- b. each athlete is to treat all travel staff (e.g. hotel staff, airline, restaurant) in a respectful and courteous manner.
- c. athletes must be on time for all team commitments as set forth in the travel itinerary.
- d. each athlete is responsible for notifying their coach and chaperone of their location on a regular basis.
- e. athletes are responsible to be in their rooms at curfew. The curfew times will be set based on age and competition schedule and will be listed in your travel itinerary.
- f. athletes are not allowed in the hotel rooms of players of the opposite sex or of a different age bracket (as defined by their grouping) without a chaperone present.
- g. athletes are not to be alone in a hotel room with any adult apart from a family member. This includes coaches, staff, and chaperones.
- h. athletes will clean up after themselves.
- i. athletes under the age of 18 will participate in regular, at least daily, scheduled communications with their parents/guardians.
- j. athletes will be responsible for any additional costs incurred while travelling (e.g. hotel phone or movie charges).

8.0 - Physical Contact with Athletes

Appropriate physical contact between athletes and coaches, staff members, or volunteers is a productive and inevitable part of sport. ORGANIZATION recognizes that athletes are more likely to acquire advanced physical skills and enjoy their sport participation through appropriate physical contact. However, rules and boundaries for physical contact must be set to reduce the potential for athlete maltreatment and reduce the potential for misinterpretation that leads to unfounded allegations of impropriety.

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

Section 8.1 Safety

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

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

Section 8.2 Celebration

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

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

Section 8.3 Consolation

ORGANIZATION believes it's appropriate and desirable to console an emotionally distressed athlete, e.g., an athlete who has been injured or has just lost a competition. This sort of consolation can encourage athletes to maintain their motivation and strengthen relationships in the process. Appropriate consolation includes:

- a. publicly embracing a crying athlete until they can compose themselves
- b. putting an arm around an athlete while verbally engaging them in an effort to calm them down
- c. lifting a fallen athlete off the playing surface and "dusting them off" to encourage them to continue competition

Section 8.4 Common Criteria for Physical Contact

Each of these types of physical contact with athletes – safety, consolation, and celebration – has multiple criteria in common which makes them both safe and appropriate. These include:

- a. the physical contact takes place in public
- b. the impetus for contact derives from the athlete's current observed state or situation
- c. an inherently beneficial purpose of the contact for the athlete
- d. no inappropriate overtones or undertones of the physical contact
- e. no potential for physical or sexual intimacies during the physical contact

Section 8.5 Prohibited Physical Contact

Forms of physical contact with athletes that do not meet Section 8.4 Common Criteria for Physical Contact are unacceptable and will be reported immediately per the Codes of Conduct and/or Maltreatment Reporting Policy. These include, without limitation:

- a. asking or having an athlete sit in the lap of a coach, administrator, staff member, or volunteer
- b. lingering or repeated embraces of athletes that go beyond the criteria set forth for physical contact
- c. slapping, hitting, punching, kicking or any other physical contact meant to discipline, punish, or achieve compliance from an athlete
- d. "cuddling" or maintaining prolonged physical contact during any aspect of training, travel, or overnight stay

All coaches, staff members, volunteers, officials, parents, and fellow athletes will honor the desire of any athlete who wishes to minimize or not engage in physical contact deemed otherwise appropriate. This practice will be extended to the parent/guardian of an athlete under age 18 who also wishes organizational members to have minimal or no physical contact with their child.

Violations of this policy will be addressed under the relevant organizational policy, i.e., the Code of Conduct or the Maltreatment Reporting Policy and Adjudication Procedure.

9.0 - Maltreatment Prevention Education and Training

ORGANIZATION'S commitment to athlete safety means keeping up to date on the risk factors that contribute to athlete maltreatment as well as understanding the individual and organizational practices that reduce the likelihood of maltreatment occurring.

Section 9.1 Requirements

Individuals who have direct contact with athletes are required to maintain certification for athlete maltreatment prevention education and training. This includes [RELEVANT STAKEHOLDERS]. To be certified, users must obtain a score of XXXX% . ORGANIZATION uses VENDOR AND CONTACT INFORMATION as our provider for these services.

Coaches, administrators, staff members, officials, and volunteers will re-certify their athlete maltreatment prevention education and training every two years. Current certification records and status [RELEVANT STAKEHOLDERS] are available for inspection upon request.



10.0 - Maltreatment Reporting Policy and Adjudication Procedure

ORGANIZATION sets forth the reporting requirements for any form of athlete maltreatment and engages a procedurally fair adjudication process to address allegations of athlete maltreatment pursuant to the Athlete Protection Policy.

This policy is intended to address only the most serious allegations involving athlete maltreatment under ORGANIZATION'S Athlete Protection Policy and should be utilized rarely. ORGANIZATION ENCOURAGES ADDRESSING/ADDRESSES misconduct and other violations of its codes of conduct, which do not rise to the level of athlete maltreatment, pursuant to less formal processes. Accordingly, this policy applies only if there is a reasonable basis to believe that there has been athlete maltreatment.

Application and Jurisdiction

Staff

This Policy applies to STAFF as defined in ORGANIZATION'S Athlete Protection Policy (i.e., RELEVANT STAKEHOLDERS). ORGANIZATION may apply this policy to sanction Staff for his or her conduct if that Staff was properly inside the jurisdiction of ORGANIZATION'S Athlete Protection Policy when the alleged conduct occurred.

The fact that an Individual is not a current or active Staff member when a report regarding his or her previous conduct is made is not a bar to proceeding pursuant to this Policy.

Athletes

This Policy applies to athletes within the jurisdiction of the ORGANIZATION'S Athlete Protection Policy when the alleged conduct occurred. If the athlete or sport participant is over the age of 18, they will be considered Staff for the purposes of this Policy. If the accused athlete or sport participant is under the age of 18, ORGANIZATION has the discretion to address allegations of athlete-to-athlete maltreatment under its codes of conduct at the written request of the athlete's parent/guardian.

Section 10.1 Reporting Obligations

Section 10.1.1 Internal Reporting Obligations

ORGANIZATION [LOCAL] has a system and procedure in place for handling incident reports that are brought to our attention by [APPLICABLE STAKEHOLDERS WHO MAY FILE AN INCIDENT REPORT WITH ORGANIZATION] (collectively, "Authorized Complainants").

Any [RELEVANT STAKEHOLDER] who experiences, witnesses, or receives a written or oral report or complaint of athlete maltreatment or related retaliation, as defined in ORGANIZATION'S Athlete Protection Policy, SHALL promptly report it to ORGANIZATION'S Incident Report Official.

ORGANIZATION also REQUIRES/ENCOURAGES [RELEVANT STAKEHOLDERS] to report maltreatment if the individual suspects or has reason to believe that an athlete has been maltreated, as defined in ORGANIZATION'S Athlete Protection Policy.

ORGANIZATION encourages parents and athletes to report maltreatment if they suspect or have reason to believe that an athlete has been maltreated, as defined in ORGANIZATION'S Athlete Protection Policy.

Section 10.1.2 Legal Reporting Obligations

Without respect to ORGANIZATION'S internal reporting procedures, ORGANIZATION and its Staff will in all cases report maltreatment to the proper authority as required or permitted by applicable law. Contact information for mandated reporting and applicable state laws can be found at:

<Hyperlink to applicable federal laws>

<Hyperlink to applicable state laws and contact information for reporting>

ORGANIZATION will determine, with the assistance of legal counsel if necessary, whether ORGANIZATION has a legal reporting obligation based upon the report and act accordingly. Factors relevant to determining whether ORGANIZATION or a particular individual shall or should report include without limitation:

- 1) Applicable federal law
- 2) Applicable State law, which:
 - Defines "child abuse and neglect"
 - Identifies professionals who are required to report child maltreatment
 - Identifies other individuals who are required to report child maltreatment
 - Who is permitted to report
 - The standard for reporting
 - Whether the communication is privileged
 - Who reports should be made to
 - Whether the report will be anonymous; and
 - Whether the reporter's identity will be disclosed.

A summary of state reporting laws may be found at:

<Hyperlink for state reporting laws>

State child abuse reporting numbers may be found at:

<Hyperlink for child abuse reporting numbers>

Definitions of child maltreatment by state may be found at:

<Hyperlink for child maltreatment definitions by state>

Section 10.2 How to Report

Staff and athletes who wish to report athlete maltreatment are encouraged to complete an Athlete Maltreatment Incident Report Form. Information on this form will include:

- 1) the name(s) of the complainant(s)
- 2) the type of maltreatment alleged
- 3) the name(s) of the individual(s) alleged to have committed the maltreatment, the approximate dates the maltreatment was committed
- 4) and a summary statement of the evidence or reasons to believe that maltreatment has occurred.

ORGANIZATION will withhold the complainant's name on request, to the extent permitted by law.

A copy of ORGANIZATION'S Incident Report Form can be found at: [LOCATION(S)]

Section 10.3 Investigation Process

Reports or complaints under this policy shall be addressed and resolved as promptly as practicable after the complaint or report is made. Ordinarily, our designated Incident Review Official (NAME AND CONTACT INFORMATION OF OFFICIAL) at the LOCAL/REGIONAL/NATIONAL OFFICE shall review the report or complaint within XX days of its submission. Investigations shall be concluded and reports submitted to the Review Panel no later than XX days following the receipt of a complaint.

Upon review of the Athlete Maltreatment Incident Report Form, if the allegation involves an athlete under age 18, the athlete's parent/guardian will be notified, unless the allegation involves the athlete's parent or guardian.

Section 10.3.1 Jurisdiction

The Incident Review Official will review the Athlete Maltreatment Incident Report Form to understand the allegation and will contact the complainant for clarity as needed and to determine whether:

- 1) the accused individual is Staff; or
- 2) the accused individual was Staff when the alleged conduct occurred.

If the accused individual is not Staff, the official will attempt to notify the complaining party

that ORGANIZATION cannot pursue the matter internally.

If the accused individual is Staff, or was Staff when the alleged conduct occurred, the matter will proceed in accordance with this Policy.

Section 10.3.2 Preliminary Determination

The Incident Review Official(s), or their designee, will determine if the facts as contained in the report, if true, would constitute a violation of the Athlete Protection Policy. Reaching this determination may require gathering additional information, such as:

- a) speaking with the athlete in question to explain the incident report allegations and learn more about the situation in question
- b) taking statements from other organizational staff with potential knowledge or evidence of the incident
- c) interviewing the organizational staff who has been accused of maltreatment

Incident reports that do not meet the criteria threshold for athlete maltreatment may be subsequently be reviewed for potential code of conduct violations.

Depending on the nature of the reported complaint, the IRO may, in his/her discretion, appoint an independent person to conduct an investigation. If this is the case, the Investigator shall carry out the investigation in a fair and timely manner and at the conclusion of the investigation shall submit a written report to the IRO/ORGANIZATION.

Section 10.3.3 Investigation Rights

If an investigation is conducted, the complainant and accused Staff member shall have the right to:

- a) Receive written notice of the report or complaint, including a statement of the allegations, as soon after the commencement of the investigation as is practicable and to the extent permitted by law;
- b) Present relevant information to the investigator(s), with the assistance of legal counsel if requested; and
- c) Receive, at the conclusion of the investigation and appropriate review, a copy of the investigator's report, to the extent permitted by law.

At the conclusion of an investigation, the investigator shall prepare a written report which shall include a statement of factual findings. The report shall be presented to the Review Panel.

Section 10.4 Adjudication Procedures

Section 10.4.1 Procedural Safeguards

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

- a) The Staff member is fully informed of all allegations and evidence brought against him or her and there is full disclosure.
- b) The Staff member is given a reasonable opportunity to respond to the allegations brought forward
- c) The Staff member may be represented by legal counsel at that Staff's expense.
- d) The panel member(s) who make the determination shall be free of conflicts of interests and render an unbiased decision.
- e) There shall be a right to appeal the panel's decision.

Section 10.4.2 Suspension before Final Resolution

If the reported complaint indicates that an individual's continued membership and participation poses a risk of ongoing physical or emotional harm to athletes or other sport participants, ORGANIZATION may wish to suspend the accused Staff pending final resolution of the complaint to eliminate any danger to an athlete, sport participant, or other individual. In such instances, ORGANIZATION will provide the Staff member with notice and offer s/he an abbreviated hearing before suspension.

The ORGANIZATION may suspend the accused Staff where there is a reasonable belief that the individual has violated the Athlete Protection Policy. Evidence which may be found sufficient to support a reasonable belief includes, at a minimum, an Incident Report Form with each required field completed, or other legal documentation or report supporting a reasonable belief that the Staff member has violated the Athlete Protection Policy (e.g., criminal indictment).

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

Any suspension before final resolution may be appealed to ARBITRATION/APPEAL BODY. [A suspension shall not alter the timeframe in which ORGANIZATION will investigate and resolve an allegation of athlete maltreatment.]

Section 10.4.3 Hearing

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

10.4.3.1 Notice

The accused Staff member will be notified of a specific date and time to ensure that he or she is available for the hearing. Unless the Review Panel requires the Staff member to attend the hearing in person, the individual may appear by telephone conference call. The Staff member has the right to be represented by legal counsel at the hearing.

10.4.3.2 Timing

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

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

10.4.3.3 Evidence

At the hearing, the accused Staff will be allowed to present any evidence or argument that he or she wishes the Review Panel to consider. The Review Panel may require or permit documentary evidence, such as the written report of any investigation, before the hearing and that the names of any witnesses be disclosed before the hearing. If the complainant/alleged victim(s) are under the age of [18], the investigator's/fact-finder's report may substitute for such witness's direct testimony, provided that the accused had an opportunity to present and respond to relevant information collected during the investigation and before the report was transmitted to the Review Panel.

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

Section 10.4. Findings and Sanctions

The Review Panel has the discretion to impose sanctions on the Staff member if it finds, based on a preponderance of the evidence, that a breach of the Athlete Protection Policy has occurred.

The Review Panel will communicate its finding to the accused Staff member and the accused Staff member's parent/guardian in the event the accused is under age 18. In its finding, the Review Panel may impose sanctions on the Staff member.

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

- a. the legitimate interest of ORGANIZATION in providing a safe environment for athletes and other sport participants;
- b. the seriousness of the offense or act;
- c. the time which has elapsed since the occurrence of the offense or act;
- d. the age of the person at the time of the occurrence of the offense or act;
- e. any information produced by the individual, or produced on behalf of the individual, in regard to the individual's rehabilitation and good conduct;
- f. the effect on the ORGANIZATION'S reputation; and
- g. any other information, which in the determination of the Review Panel, bears on the appropriate sanction.

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

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

If the Staff member is permanently suspended and expelled from the ORGANIZATION, he/she will be placed on ORGANIZATION'S publicly-displayed banned list after the appeal process, if any, is complete. The Staff member's name will not be published on a publicly-displayed banned list if he/she is under the age of 18.

Section 10.4.1 Confidentiality

The conduct of the hearing SHALL/SHALL NOT be private. If the Review Panel determines that the Staff member has violated the Athlete Protection Policy, it SHALL/MAY publish its decision and a brief summary of its decision, unless the accused is an athlete under the age of 18. However, if the Staff member appeals pursuant to Section 10.2.8, the summary of the panel's decision will not be disclosed until the APPEAL BODY renders its decision.

If the Review Panel determines that the Staff member did not violate the Athlete Protection Policy, the panel will publish a summary only on the Staff member's request.

Section 10.4.2 Appeal

If the Staff member disagrees with the finding of the panel and wishes to appeal, he or she may file an appeal with APPEAL BODY within 14 days of the ORGANIZATION'S finding. A decision rendered by the APPEAL BODY shall be final and binding on all parties.

Section 10.5 Complainant Protection

Regardless of the outcome of any allegation of maltreatment, ORGANIZATION will support the complainant(s) and their rights to express their concerns. Under no circumstances will ORGANIZATION encourage, allow, or tolerate attempts from any organizational Staff member or athlete to retaliate, punish, ostracize, or in any way harm any individual(s) who reports a concern. Such actions themselves will be considered Code of Conduct violations and could potentially be grounds for an athlete maltreatment incident report.

Section 10.6 False Reporting

Any individual who makes an allegation of athlete maltreatment that upon review is determined to be unfounded, false, malicious, or frivolous will be in violation of our codes of conduct. False reports also may be subject to civil proceedings at the discretion of the accused or may be subject to criminal proceedings at the discretion of prosecuting officials.

Minutes

Board of Directors Meeting March 16, 2012 Bethesda, MD 8:00 am – 3:00 pm EST

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D. Safe Sport

Malia Arrington, Director of Ethics and Safe Sport, provided the Board with an update regarding the USOC's safe sport efforts to date and roll-out plans for the next six to eight weeks. The USOC will be launching a dedicated microsite, www.safesport.org, which will provide the sport community with a toolkit of resources and training. The site will provide resources for NGBs and clubs to develop, adopt, implement and monitor a comprehensive strategy to address safe sport related issues. The USOC is also providing a safe sport handbook containing proposed strategies, sample policies and explanations of the reasons for, and situations in which, different policies might be adopted. The USOC worked closely with the NGBs to develop the handbook, coordinating with an NGB Council task force, which ultimately endorsed the current version. Finally, the USOC has also worked with six nationally recognized law firms to develop a Legal Referral Network to provide NGBs with free legal services to undertake investigations of maltreatment. Interactive online training is also being developed and should be rolled out in mid-April.

A discussion occurred regarding whether the USOC should push the NGBs to perform criminal background checks. The discussion captured both the pros and the cons of pushing criminal background checks as a stand-alone strategy. Mr. Blackmun asked if Mr. Ogrean could obtain a sense from the NGB family of its reaction should the USOC insist on criminal background checks. Mr. Ogrean committed to work with the NGB Council to get a sense from the full NGB community. The Board requested that feedback on this issue be part of the NGB Council presentation at the June Board meeting.

The discussion then turned to the various aspects of the USOC's safe sport program. Particularly, Ms. Ruggiero suggested that as part of the program, appropriate resources be made available to athletes affected by misconduct in sport. USOC staff will come back to the Board with some concepts around resources for the athletes.

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Rana Dershowitz
Secretary

April 6, 2012
Date



UNITED STATES OLYMPIC COMMITTEE

BOARD OF DIRECTORS MEETING – MARCH 16, 2012
Safe Training Environments

UNITED STATES OLYMPIC COMMITTEE

SAFE TRAINING ENVIRONMENTS

Recommendation	Actions
Play a Leadership Role	<ul style="list-style-type: none"> Launching dedicated microsite, www.safesport.org, which provides the sport community with resources and training.
Lead by Example	<ul style="list-style-type: none"> USOC to adopt safe sport policies based on NGB-created handbook
Develop Online Education	<ul style="list-style-type: none"> Online training for coaches, staff, and volunteers to launch April 2015. Training addresses: <ul style="list-style-type: none"> Bullying, harassment, and hazing and Emotional, physical and sexual misconduct (including sexual abuse).
Develop Online Toolkit	<ul style="list-style-type: none"> Toolkit delivered via SafeSport website and includes a library of documents, i.e., SafeSport Handbook, sample policies and procedures, sample forms and documents, tips and links to additional resources.
Standardize Services	<ul style="list-style-type: none"> Guidance on criminal background checks contained in SafeSport Handbook
Encourage NGBs to Adopt Safe Sport Tools	<ul style="list-style-type: none"> Worked in tandem with the NGBs to create SafeSport Handbook, included NGBs in user groups for website and online training.



UNITED STATES OLYMPIC COMMITTEE

SAFE TRAINING ENVIRONMENTS



SafeSport

WHERE YOUR GAME PLAN STARTS

[About](#) [Toolkit](#) [Training](#)

What is SafeSport?

[learn more >](#)

SafeSport – Where Your Game Plan Starts

We all have a role to play in creating a healthy setting for sport. SafeSport helps raise awareness about misconduct in sport, promote open dialogue, and provide training and resources. When we work as a team, we can build a game plan to make sport safe—for everyone.

SafeSport Toolkit

- › [For Clubs](#)
- › [For Coaches](#)



Minutes

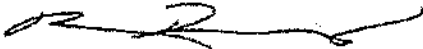
**Telephonic Meeting of the Board of Directors
June 28, 2012
9:00 a.m. Mountain Daylight Standard Time**

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The discussion then turned to the USOC's Safe Sport initiative. As a part of this discussion, the Board explored whether to put in place mandatory minimum requirements for NGBs relating to Safe Sport, as well as how best to fund the initiatives involved. Following the discussion, a motion was made directing the USOC to develop proposed specific minimum requirements for NGBs in regards to Safe Sport and to bring these proposed requirements to the Board for consideration no later than December. The motion passed unanimously.

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Rana Dershowitz
Secretary

July 16, 2012
Date



MEMO

To: Scott Blackmun, Chief Executive Officer
From: Malia Arrington, Director, Ethics & Safe Sport
Date: 11 June 2012
Re: SafeSport Update

Overview

This memo:

- (1) Describes the current status of the USOC's SafeSport initiative.**
- (2) Addresses the two issues raised during the March 2012 Board meeting that were identified for further discussion at the June meeting:**
 - (a) Mr. Ogrian agreed to work with the NGB Council to get a sense for the NGB community's reaction should the USOC insist on criminal background checks, and**
 - (b) At Ms. Ruggiero's suggestion, that the staff would provide the Board with some concepts around athlete resources.**

Current Status

- **Resources.** The USOC has launched the SafeSport website, www.safesport.org, and implemented the SafeSport Training (for Coaches, Staff and Volunteers). Resources include both **written materials** and the **video-based online SafeSport Training**.
- **Implementation Strategy.**
 - One of the Working Group's recommendations was to encourage the NGB to adopt and utilize the SafeSport resources developed by the USOC. To this end, we have:
 - Developed a communications strategy driven by Mr. Blackmun
 - Conducted multiple webinars to introduce the community to both the SafeSport initiative and the SafeSport training
 - Developed and identified various incentives for NGBs to adopt SafeSport, including:
 - The opportunity to license and co-brand their SafeSport programs with the USOC (which owns the SafeSport trademark and tagline, "Where your game plan starts"), based on established criteria. Such criteria include:
 - Criminal background checks
 - The availability of child sexual abuse training
 - A plan for responding to child sexual abuse
 - "Make the SafeSport Commitment"
 - We have also developed a marketing and promotional strategy and will provide press around the initiative after the June Board meeting. Mr. Adams and I continue to assess additional media opportunities to promote the initiative and establish the USOC as a national leader.

Criminal Background Checks

Survey

Mr. Ogrea solicited feedback from NGBs on four questions concerning criminal background checks:

- (1) Does your NGB require criminal background checks?
- (2) If so, for which positions (board members, staff, coaches, volunteers, etc.)?
- (3) If not, are you planning to require them in the near future?
- (4) If not, what are the primary obstacles to doing so?

Summary

With minor exception, NGBs require criminal background checks. Primary obstacles are cost and community resistance.

Results

The full results of the survey are attached. In sum:

- 37 of 47 NGBs responded.
- Of the 37 NGBs who responded,
 - 35 (95 %) **require** some form of criminal background check.
 - 2 (5 %) **do not conduct** criminal background checks at all.
- The majority of NGBs require criminal background checks for staff, coaches and board members.
- There were two primary bases cited as obstacles to requiring criminal background checks: (1) cost; and (2) resistance from the NGB constituency.

Resources for Athletes

Existing Resources

(1) Through the safesport.org website, the following resources are currently available:

- Understanding appropriate behaviors (Q&A)
- FAQs concerning SafeSport issues
- Support Resources
 - Written and video references to help athletes begin the healing process
 - Counseling resources
 - Crisis Counseling (immediate assistance)
 - Individual Counseling (USOC point of contact to refer athletes to counseling services when they're ready)
 - Group Counseling
 - Reporting Resources
- Direct contact information for SafeSport

(2) We are in negotiation with the USOC's Employee Assistance Program provider to offer:

- Hotline services for the general public (any athlete, anywhere) - Posted via website
- For 1,000 athletes at various competitive levels within the U.S. Olympic Committee, 3 telephonic or in-person counseling services, along with additional referral resources

Resources under Consideration

At Ms. Ruggiero's suggestion, I will undertake additional analysis to determine if we could develop a pro bono resource analogous to the Legal Referral Network for NGBs. In particular, Ms. Ruggiero suggested that it would be useful to have an individual who could help guide an athlete who has suffered abuse through (1) the criminal legal process and/or (2) the NGB procedure for resolving such allegations.

UNITED STATES OLYMPIC COMMITTEE
1 Olympic Plaza
Colorado Springs, CO
80909

Minutes

**Board of Directors Meeting
September 20-21, 2012**

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11. Other Business

The Board reviewed the proposed USOC Safe Sport Policies contained in the Board materials. The Policies were approved unanimously, subject to certain wording clarification that Ms. Burns would like to provide. Ms. Burns confirmed that she will provide her clarifications to Ms. Dershowitz to implement.

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Rana Dershowitz
Secretary

October 12, 2012
Date



MEMO

To: Scott Blackmun, Chief Executive Officer

From: Malia Arrington, Director, Ethics & Safe Sport

Date: 10 September 2012

Re: SafeSport Update

There are three significant safe sport updates.

1. **Online Training.** With respect to the USOC's SafeSport Training, we were able to renegotiate the financial model with our developer. The initial model would have required NGBs and/or their relevant constituents to pay \$10-\$12 per individual end user. Under the new arrangement, the training will be free for the coaches, staff and volunteers of NGBs and their member clubs.

There is also the possibility of a revenue stream associated with the new financial agreement. The USOC will make yearly payments of \$300,000 per year, not to exceed four years. The USOC is entitled to the following revenue:

- When the developer has received \$375,000 of annual gross revenue from non-NGB organizations, 30% of the gross revenue from non-NGB organizations accrues to the USOC. The 30% revenue split applies to non-NGB revenue between \$375,000 and \$2,125,000.
- When the cumulative gross revenue from non-NGB users reaches \$2,125,000, 40% of the gross revenue from non-NGB organizations accrues to the USOC.
- When the cumulative gross revenue from non-NGB users reaches \$3,075,000, the USOC will no longer pay a yearly fee. In no event will the USOC's payments exceed four years.

With as many as 500,000 members in the Olympic community, and the original \$10-\$12 price point, based on usage this model has the potential to save the Olympic community millions of dollars.

2. USOC SafeSport Policies. The attached USOC SafeSport Policies were designed around the SafeSport Handbook presented to the Board of Directors in March 2012. The Handbook was developed with and endorsed by the NGB Council. These policies reflect the collective input from the NGB community and create a cohesive approach to safe sport within the Olympic family.
3. Athlete Resources – Hotline and Counseling. SafeSport has a new hotline and counseling resource for athletes. Any athlete—whether or not a part of the Olympic Community—may call the hotline, which is staffed 24x7. This no-cost, confidential service helps athletes manage crisis situations and other misconduct-related issues that they may face. The hotline is staffed by consultants—trained masters and doctoral level clinicians who will listen to concerns and quickly connect callers with resources in the community. It is available 24x7.

We will also distribute 10,000 “safe sport counseling” numbers proportionately among NGBs, who may determine the best method by which to distribute these numbers to their athlete populations. The USOC will cover three telephone counseling sessions for 1,000 athletes.

UNITED STATES OLYMPIC COMMITTEE

1 Olympic Plaza

Colorado Springs, CO

80909

Minutes

Board of Directors Meeting December 20, 2012

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9. Safe Sport Policy Proposal

The Board next turned to the Safe Sport Policy proposal and constituent feedback contained in the Board materials. Prior to the discussion commencing, Mr. Blackmun passed out additional feedback that had been received from the Women's Sports Foundation. Additionally, the Board engaged in a discussion regarding potential conflicts of interest relating to Angela Ruggiero's role with the Women's Sports Foundation and Anita DeFrantz's role with Safe4Athletes. Both Ms. Ruggiero and Ms. DeFrantz confirmed that they would be participating in the discussion as members of the USOC Board and not in their capacity with the referenced organizations. The Board expressed its comfort with Ms. Ruggiero and Ms. DeFrantz participating in the discussion given the disclosures.

Ms. Arrington presented the Safe Sport recommendations to the Board. She explained the process used to develop the proposal, including the work done with the NGBC Safe Sport Task Force, the outreach to athletes and the survey that had been sent to all NGBs. Ms. Arrington walked the Board through the basic tenants of the proposal, including its five key areas of focus: prohibited conduct; criminal background checks; education and training; reporting mechanisms; and enforcement procedures. Ms. Arrington highlighted for the Board the biggest challenges in coming up with the proposed policy. The Board discussed the proposal, as well as how enforcement of the policy would occur.

Mr. Blackmun then discussed with the Board concerns that have been raised by certain NGBs, including some who feel the policies will pose real challenges to implement and others who feel they do not go far enough. Mr. Blackmun also confirmed that the AAC's leadership is fully supportive of the proposal. Ms. Kemppel, who had been Chair of the 2010 Safe Sport Working Group, confirmed that she believed the proposed policy was an appropriate next step and consistent with the Working Group's thinking.

The existing services for NGBs and athletes were then discussed with the Board. The discussion next turned to implementation plans for the Safe Sport Policy. Finally, Ms. Arrington suggested the inclusion of certain clarifying changes that had been suggested by U.S. Soccer.

A motion was made to approve the policy. The motion passed unanimously.

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This document constitutes a true and correct copy of the minutes of the meeting of the Board of Directors of the United States Olympic Committee.



Rana Dershowitz
Secretary

January 18, 2013
Date



MEMO

To: Scott Blackmun, Chief Executive Officer

From: Malia Arrington, Director, Ethics & Safe Sport

Date: 3 December 2012

Re: Minimum Standards

At the June 2012 meeting, the Board of Directors directed "the USOC to develop proposed specific minimum requirements for NGBs in regards to Safe Sport and to bring these proposed requirements to the Board for consideration no later than December." The proposed requirements are attached.

Below, I provide a broad overview of the process utilized and the key factors underlying the proposal.

Summary

To develop the proposal, I considered advisory input from the NGBs (including information collected via survey), the NGBC, the NGBC Safe Sport Task Force, and outside interest groups. While the proposal and its components are largely consistent with this input, there were some recommendations that I ultimately chose not to incorporate into the proposal as inconsistent with the concept of *minimum* requirements.

Three key considerations informed the development of the minimum requirements: the goal of the safe sport program, the components of abuse prevention models, and the structure, demographics and resources of the NGBs.

Program Goal

Broadly, the goal of the safe sport program is to protect athletes from abuse in sport, without respect to age.

Abuse Prevention Models

While there is variation among abuse prevention models, there are several common components. One example, from the Centers for Disease Control, includes (1) behavioral standards, (2) screening, (3) monitoring, (4) ensuring safe environments, (5) responding to inappropriate behavior, breaches in policy, and allegations and suspicions of abuse, and (6) training about child sexual abuse prevention.¹ However, not all strategies will apply to every organization.²

NGB Structure, Demographics and Resources

With the components of abuse prevention models in mind, a critical concern was that all NGBs be capable of implementing any minimum requirements based on their varied structure, demographics and resources.

Proposal

Taking these factors into consideration, the proposal recommends minimum requirements concerning the following components:

- Prohibited conduct,
- Criminal background checks,
- Training and education,
- Reporting, and
- Enforcement.

During the Board meeting, I will provide a deeper discussion concerning the development of the proposal.

UNITED STATES OLYMPIC COMMITTEE
1 Olympic Plaza
Colorado Springs, CO
80909

¹ <http://www.cdc.gov/violenceprevention/pdf/PreventingChildSexualAbuse-a.pdf#page=1>

² <http://www.cdc.gov/violenceprevention/pdf/PreventingChildSexualAbuse-a.pdf#page=1>

It shall be the policy of the United States Olympic Committee that each National Governing Body adopt an athlete safety program by December 31, 2013. The athlete safety program shall include, at a minimum, the following components:

1. Prohibited Conduct

A policy which prohibits and defines the following misconduct:

- ✓ Bullying
- ✓ Hazing
- ✓ Harassment (including sexual harassment)
- ✓ Emotional Misconduct
- ✓ Physical Misconduct
- ✓ Sexual Misconduct (including child sexual abuse)

The policy will apply at a minimum to (1) all NGB employees; (2) all athletes the NGB designates for the USADA required testing pool (RTP); and (3) all individuals the NGB authorizes, approves or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes.

Comment(s):

- (a) Prohibited misconduct shall include, without limitation:

Romantic or sexual relationships, which began during the sport relationship, between athletes or other participants and those individuals (i) with direct supervisory or evaluative control, or (ii) are in a position of power and trust over the athlete or other participant. Except in circumstances where no imbalance of power exists, coaches have this direct supervisory or evaluative control and are in a position of power and trust over those athletes or participants they coach.

The prohibition on romantic or sexual relationships does not include those relationships where it can be demonstrated that there is no imbalance of power. For example, this prohibition does not apply to a pre-existing relationship between two spouses or life partners. For factors that may be relevant to determining whether an imbalance of power exists, consult the USOC's Athlete Protection Policy.

- (b) NGBs are not required to prohibit misconduct as specifically categorized above. For example, a NGB may prohibit sexual harassment as "harassment," "sexual harassment," or under some other category or definition.
- (c) If a NGB's relevant athlete safety policies do not to define a particular type of misconduct, the definitions set forth in the USOC's Athlete Protection Policy, found at , shall apply.

2. Criminal Background Checks

Each NGB shall require criminal background checks for those individuals it formally authorizes, approves or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes. For purposes of clarification, a NGB is considered to formally authorize, approve or appoint an individual in instances where the NGB has control over the appointment process.

3. Education & Training

Beginning January 1, 2014, each NGB shall require education and training concerning the key elements of their safety program for those individuals it formally authorizes, approves or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes. Before January 1, 2014, each NGB shall offer and encourage the same.

4. Reporting

Each NGB shall establish a procedure for reporting misconduct.

5. Enforcement

- a. Each NGB shall have a grievance process, which is materially free of bias and conflicts of interest, to address allegations of misconduct following the report or complaint of misconduct which has not been adjudicated under a criminal background check.
- b. In cases where the Ted Stevens Act applies, each NGB shall comply with the Act's requirements.
- c. The grievance process, whether by policy or operation of law, shall include the opportunity for review by a disinterested individual or body.

6. Other

- a. These minimum standards may be amended from time to time by vote of the USOC Board of Directors.
- b. In implementing an athlete safety program, NGBs shall be guided by the principle that supporting the health and safety of its athletes is a key element of its managerial capabilities.
- c. Failure to meet the minimum standards as set forth in this policy may result in disciplinary action by the USOC including, without limitation, the withdrawal of high performance funding.
- d. Exceptions to these minimum standards based on the organizational structure of the NGB and/or sport may be granted by the USOC on a case-by-case basis where appropriate, provided that such exceptions do not materially endanger athletes.



MEMO

To: Scott Blackmun, Chief Executive Officer

Cc: Rana Dershowitz, General Counsel

From: Malia Arrington, Director, Ethics & Safe Sport

Date: 3 December 2012

Re: Minimum Standards, Comparison to Recommendation to Outside Organizations

In developing a proposal concerning minimum requirements for an athlete safety program, the USOC received thoughtful input from several constituencies. In particular, the USOC received suggestions from two outside organizations, the Women's Sport Foundation and Safe4Athletes.

We assessed the recommendations provided by these two groups alongside the Board's directive of creating minimum standards that could be adopted by the NGBs without dramatically undermining their resources. This memo compares the USOC proposal with these recommendations. While the majority of the suggestions are consistent with the USOC's proposal, we indicate those areas where the USOC's proposal differs and why.

Safe4Athletes

Safe4Athletes provided a series of suggestions, which parallel and conform to its recommended program. In this regard, Safe4athletes recommended "the highest standards possible" concerning athlete safety. While we laud an approach that implements the highest possible standards, the USOC is cognizant of the directive to implement minimum standards. With this approach in mind, there is nonetheless significant overlap between Safe4Athletes recommendations and the USOC's proposal with respect to the key components.

- (1) **Safe4Athlete Recommendation.** Policies that require criminal background and reference checks for coaches, volunteers and others working directly with children.

USOC Response: Criminal background checks are required for those individuals it formally authorizes, approves or appoints (a) to a position of authority over or (b) to have frequent contact with athletes. (Para. 2)

(2) Safe4Athlete Recommendation. Policies clearly define prohibited conduct.

USOC Response: The proposal requires that every NGB prohibit and define the six primary types of misconduct. (Para. 1) In the event that a NGB chooses not to define the prohibited conduct, the USOC's definitions as set forth in its Athlete Protection Policy apply.

(3) Safe4Athlete Recommendation. Requirement that coaches, employees and volunteers sign a code of conduct acknowledging their obligation to adhere to club, NGB and USOC ethics and conduct policies.

USOC Response: The proposal does not require that constituents sign and acknowledge the relevant policies. From an implementation standpoint, it would require a NGB to obtain signatures from potentially thousands of members, depending on the organizational structure. In addition, with respect to the categories of who's covered and what that means within each NGB is a complicated question. Attempting to specify who's covered by position or title can be especially challenging in light of the varied organizational structures and the NGB's relationship with, and control of, affiliated coaches and volunteers.

(4) Safe4Athlete Recommendation. Required training and education concerning sexual harassment, abuse and other forms of misconduct.

USOC Response: The proposal requires training and education concerning the key elements of the NGB's athlete safety program. (Para. 3)

(5) Safe4Athlete Recommendation. An athlete welfare advocate or other confidential adult to assist athletes in reporting.

USOC Response: The proposal contains a requirement that each NGB have a reporting mechanism. (Para. 4) The proposal does not require an athlete welfare advocate or other confidential adult to assist an athlete in reporting. The determination of how to handle reporting, and at what level of the organization to handle allegations, is best left to the discretion of the NGB, based on its structure and resources. In addition, the athlete welfare advocate model is still being developed by Safe4Athletes and the anticipated costs (immediate and future) have not been determined. However, support resources for athletes are critical, and we will continue to monitor and assess this model as it evolves.

(6) Safe4Athlete Recommendation. Required appropriate procedures to restore a safe environment if misconduct occurs.

USOC Response: This component sets forth roughly ten recommendations, directed to the operation of the grievance process. For example, the recommendations address with specificity the availability of an athlete welfare advocate to assist the parent and athlete throughout the process, the due process requirements that must be accorded both the athlete and the accused (such as the right to notice and the right to confront the accuser), the required sanctions, and what a club must communicate to its NGB.

Some of these elements are, in broad form, present in the proposal. For example, the proposal requires an enforcement procedure that includes a grievance process. (Para. 5) On the whole, however, the majority of these recommendations are not included in the proposal because, ultimately, they go to the *operation* of an athlete safety program and not a minimum standards requirement. The determination of how to handle allegations and at what level of the organization to handle allegations is best left to the discretion of the NGB, based on its structure and resources.

Women's Sport Foundation

The Women's Sport Foundation called for two changes to the USOC bylaws.

- (1) **WSF Recommendation.** Protections comparable to civil rights law. In particular, she requested that the AAA process provide for (a) damages against clubs, NGBs and the USOC, and (b) attorney's fees for the prevailing parties.

USOC Response: Significant consideration was given to this recommendation, and one which we thought about very seriously. Bearing in mind the broad goal of the safe sport program – to protect athletes from abuse, without respect to age – alongside the Board's directive to create *minimum* standards, this recommendation was not included in the proposal because it is outside the scope of what is minimally required to protect athletes from abuse. In addition, existing child sexual abuse prevention models (as developed by, e.g., the Centers for Disease Control) do not include this type of mechanism as part of its model. We will, however, continue to monitor the program to determine if a change is needed to properly incentivize NGBs to manage allegations promptly and properly.

Separately – and while we are not providing for damages or attorney's fees in the bylaws – we are recommending that the bylaws include an athlete safety policy requirement.

- (2) **WSF Recommendation.** An investigatory/adjudication process that is free from the self-interest on the part of the NGB or their coaching association.

USOC Response: This concept is included in the USOC's proposal, at paragraph 5(c).

For the full article, visit: <http://www.womenssportsfoundation.org/home/she-network/education/olympic-athletes-need-better-protections-from-sexual-harassment-and-assault>



UNITED STATES TENNIS ASSOCIATION

79 West Red Oak Lane
White Plains, NY 10604
www.usta.com

December 7, 2012

Mr. Scott Blackmun
USOC
1 Olympic Plaza
Colorado Springs, CO 80909-5760

Re: "Minimum" Standards for SafeSport Initiative

Dear Scott,

As you know, the United States Tennis Association is home to over 750,000 members plus thousands of coaches, officials and volunteers. Like all NGBs, the USTA interacts with each of these constituent groups on a daily basis. It is these constituents and our access to them that separates the NGBs and our individual missions to support them from that of the USOC.

We are simply stunned that the USOC has taken the position to establish "minimum" standards dictated to our organization, let alone any NGB, how we, as separate entities, must develop and implement our SafeSport program. The process and standards that we take to provide a safe training environment to best protect our constituents is unique to the sport of tennis, as it is with each individual NGB for their respective sport.

The USOC Board's proposal to mandate "minimum" SafeSport standards (which as currently drafted is far beyond "minimum" as originally represented) was likely made with good intentions, but is misguided at best. Coupled with the potential loss of NGB recognition or performance funding to the NGB's that don't comply with USOC's standards equates to the same bullying and harassment charges that the USOC wants to mandate that we keep out of our sport.

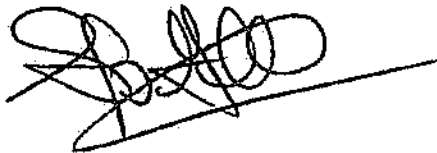
The USTA and every NGB is fully supportive of the SafeSport initiative, and the USTA has been developing and enforcing our own policies for many years, long before the USOC hired a Director of Ethics & SafeSport or contemplated the SafeSport program. We fully support the original charter of the Committee that the USOC recommends to all NGBs to embrace these initiatives and to position the USOC as a vital resource to help NGBs build or enhance their own programs. However, to mandate "minimum" SafeSport standards with significant penalties crosses the line, falls outside the scope of the Ted Stevens Act, and is simply wrong. What started out 1½ years ago as a

recommendation by the NGBs for the USOC to create a set of best practices has taken a 180° turn by the USOC's proposal to implement unfunded mandates.

As such, the USTA strongly implores you to table this discussion at your upcoming Board meeting or simply to return the focus back to the original charter of providing resources through best practices and removing any mention of a mandate and subsequent penalty. Every NGB has and will continue to develop their own SafeSport policies based on best practices for their respective sport.

Thank you for your prompt attention to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read 'F. Skip Gilbert', with a long horizontal line extending from the bottom of the signature.

F. Skip Gilbert
Managing Director, Professional Tennis Operations
US Open Tournament Manager

Cc: Gordon Smith
David Brewer
Dan Malasky



UNITED STATES
OLYMPIC COMMITTEE
1 Olympic Plaza
Colorado Springs CO
80909

December 11, 2012

Skip Gilbert
United States Tennis Association
70 West Red Oak Lane
White Plains, NY 10604

Dear Skip:

Thank you for your letter of December 7, 2012. I will provide copies of the letter to the members of our board prior to our meeting on December 20th.

We are very sensitive to the fact that the nature of safe sport programming is very different in each sport. We are also sensitive to the fact that some of our sports simply don't have the resources to invest in safe sport programs. With that in mind, we emphasized an approach focused on low- or no-cost components, and built in a significant amount of flexibility to the proposed requirements. As an additional safety valve, we created a mechanism for a waiver of the requirements for good cause shown by any NGB. I think it will be difficult for any NGB to run afoul of the policy if it acts in good faith to meet the standard and protect its athletes.

As to your views about the Act, I don't think there is any doubt about the fact that the USOC has the ability to place restrictions on the continued recognition of an NGB. Much more than our right, it is our responsibility. More important to me than the legal issue, however, is that safe sport is something that we (meaning the USOC and the NGBs), as the stewards of the Olympic Movement in the United States, need to take a leadership position on. Given the seriousness of the issue and the horrifying incidents that have surfaced over the last two or three years, I am finding it hard to fathom that you would equate the proposed policy with bullying and harassment. The USOC and the NGBs have made a good faith effort to work in partnership to address a very serious problem. We sought and obtained substantial input from individual NGBs, the NGB Council, the NGB Safe Sport Task Force, the AAC and the MSO Council, and almost everybody has expressed strong support. My understanding is that not only do your colleagues not oppose this initiative, they embrace it.

I understand that reasonable people can disagree and very much appreciate the input Skip. I would be remiss, however, if I didn't tell you that my board chairman and I were both taken aback by the disagreeable tone of your letter.

I am going to recommend the policy to our board next week but will clearly note your dissent for the record. I will be careful to make it clear that the USTA supports SafeSport programs in general, but doesn't think there should be any minimum standards for NGBs.

Sincerely,

A handwritten signature in blue ink, appearing to read 'S. Blackmun', with a stylized, flowing script.

Scott A. Blackmun
Chief Executive Officer

cc: Gordon Smith
David Brewer
Dan Malasky
Larry Probst
Rich Bender

From: Ron Radigonda <[REDACTED]>
Date: December 12, 2012, 2:33:50 AM EST
To: Scott Blackmun <[REDACTED]>
Subject: Follow Up

Scott,

Thank you for reaching out today and updating me on your conversation with Ron on the baseball/softball quest for reinstatement.

Following are some talking points on the Safe Sport Initiative. First and foremost I am supportive of developing policies and procedures to insure athlete safety. Knowing the complexities of our Association I feel that the proposed Safe Sport Initiative policies and protocols developed by Malia and the Task Force has some inherent problems that should be vetted before becoming USOC policy. I was honored to serve on the committee and many of the issues outlined below were articulated by me on the Task Force phone calls. I fully recognize that ASA/USA Softball is an NGB with high participation in all 50 states and the delivery of our programs has many facets. To give you an example while I was the commissioner in Sacramento, CA before heading to OKC I organized and conducted softball programming in 3 counties in Metropolitan Sacramento. Within those 3 counties our association registered over 4,400 teams (5,500 players and 400 umpires) Those teams played in 24 locally organized, parent driven, non-profit organizations and 22 Recreation and Parks Departments/Districts. As I see it many of the policies within the Safe Sport Initiative would be problematic at best and difficult to administrate. The biggest drawback is that It may set a bar that is too high for most NGB's to reach and if the bar is not reached it would leave that NGB at risk for liability claims.

Again some of the issues of concern are:

Liability

Policies must be realistic and reasonable. If a mandatory policy is disregarded or not followed through on, a subsequent Plaintiff's lawyer will have a field day with it and assert liability for the failure to adhere to the NGB's own policies designed to protect children.

There are two sub-issues at play here from a Liability Standpoint....

Mandating Specific Policies for all USOC sports that do not take into account the specific issues of each sport, such as Travel Policies, Locker Room policies and Social Media Policies

A one-size-fits-all approach to travel policies, social media policies, locker room policies and other such policies is problematic. Certain sports, such as softball, do not regularly have access to locker rooms. To mandate policies across all sports would lead to certain mandatory policies being disregarded/changed to address the specific needs of the sport. This would create liability issues if allegations are later made that policies were not adhered to.

I believe that all such policies should be 'guidelines' or 'recommended sample policies' that are not mandatory and that specifically state that each sport should adopt its own sport-specific policies, with such purposes and objectives in mind.

Affiliate Organizations – and General Policies applicable to athletes

This is a major concern in softball. If we are required to adopt the Safe Sport Policies as written we have little control or knowledge to know whether the policy is being fully or properly implemented at the local level. Softball is not a top-down organization. It is instead a loose confederacy of affiliated organizations. Grass roots and tournament softball is largely organized by various affiliate member organizations, of which the NGB has no direct control and has no ability to even observe their activities. The NGB foresees a scenario where a mandate is issued, then not followed, then harm occurs and the NGB is blamed for not monitoring, mandating and following through on its policy for its members/athletes. This is problematic because the NGB cannot be inside all of these affiliate organizations monitoring and ensuring that things are done properly across the nation. If a background check is missed by an affiliate in Minnesota, there was nothing the NGB realistically could have done about it, but the USOC's policy will increase liability in this regard. ASA/USA Softball conducted 70,000 plus background checks on coaches running youth programs, umpires, national office staff, and other volunteers associated with our youth programs across the country. While 70,000 is a large number it reaches only about 1/3 of the adults associated with youth programs across the country. We require all coaches on the field of play associated with our youth Championships to be

background checked. While we can enforce this policy at the Championship Play level we cannot enforce the policy at the local league level. It is also not uncommon for substitute coaches to step in when the regular coach is unavailable. The person is usually a parent and that parent has not taken a coach certification course nor have they passed a background check.

Therefore, NGB's can and should only be required to mandate policies for its own specific employees and its own specific events --- such as National Team events and National Team members. To require otherwise is unrealistic.

Competitive Market Share with other Organizations

We compete in the marketplace with other softball sanctioning organizations. There are close to 20 organizations conducting softball events in the United States. Membership in recreational sports is declining especially at the adult level. To impose various requirements (background checks, etc.) on all such activities at all levels of play will naturally result in membership migrating from our Association to other organizations. We recently lost a part of a state to another softball organization because our state commissioner requires all umpires to pass a written test and pass a background check. The local league and umpires association jumped to another organization because they required neither. While we have a very good contract with an excellent background check provider the cost of background check increases the cost of participation and allows competitors an opportunity to undercut our registration fees.

Consensual Adults Should be Left to Make Their Own Choices – No policies needed

Every sport is different. With recreational softball, the NGB believes that consensual adults can enter into whatever consensual sexual arrangements they desire for themselves and the NGB does not want to adopt policies concerning the issue. This NGB does not agree with the USOC's stated concern about a 22 year old female athlete dating a 45 year old coach, and whether a 'position of power' exists over the 22 year old. The NGB of course would agree with a conflict of interest and disclosure policy to the extent a National Team Selection Committee Member was dating an athlete eligible for selection, but the NGB does not believe that consensual adults should be prohibited from such activities.

Need?

Is there really a need for a top-down one-size-fits-all USOC approach to these issues?

In this litigious climate and environment, each NGB has likely already evolved and adopted sport-specific policies to protect children. In addition to the moral issue, there is already a clear business incentive to adopt sound and realistic policies to protect children – and NGBs have done so.

In this litigious climate and environment, would the USOC's policies do more harm than good from either a liability or market-share standpoint? This question should be asked and vetted through all of the NGB's.

To the extent the USOC would like to get involved, it could do so in a more advisory and auditing role that takes into account the specific needs of each sport by working with each sport individually, reviewing its policies, making recommendations and working through these issues in a more practical manner.

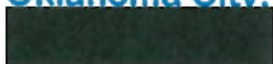
The statement I made at the first meeting of the Safe Sport Task Force was that I feared a mandated policy from the USOC to the NGB's would create Plaintiff's Exhibit 1. Having been involved with excessive litigation brought against our association it is still my biggest fear. I would have preferred the USOC becoming a resource for coach and parent educational material regarding the protection of our youth participants. The NGB's could then direct coaches and parents to the USOC to access the materials. I also believe that information should direct parents to the proper legal authorities to report infractions and not report the infractions to the NGB's. My belief is that NGB's are ill equipped to deal with complex issues like sexual abuse, physical abuse, etc. and that the proper authorities should be engaged as soon as possible.

Please feel free to contact me if you require additional information or clarification.

Once again thanks for reaching out to me. I hope this communication has been helpful.

Sincerely,

Ron Radigonda
Executive Director
Amateur Softball Association/USA Softball
2801 NE 50th Street
Oklahoma City, OK 73111





UNITED STATES TENNIS ASSOCIATION

70 West Red Oak Lane
White Plains, NY 10604
www.usta.com

December 13, 2012

Mr. Scott Blackmun
USOC
1 Olympic Plaza
Colorado Springs, CO 80909-5760

Re: "Minimum" Standards for SafeSport Initiative

Dear Scott,

Thank you for your letter of December 11th.

There is no stronger supporter of the SafeSport Initiative and the implementation of measures to ensure safe training environments, not only for athletes but for all NGB participants, than the United States Tennis Association. For many years, long before the USOC contemplated the SafeSport Initiative or the hiring of a Director of SafeSport & Ethics, the USTA has been a leader in implementing robust policies and procedures to ensure that our mission "To promote and develop the growth of tennis" could be achieved while mitigating any risk of misconduct. In fact, it was the USOC that asked the USTA to provide a representative to serve as a panelist nearly two years ago at its "Best Practices Seminar" to share the numerous measures implemented by the USTA to ensure this end.

The USTA strongly supports the implementation of a sport safety program by every National Governing Body, but it believes that the NGBs should determine how best to structure and implement such a program with the USOC's assistance in providing tools and resources. It was that exact sentiment that was expressed to the USOC by an overwhelming majority of the NGB's at the Best Practices Seminar nearly two years ago. During those meetings, all parties left with the understanding that the USOC would take the lead in creating a set of best practices that NGBs could pick and choose from based on a variety of factors unique to each NGB. With that, the USOC did a stellar job in assembling the SafeSport Handbook which memorialized best practices for creating safe training environments while providing clear disclaimers such as the following, which recognized the individuality of every organization:

"This document imposes no obligation on any National Governing Body or any of its members or affiliated organizations. Rather, the document is a guide which may be useful to national and local clubs in developing their own policies and the handbook should not be viewed as creating a legal standard

of care or as a model of best practice...Each organization should use its own judgment in evaluating which policies it should implement and the manner in which to implement them."

In speaking with numerous NGBs following the release of the SafeSport Handbook and based on surveys conducted, there was a significant movement by NGBs on their own to implement new measures and enhance existing programs they deemed were practical and best suited for their respective sport. Significant recognition was given to the USOC for their efforts in providing resources that NGBs could draw from and the USOC did an excellent job in communicating to the NGBs that there were resources available to them at little to no charge.

At the June 28, 2012 meeting of the USOC Board of Directors, the Board explored "whether to put in place mandatory minimum requirements for NGB's relating to SafeSport...and a motion was made directing the USOC to develop proposed specific minimum requirements...." This was a complete reversal by the USOC but was repeatedly reinforced that "the standard would be set so low that nearly every NGB with a current reasonable policy would be in compliance". Unfortunately, the end result of the proposal that was presented to you and the Board is not the product of the SafeSport working group or representative of the sentiments (which vary greatly) of the working group, far exceeds the "minimum requirements" as initially contemplated and expressed to the NGBs, and is a stark departure from the USOC's previous policy of creating resources and tools to the NGBs in achieving their own sport safety program without mandating minimum requirements.

Based on a survey that was conducted by the USOC/NGB SafeSport working group, a large number of NGB's (even those with robust sport safety programs at the present time) do not currently, and do not have plans within the next year, to fulfill several of the controversial minimum standards as proposed. Additionally, several of the proposed minimum standards were measures of great dispute among the NGB's within the working group but were nonetheless added to the list at the USOC's discretion. In fact, it is our understanding that these proposed measures were presented in a manner that implied that they were the results of the working group when, in fact, there was sharp disagreement from within the working group about many of the items included and the direction of the proposed unfunded mandates.

Scott, you are undoubtedly aware that by creating these minimum standards for all NGBs the USOC is not only creating new exposure for itself, but also for NGB's who would be required to revamp their existing programs to comply with the vague and controversial minimum standards proposed to the USOC Board. As you acknowledge in your letter, "reasonable people can disagree" but to take the independent judgment away from the NGB's who have spent thousands of hours and dollars in developing their own programs based on best practices for their organization seems to indicate that we cannot agree to disagree as these proposed minimum standards would become mandates of the United States Olympic Committee.

Let's be clear that the USTA is fully supportive of the SafeSport Initiative and the tireless work that you and your team have achieved to date. The USTA has been a leader in

this area as recognized by the National Center For Safety Initiatives, National Council of Youth Sports and others, and with over 750,000 members and thousands of volunteers, officials, ballpersons, etc., we are keenly aware of the need to always look towards enhancing our sport safety program.

We appreciate your efforts and we again ask that you table the recommendation for further analysis and discussion.

Sincerely,

A handwritten signature in black ink, appearing to read 'F. Skip Gilbert', with a long horizontal line extending to the right.

F. Skip Gilbert
Managing Director, Professional Tennis Operations
US Open Tournament Manager

cc: Larry Probst, USOC
Gordon Smith, USTA
David Brewer, USTA
Dan Malasky, Esq., USTA
Rich Bender, NGBC

From: Rich Bender <[REDACTED]>
Date: December 14, 2012 8:53:37 AM MST
To: Scott Blackmun <[REDACTED]>
Subject: RE: USTA Letter on SafeSport Initiatives

All in on moving forward on establishing minimum standards, we may need some additional discussion/clarification on what exactly those standards are and how difficult it is going to be to help all the NGBs meet them. There appears to be some question as to where the NGBs collectively stack up against those standards today. I suggest that we clarify the fact that the USOC will bring forth resources to help the NGBs that need it to meet the standards. Let's keep pushing this, it's important.

Rich

Rich Bender
Executive Director
USA Wrestling
[REDACTED]

"Logic will get you from A to B. Imagination will take you everywhere."
--Albert Einstein

"We all blossom in the presence of one who sees the good in us and who can coax the best out of us."
--Desmond Tutu

From: Scott Blackmun [mailto:[REDACTED]]
Sent: Thursday, December 13, 2012 7:38 PM
To: Rich Bender
Subject: Fwd: USTA Letter on SafeSport Initiatives

Rich--

I assume based on our discussions that you would like us to move forward, but if your view is more closely aligned w/ USTA, let me know?

**Board of Directors Meeting Minutes
Colorado Springs, Colorado
October 10-11, 2013**

....

11. Safe Sport Working Group Recommendation

Malia Arrington, Director of Ethics and Safe Sport, presented the Board with the recommendations of the Safe Sport Working Group on investigations and adjudications. She explained the deliverable the group was tasked with and walked the Board through the process the Working Group had used to develop its recommendations. She noted that the Group had heard from a number of outside experts and had received guidance and feedback from the whole NGB family.

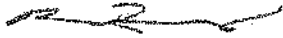
Ms. Arrington then walked the Board through the Working Group's recommendations, advising the Board that the Working Group recommends that case management for sexual misconduct cases should be consolidated under a new, independent entity with an independent board of directors. The new entity would focus on sexual misconduct (and any related behaviors) and have the authority to investigate, make findings and issue disciplinary measures. The entity would be focused on an investigation-based procedure rather than a criminal type process. While due process must be respected, with the process contemplating the possibility of a hearing before the AAA upon request, the primary goal of the structure is to ensure that as much accurate information is collected as possible. Further, Ms. Arrington explained, in order to ensure consistency and efficiency, the Group believes that NGB participation should be required through the USOC's Bylaws.

Ms. Arrington next reported to the Board on certain key areas the Working Group believed required further development, noting that the first and foremost issue which must be addressed is how to ensure long term funding of the new entity. She also discussed with the Board how the Group contemplated the new entity would interplay with the existing SafeSport efforts of the USOC and the NGB community, noting that while USOC efforts might shift to the new entity, NGBs will still need to be actively engaged in, and committed to, education and prevention.

Noting the significant further work that must be undertaken, Mr. Blackmun then requested guidance from the Board regarding the preliminary direction being proposed. The Board discussed some of the challenges and benefits inherent in developing the proposal. Following the discussion, Board of Directors unanimously confirmed its acceptance of the report of the Working Group and expressed its agreement that a new, independent, third party entity must be given the responsibility and power to oversee the handling of sexual misconduct issues for the Olympic family. The Board further indicated its belief that more work needs to be undertaken to determine how best to implement the concept, including the creation, funding, oversight and operation of the new entity.

....

This document constitutes a true and correct copy of the minutes of the meeting of the Board of Directors of the United States Olympic Committee.



Rana Dershowitz
Secretary

November 4, 2013
Date



UNITED STATES OLYMPIC COMMITTEE

BOARD OF DIRECTORS MEETING – OCTOBER 11, 2013

SAFE SPORT WORKING GROUP: CASE MANAGEMENT

UNITED STATES OLYMPIC COMMITTEE

SAFE SPORT WORKING GROUP: CASE MANAGEMENT

Deliverable

Make an informed recommendation to the U.S. Olympic Committee concerning possible models for the investigation and resolution of safe sport misconduct complaints.



UNITED STATES OLYMPIC COMMITTEE

SAFE SPORT WORKING GROUP: CASE MANAGEMENT

Members:

- **Margaret Hoelzer**, Athletes' Advisory Council representative, Olympian (swimming)
- **Casey Jorgensen**, USA Hockey general counsel
- **Sonja Keating**, U.S. Equestrian Federation general counsel
- **Nina Kemppel**, USOC board Athletes' Advisory Council director, USOC Working Group on Safe Training Environments chair
- **Margie Mara**, USA Volleyball senior director
- **Michael Massik**, USA Weightlifting CEO
- **Julie Novak**, Big Brothers Big Sisters of America vice president of child safety
- **Steve Penny**, USA Gymnastics president
- **Angela Ruggiero**, International Olympic Committee member, Women's Sports foundation board of trustees president
- **Susan Woessner**, USA Swimming director of safe sport

Additional USOC Staff Support:

- **Steven Brewer**, associate director, finance
- **Rana Dershowitz**, general counsel
- **Gary Johansen**, associate counsel



UNITED STATES OLYMPIC COMMITTEE

SAFE SPORT WORKING GROUP: CASE MANAGEMENT

Process

- Presentations from outside experts
 - U.S. Anti-Doping Agency
 - Women's Sports Foundation
 - Big Brothers Big Sisters of America
 - ESIX Risk Management
 - Sport Resolutions, United Kingdom
 - University of Colorado Office of Discrimination and Harassment
- Research
- Best practices
- NGB online survey



UNITED STATES OLYMPIC COMMITTEE

SAFE SPORT WORKING GROUP: CASE MANAGEMENT

NGB Feedback

- Safe Sport highly relevant to their business
- Most NGBs feel their level of preparedness to deal with these issues is less than optimum
- In evaluating case management models, NGBs identified the following as key criteria:
 - Confidence
 - Consistency
 - Expertise
- The biggest challenges for NGBs in managing safe sport cases are:
 - Cost
 - Expertise
 - Staffing
- NGBs voiced strong support for centralizing all case management measures, particularly for cases involving sexual misconduct



UNITED STATES OLYMPIC COMMITTEE

SAFE SPORT WORKING GROUP: CASE MANAGEMENT

Consensus proposal

- **Model.** The authority to address safe sport cases should be centralized with a new, independent entity.
- **Governance.** To ensure independence, the safe sport entity should be governed by a board of directors, which includes individuals who are independent and provide relevant expertise and experience.
- **Jurisdiction.** The safe sport entity should have jurisdiction over misconduct involving – and directly related to – sexual misconduct.
- **Authority.** For cases within its jurisdiction, the safe sport entity should have operational authority over all case management functions, including the authority to conduct investigations, make findings and issue disciplinary measures.
- **Procedures.** The safe sport entity should utilize an investigation-based process, with the goal of accumulating the maximum amount of relevant information about a complaint.
- **Participation.** To ensure a strong, effective and credible system for addressing safe sport cases, participation by Olympic and Pan-American NGBs and Paralympic Sport Organizations should be mandatory.



UNITED STATES OLYMPIC COMMITTEE

SAFE SPORT WORKING GROUP: CASE MANAGEMENT

Preliminary Proposal: Near-term

- **Model**
 - New entity
 - Independent
- **Governance**
 - To ensure independence, the new safe sport entity should be governed by a Board of Directors, the majority of who are independent.
- **Jurisdiction**
 - Sexual misconduct
 - Includes child sexual abuse; sexual harassment; non-consensual sexual contact
 - Other misconduct related to any sexual misconduct case.
 - Any other types of misconduct directly related to alleged sexual misconduct
 - Other types of misconduct, e.g., emotional and physical
 - At NGBs request and safe sport entity's discretion
- **Authority**
 - Complaint management policies
 - Disclosure procedures
 - Interim restrictions
 - Investigations
 - Findings
 - Hearings before AAA
- **Procedures**
 - Move away from prosecutorial system
- **Participation**
 - Mandatory Olympic and Paralympic NGBs and PSOs
 - USOC bylaw amendment



UNITED STATES OLYMPIC COMMITTEE

SAFE SPORT WORKING GROUP: CASE MANAGEMENT

Preliminary proposal: procedures

- Key features
 - Administrative investigation process (not an adversarial/prosecution-based approach)
 - Safe sport entity engages in active accumulation of information from all possible sources
 - Parties do not have burden of demonstrating policy violation
 - Job of safe sport entity to determine whether the Olympic movement's policies were violated
- Safe sport entity – staffing (full-time staff and/or contractors)
 - CEO
 - Counsel
 - Case manager
 - Investigators (may hire on contract basis)
 - Victim advocates



UNITED STATES OLYMPIC COMMITTEE

SAFE SPORT WORKING GROUP: CASE MANAGEMENT

Areas for further development: funding

Key funding considerations

- Key consideration: certainty
 - Year one start-up costs
 - Ongoing annual needs
 - Increases based on shifting needs
- NGB considerations
 - Varying sizes, demographics
- Possible sources
 - NGBs
 - USOC
 - Other organizations with similar missions
 - Grants
 - Federal (unlikely in near-term)



UNITED STATES OLYMPIC COMMITTEE

SAFE SPORT WORKING GROUP: CASE MANAGEMENT

Preliminary proposal: next steps

- Identify and cultivate funding sources and mechanisms
- Explore insurance program models
- Develop, create and transition services to safe sport entity
 - Process
 - Create focus groups, comprised of NGBs, athletes and outside experts
 - Evaluate possibility of consulting with outside experts to develop and create safe sport entity
 - Begin standardizing definitions, processes, and disciplinary measures
- Evaluate potential overlap between USOC services and safe sport entity services
- Develop training before creation of services to
 - Develop trust
 - Standardize expectations
 - Ensure comprehension of obligations



2013 Safe Sport Working Group for Case Management Models

*Preliminary Recommendation to the U.S. Olympic Committee
Chief Executive Officer*

September 30, 2013

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ACKNOWLEDGEMENTS

I would like to thank the working group members and additional participants for their dedicated service to the issue of promoting safe sport. Their outstanding efforts during the last two months have led to developing the key element in this preliminary recommendation.

I would also like to thank all of the NGBs, athletes, volunteers, risk management experts, insurance experts, training providers and other professionals for their insights and contributions to our efforts in this critically important area of safe sport.

Malia Arrington, 2013 Safe Sport Working Group for Case Management Chair

I. WORKING GROUP MEMBERS AND ADDITIONAL SUPPORT

Working group members:

Margaret Hoelzer	Athletes' Advisory Council representative, Olympian (swimming)
Casey Jorgensen	USA Hockey general counsel
Sonja Keating	U.S. Equestrian Federation general counsel
Nina Kemppel	USOC board, Athletes' Advisory Council director, 2010 Working Group on Safe Training Environments Chair, Olympian (nordic)
Margie Mara	USA Volleyball senior director
Michael Massik	USA Weightlifting CEO
Julie Novak	Big Brothers Big Sisters of America vice president of child safety
Steve Penny	USA Gymnastics president and CEO
Angela Ruggiero	International Olympic Committee member, Women's Sports Foundation board of trustees president, Olympian (hockey)
Susan Woessner	USA Swimming director of safe sport
Malia Arrington	2013 Safe Sport Working Group for Case Management Chair, USOC director of ethics and safe sport

Additional USOC staff support:

Steven Brewer	Associate director, finance
Rana Dershowitz	General counsel
Gary Johansen	Associate counsel

II. EXECUTIVE SUMMARY

PURPOSE

The purpose of the 2013 Safe Sport Working Group for Case Management is to deliver an informed recommendation to the U.S. Olympic Committee concerning possible models to manage the investigation and resolution of safe sport cases.

PROCESS

Among the input considered by the working group to make its recommendation is feedback from the National Governing Bodies. NGBs strongly support centralizing all case management measures, including investigation, resolution and disciplinary measures, and voiced the strongest support for centralizing cases involving sexual misconduct.

RECOMMENDATIONS

The working group developed six key recommendations:

1. **Model.** The authority to address safe sport cases should be centralized with a new, independent entity.
2. **Governance.** To ensure independence, the safe sport entity should be governed by a board of directors, which includes individuals who are independent and provide relevant expertise and experience.
3. **Jurisdiction.** The safe sport entity should have jurisdiction over misconduct involving – and directly related to – sexual misconduct.
4. **Authority.** For cases within its jurisdiction, the safe sport entity should have operational authority over all case management functions, including the authority to conduct investigations, make findings and issue disciplinary measures.
5. **Procedures.** The safe sport entity should utilize an investigation-based process, with the goal of accumulating the maximum amount of relevant information about a complaint.
6. **Participation.** To ensure a strong, effective and credible system for addressing safe sport cases, participation by Olympic and Pan-American NGBs and Paralympic Sport Organizations should be mandatory.

AREAS FOR FURTHER DEVELOPMENT

The group discussed, but did not determine, the funding mechanism for the proposed safe sport entity. Funding and the certainty of that funding is a critical factor to be addressed in the near term. The group discussed several potential strategies with funding from a variety of sources. In addition, and equally important, a thorough analysis of insurance coverage issues must be undertaken.

III. PURPOSE AND OBJECTIVES

CASE MANAGEMENT MODELS

1. The purpose of the working group is to make a preliminary recommendation to the USOC CEO concerning possible models to address safe sport cases.
2. Abuse prevention includes preventive measures and case management measures.
3. Effective case management is critically important to the overall legitimacy of the Olympic Movement's safe sport program.

BACKGROUND

In 2010, the USOC's Working Group for Safe Training Environments addressed misconduct in sport, strongly stating that misconduct is fundamentally inconsistent with the principles of the Olympic Movement. Misconduct includes six interrelated behaviors: bullying, harassment, hazing, emotional misconduct, physical misconduct and sexual misconduct (including child sexual abuse).

Misconduct occurs in all sports and at all levels – regardless of the amount of clothing cover or the age of the athletes (International Olympic Committee, 2007). However, it appears there is a greater prevalence of abuse in elite sport (IOC 2007).¹

Recognizing that misconduct is a very real issue in society and, therefore, within sport, the 2010 working group recommended the USOC take a leadership role and develop a safe sport model to prevent and respond to misconduct.

ABUSE PREVENTION MODELS

Abuse prevention models include preventive measures and case management measures:

- Preventive measures are intended to control who has access to an organization and help identify and stop problematic behaviors before they become abusive. Such measures include pre-employment and appointment screening, implementing rules for behavior management and educating and raising awareness among sport stakeholders (Parent & Demers, 2011).
- Case management is a tool for responding effectively to safe sport complaints; measures include disclosure and reporting procedures, complaint management policies and disciplinary measures (Parent and Demers, 2011).

While prevention – and particularly awareness – is the cornerstone safe sport measure, case management also serves a critically important role. Done well, case management encourages disclosure, deters problematic behaviors and remedies the effects of misconduct. Done poorly, case management weakens the legitimacy of an organization's safe sport programming efforts.

¹ While the prevalence of misconduct in sport is notoriously difficult to determine, preliminary research reveals that approximately 51 percent of elite athletes experienced sexual abuse or harassment (Fasting, Brackenridge & Sundgot-Borgen, 2000). Another study found that 22 percent of elite athletes had sexual intercourse with an authority figure (Kirby & Greaves, 1996).

CURRENT SAFE SPORT MODEL

Under the current safe sport model, case management is decentralized among NGBs. The USOC, with direct input from NGBs, delivers centralized resources to support implementation of preventive and case management measures. Each NGB implements its safe sport program and regulates its own membership. (See figure 1.)

While there are several valid models for managing safe sport cases, a decentralized approach is subject to inherent challenges:

- A decentralized structure makes it difficult to deliver consistent results across sport and sport organizations.
- A decentralized structure also limits the ability to consolidate important information from multiple organizations on individuals removed from an organization for policy violations or other inappropriate behaviors.
- Research indicates sport organizations lack the specialized resources – including financial, organizational and personnel – needed to effectively and efficiently implement measures to manage instances of sexual misconduct, with administrators expressing a desire to have experts handle these sensitive issues (Parent and Demers, 2011).

Separately, athletes rarely disclose misconduct until they are older, more experienced and less focused on sport (Parent, 2011).² If there is no intervention by a third party (e.g., parents, other coaches or sport administrators) – or if the athlete does not have the emotional resources to expose the offender – the abuse develops and continues (Parent, 2011).

PURPOSE

The 2010 working group recommended the sport community continue to collaborate to evolve the safe sport mode to ensure the most efficient and effective structure.

Consistent with the 2010 working group's recommendation, the purpose of this 2013 Safe Sport Working Group for Case Management is to deliver an informed recommendation to the USOC concerning possible models to manage cases of misconduct in sport.

² The challenge of disclosure is not unique to sport. Nearly three out of four victims who report do not tell anyone about abuse for at least one year, while most child victims never report abuse (www.rrstar.com).

Current Athlete Protection Structure (Decentralized)

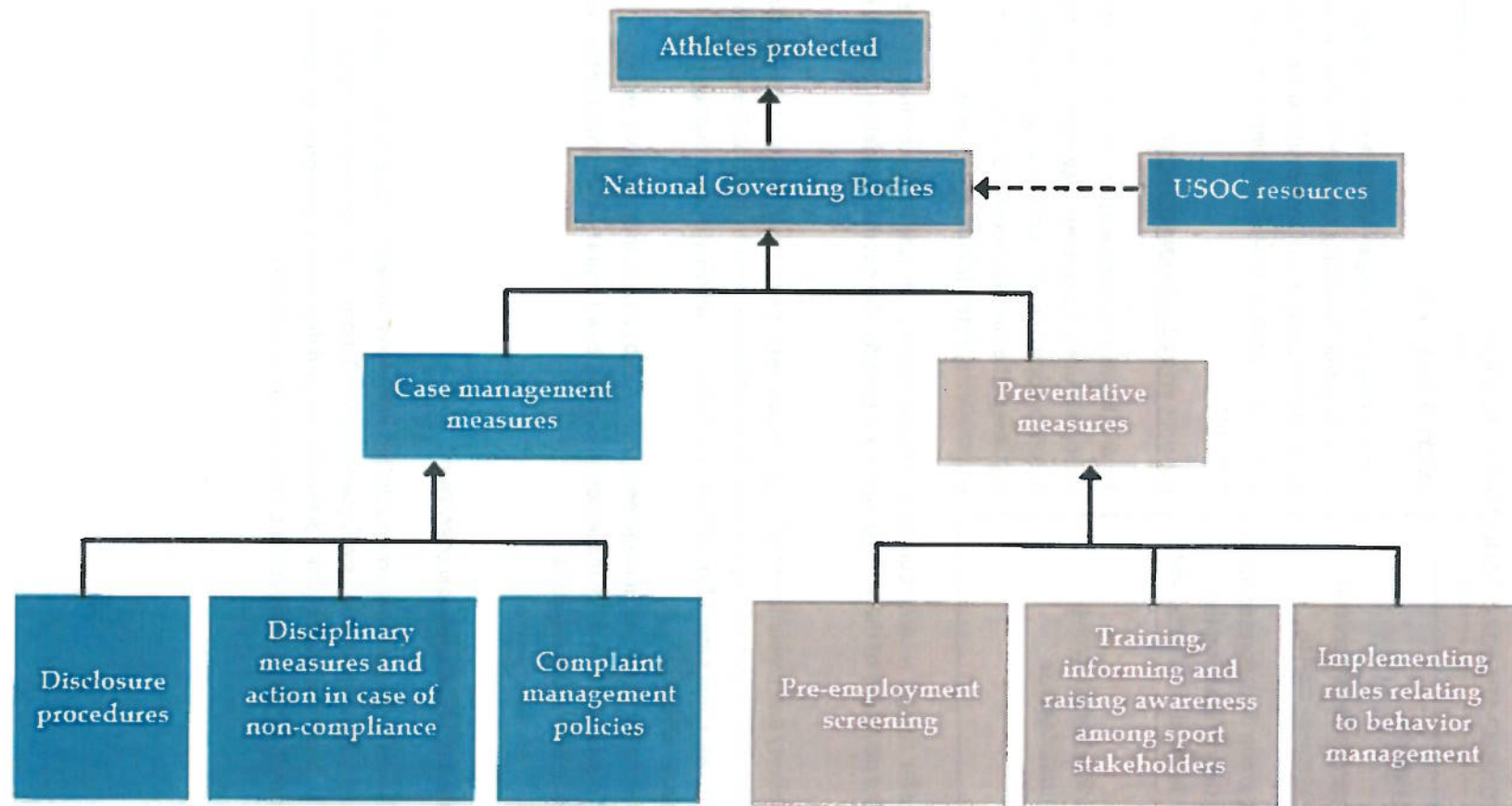


Figure1. Current Athlete Protection Structure (Decentralized)
Adapted from Parent S., Demers G., 2011

IV. WORKING GROUP APPROACH AND METHODOLOGY

PROCESS AND INPUT

1. The working group vetted several, valid case management models.
2. The working group incorporated input from a wide variety of stakeholders, including outside experts, athletes and NGBs.
3. NGB feedback indicated strong support for centralizing case management.

GUIDING PRINCIPLE

The working group began with the premise that protecting and promoting an athlete's emotional and physical well-being is paramount and sought to craft its goals and evaluation criteria to support this guiding principle.

MODELS FOR CASE MANAGEMENT

To develop its recommendation, the group vetted multiple models for case management. These models occupy a spectrum from decentralized and internally regulated (the current model), to centralized and externally regulated (third-party model).

As the model moves along this continuum to a centralized and externally regulated model, the independence and neutrality of the process increases. Broadly, the possible models along this spectrum include:

- Direct delivery and regulation of all case management measures by individual NGBs, clubs and other grassroots organizations, with limited to no involvement by the USOC or any third-party.
- The USOC, with direct input from NGBs, centralizes the delivery of case management measures as a business division.
- External delivery of all case management measures by a new, independent entity.
- External delivery of all case management measures by a federally-authorized entity, according to federally-mandated standards.

(See figure 2)

EVALUATING MODELS FOR CASE MANAGEMENT

To evaluate each model, the working group solicited input from athletes, NGBs, risk managers, insurance providers, higher education staff, government relations and professional service organizations. The process included panel presentations and discussions, one-on-one discussions, best practices, a review of pertinent research and an online survey for NGBs.

NGB FEEDBACK

NGB feedback was solicited via an online survey and one-on-one discussions:

- NGBs strongly support centralizing all case management efforts,³ particularly for sexual misconduct.
- In the eyes of NGBs, among the most important elements to an effective program is expertise in dealing with the issue and consistent information and policies.
- The NGBs' primary concerns with the management of safe sport cases are cost, expertise and staffing – the resources for which will increase as awareness and disclosures increase. As part of a centralized case management model, the majority of NGBs supported standardizing behavioral guidelines, disciplinary measures and resolution procedures, particularly as to sexual misconduct.

EVALUATION CRITERIA

The working group utilized the collective input to identify three key evaluation metrics (independence, expertise and focus) they felt captured both the collective input from participants and the overall well-being of athletes.

³ The NGBs strongly supported centralizing all components of case management, including: complaint management policies, disclosure, investigation, resolution, disciplinary measures and sanctions, victim advocate resources and crisis management.

Models for Case Management

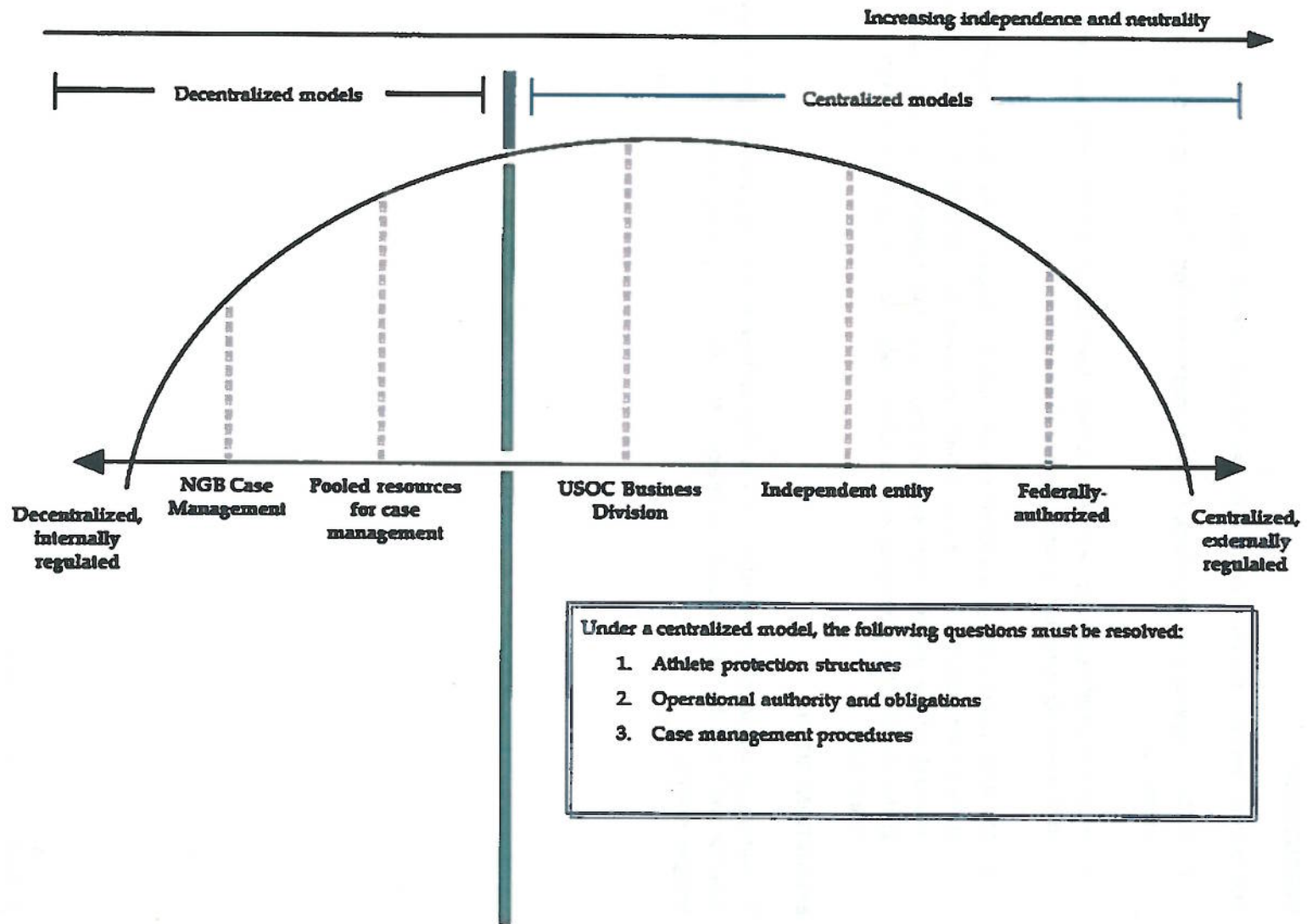


Figure 2 Models for Case Management

V. PRELIMINARY RECOMMENDATIONS

The working group agreed there were several valid models for managing safe sport cases. The group's recommendation is a *possible* model to improve on and strengthen current practices and not *the* model for case management.

The recommendation, however, states the working group's consensus regarding areas where effective case management is most needed and areas that could be implemented collectively by the USOC and NGBs.

As stated in the executive summary, the working group developed six recommendations for the USOC's consideration:

1. **Model.** The authority to address safe sport cases should be centralized with a new, independent entity.
2. **Governance.** To ensure independence, the safe sport entity should be governed by a board of directors, which includes individuals who are independent and provide relevant expertise and experience.
3. **Jurisdiction.** The safe sport entity should have jurisdiction over misconduct involving – and directly related to – sexual misconduct.
4. **Authority.** For cases within its jurisdiction, the safe sport entity should have operational authority over all case management functions, including the authority to conduct investigations, make findings and issue disciplinary measures.
5. **Procedures.** The safe sport entity should utilize an investigation-based process, with the goal of accumulating the maximum amount of relevant information about a complaint.
6. **Participation.** To ensure a strong, effective and credible system for addressing safe sport cases, participation by Olympic and Pan-American NGBs and Paralympic Sport Organizations should be mandatory.

Recommendation #1: Model

The authority to address safe sport cases should be centralized with a new, independent entity.

The working group observes that the proposed case management solution is ultimately a solution for NGBs and their stakeholders, particularly athletes. The group envisions creating a new entity through an NGB-led effort with support from the USOC as appropriate.

The working group proposes centralizing case management with a new and independent safe sport entity based on several factors. These factors are underscored by the key evaluation criteria of independence, expertise and focus.

- **Independence.** Creating a new and independent entity will help alleviate the perception – inherent in any system of self-regulation – that the USOC and NGBs are not doing everything within their powers to eliminate misconduct in sport. Creating an organization that has sufficient independence from the USOC and NGBs will enhance the credibility of our safe sport efforts.
- **Effectiveness.** As a result of independence, the system will also be more effective. Independence provides a neutral entity for athletes and others to report their misconduct. It also supports a neutral grievance process and provides athletes with an avenue to report directly to an outside and objective entity.
- **Expertise and focus.** The current system calls for NGBs to process safe sport cases and requires significant expertise; expertise should be staffed internally or by outside counsel and/or independent investigators. Given the importance of safe sport and case management, any entity taking on case management for the community should focus specifically on managing cases of misconduct in sport as its core business function. The current field focuses primarily on prevention and fewer efforts are directed to case management; as a result, the group supports developing and consolidating expertise with a new entity.

Benefits of centralization. The recommended new safe sport entity can also expand on programs for safe sport and create centralized avenues to share information.

- In particular, a centralized system for recording and monitoring misconduct cases assists in testing the nature and extent of different abuses in sport. It also helps handle cases efficiently and ensures they are appropriately and fairly investigated. Finally, a careful recording of case details also helps to clarify boundaries between good, poor and bad practice in sport (Brackenridge and Bishopp, 2005).
- Another key benefit of a centralized model is the ability to effectively share information about individuals who have been suspended or banned for policy violations, thus minimizing the ability of these individuals to move from sport to sport or club to club.

Recommendation #2: Governance

To ensure independence, the safe sport entity should be governed by a board of directors, which includes individuals who are independent and provide relevant expertise and experience.

To ensure sufficient independence from the NGBs and the USOC, the working group agreed the safe sport entity should be comprised of a balanced board of directors, including athlete representatives, NGBs and public sector individuals. The majority of the board should be independent.

In creating the governance structure, the athlete's best interests should guide the board's composition.

Recommendation #3: Jurisdiction

The safe sport entity should have jurisdiction over misconduct involving – and directly related to – sexual misconduct.

JURISDICTION

1. The safe sport entity should have jurisdiction over misconduct involving – and directly related to – sexual misconduct.
2. The new safe sport entity should have authority over sexual misconduct complaints, regardless of where the misconduct occurred, when the alleged misconduct occurred or whether the individual was a member of a participating organization at the time the misconduct occurred.

Types of misconduct

NGBs voiced the strongest support for centralizing sexual misconduct cases, which include highly problematic behaviors. Cases of sexual misconduct are the most serious cases that arise for NGBs and are the cases that NGBs are least prepared to manage because of their complexity.

In its initial iteration, the working group recommends the safe sport entity has case management authority solely over sexual misconduct, other related misconduct and attempted violations.

NGBs will continue to manage cases without a sexual misconduct element. The working group believed NGBs have the resources and are capable of managing a wide range of problematic behaviors not involving sexual misconduct. Indeed, it is the working group's view that because other types of misconduct may directly involve sport specific elements, the NGBs are the better entities to address such other instances of abuse.

1) Sexual misconduct

The safe sport entity should have the authority and obligation to manage allegations involving sexual misconduct, sexualized behaviors and behaviors utilized to seduce potential victims.

Sexual misconduct is not limited to child sexual abuse; it exists in society and all sports, and the behaviors comprising sexual misconduct are not sport-specific. Rather, age is generally irrelevant to misconduct and sexual misconduct (with the exception of child sexual abuse).

Given the significance of the harm involved with sexual misconduct, it is easier to standardize disciplinary measures for violations. In addition, investigating and resolving sexual misconduct cases requires a significant degree of resources and expertise.

The conduct, not the identified category of behavior, drives the safe sport entity's authority. For example, "hazing" as a category of misconduct involves increasingly sexualized behaviors. Thus, if the identified category of misconduct includes sexual behaviors, the safe sport entity has jurisdiction.

2) Other related misconduct

Child sexual abuse and other types of sexual misconduct may be intertwined with emotional and physical abuse. Therefore, the safe sport entity will be empowered to conduct investigations, make findings and issue disciplinary measures for sexual misconduct *and* any other type of misconduct directly related to the alleged sexual misconduct, including physical abuse that is linked with sexualized behaviors.

3) Misconduct posing a risk to participant welfare

NGBs may request the safe sport entity manage cases involving *any* type of misconduct (e.g., physical or emotional misconduct) that poses a risk to participant welfare. The safe sport entity may, in the exercise of its discretion, accept jurisdiction over the case.

4) Attempted violations

In most circumstances, the safe sport entity's jurisdiction will not be affected merely by the fact that attempted violations were not carried out. Instead, the safe sport entity will treat attempts to commit any of the relevant violations as if they have been completed.

Personal and geographic jurisdiction

The working group agrees the safe sport entity's jurisdiction over sexual misconduct investigations should be driven by the conduct in question, regardless of when and where it occurred. Eligibility to participate in sport is a privilege, and participation should be prohibited, even if the misconduct occurred outside of sport. Thus, the working group recommends the safe sport entity will have authority over the accused individual who was a member when the alleged misconduct occurred, as well as, alleged misconduct that occurred *before* the accused individual was a member (akin to an additional screening tool).

The safe sport entity will also have discretionary authority over any relevant allegation, regardless of where the alleged misconduct occurred.

Timing and availability of procedures

Provided there is authority over the accused individual, and recognizing there may be a loss of relevant evidence, the working group recommends there be no statute of limitations for invoking the safe sport entity's jurisdiction.

Effect of criminal proceedings

Where the alleged misconduct may constitute a violation of *both* safe sport policy *and* domestic or international criminal activity, the new safe sport entity and/or other relevant constituents shall promptly report to and cooperate with the appropriate agencies. The safe sport entity has no authority to and will not undertake a criminal investigation.

A criminal conviction may be determinative of whether an individual violated a relevant policy. However, the standards for finding a violation of criminal law are different from the standards for finding a violation of safe sport policies. Therefore, a lack of conviction is *not* determinative of whether misconduct, for safe sport policy purposes, has occurred.

Scope of authority

If the safe sport entity finds that the accused individual is responsible, the safe sport entity's findings and disciplinary measures are limited to determining eligibility or conditions for that individual to be a member of, or otherwise be associated with, *any* participating organization.

Recommendation #4: Authority

For cases within its jurisdiction, the safe sport entity should have operational authority over all case management functions, including the authority to conduct investigations, make findings and issue disciplinary measures.

The working group proposes that the new safe sport entity has operational authority over all case management measures, including investigation, resolution and disciplinary measures.

The working group agrees the new safe sport entity must focus its efforts on the investigation and resolution of safe sport cases. To do so, the group believes the safe sport entity must develop appropriate expertise and – as necessary – have the final authority to present cases in front of a hearing panel. This will also ensure the new safe sport entity preserves its independence.

The process is also often cumbersome, time consuming, expensive and may result in multiple hearings before a variety of bodies. Furthermore, NGBs are put in an adversarial role against their constituents.

Accordingly, the working group recommends that NGBs no longer address sexual misconduct cases. Instead, management of sexual misconduct cases will be housed within the new safe sport entity. Over time, the working group believes this new system will gain the confidence of its constituents.

The consensus of the working group is that the new safe sport entity should have authority to investigate and ultimately resolve relevant allegations of misconduct. To give effect to this recommendation, the new safe sport entity should have the responsibility to:

- 1) Establish case management policies;
- 2) Develop disclosure procedures, including reporting obligations and channels;
- 3) Impose interim restrictions or measures during the pendency of the investigation and resolution;
- 4) Investigate
 - i. Sexual and other relevant misconduct
 - ii. Violations of interim measures or restrictions
 - iii. Retaliatory actions
 - iv. False accusations
 - v. Failures to report;
- 5) Make findings as to whether the relevant policy has been violated, or whether the respondent has behaved inappropriately or unprofessionally;
- 6) Consult and communicate with NGBs concerning findings and disciplinary measures (sanctions);

- 7) Convene, maintain and train a standing review committee to review its findings for procedural error or bias, before a report and disciplinary sanction are final;
- 8) Deliver relevant training, education and awareness;
- 9) Develop other case management tools (e.g., a consolidated database to house criminal background checks) and maintain a list of suspended or banned individuals;
- 10) Develop crisis management tools; and
- 11) Identify and/or create resources for victims, including victim advocates.

NGB OBLIGATIONS AND AUTHORITY

Education and awareness are critical to ensuring an effective case management system, and the safe sport entity should create and disseminate materials concerning relevant behavior guidelines, reporting and procedures. However, the working group recognizes that ultimate success hinges on a collaborative partnership between the safe sport entity and NGBs, with NGBs actively participating in relevant training and dissemination of information related to case management.

In addition, under the proposed model and structure, NGBs will retain authority over and be obligated to implement safe sport programming, including criminal background checks, education and reporting.

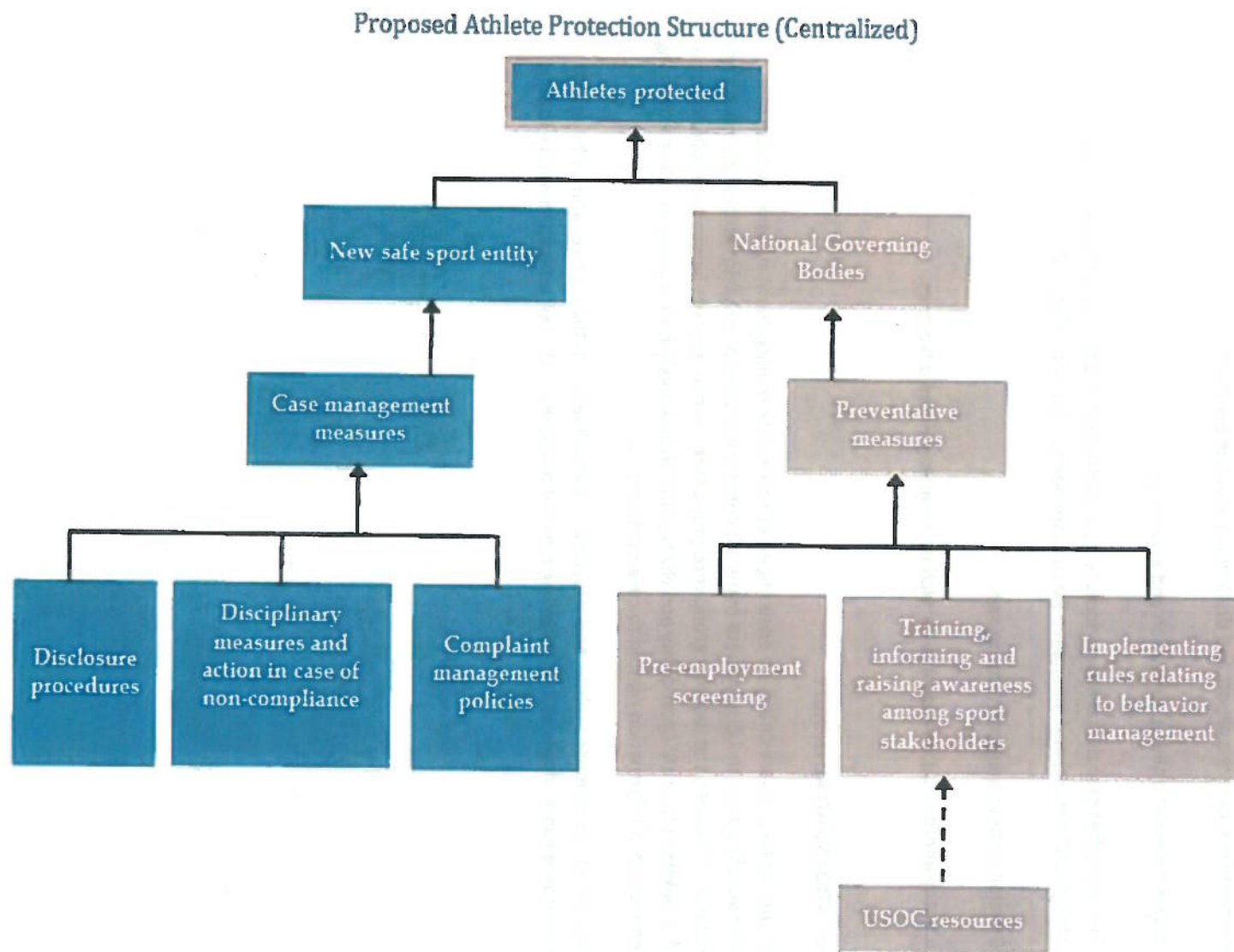


Figure 3: Proposed Athlete Protection Structure (Centralized)

Recommendation #5: Procedures

The safe sport entity should utilize an investigation-based process, with the goal of accumulating the maximum amount of relevant information about a complaint.

PROCEDURAL GOALS

1. The working group believes that case management procedures should be based on a non-adversarial, investigation-based approach.
2. Under an investigation-based approach, it is not the job of either party to prove whether a policy was violated; the safe sport entity will determine whether relevant policies were violated.
3. The working group recommends that the processes minimize the number of procedural layers, as process itself can act as a barrier to disclosure.

NON-ADVERSARIAL PROCEDURES

The working group recommends the safe sport entity base its case management procedures on a non-adversarial, investigation-based approach that relies on well-trained investigators to maximize the amount of information available, regarding a safe sport complaint.

Under an investigation-based model, it is not the job of either party to prove whether a policy was violated; the safe sport entity will determine whether a policy was violated by engaging in the active accumulation of information from all relevant sources.

PROCESS AS A BARRIER

The working group recognizes that process itself can be a barrier to disclosure if there are multiple procedural layers before multiple bodies. As a result, the group was cognizant that developing an external entity to improve practices and increase disclosure – only to burden it with formalistic procedures before multiple hearing bodies – is counterproductive to centralizing and externalizing case management.

With this in mind, the procedural system the working group recommends as a preliminary guideline encompasses reporting, interim measures, investigation, findings, disciplinary measures and hearings. The working group appreciates further development of these guidelines and evaluated for consistency with the overall procedural goals, including:

1. Obligation to report

Athletes, NGBs and other individuals may report directly to the safe sport entity.

The entity's process should also include a mandatory reporting obligation to the safe sport entity for relevant constituents (to be defined), who have requisite responsibility and authority with respect to safe sport programming.

2. Interim measures

The working group believes case management procedures should include interim measures.

In all complaints of alleged sexual misconduct, regardless of whether the complainant (the person who is subject to the alleged misconduct) wishes to pursue formal resolution, informal resolution or no resolution, the safe sport entity will undertake an appropriate inquiry and take prompt and effective action that is reasonably practicable under the circumstances to support and protect the complainant. This includes taking appropriate interim steps before the final outcome of an investigation.

Working with the relevant organization, the safe sport entity may direct the NGB to implement a "no-contact" order or take appropriate protective action concerning the interaction of the parties and potential risks to other athletes (e.g., temporary restrictions pending resolution). As appropriate, the respondent (the individual against whom an allegation is made) may request an interim measure hearing on such an order.

When taking steps to separate the complainant and accused individual, the safe sport entity will work with the NGB to minimize unnecessary or unreasonable burdens on either party.

Violations of the safe sport entity's interim measures will constitute related offenses that may lead to additional disciplinary action.

3. Investigation and findings

The working group's suggested guidelines include three steps. First is investigation, during which time the investigator actively collects information, determines whether the relevant policy was violated and proposes disciplinary measures. Second, and before the investigator's report becomes final, the draft report will be presented to the standing review committee to confirm that all investigative steps have been followed and appropriately explored. The standing review committee may consider additional input from the complainant, respondent and affected NGB at this stage. Once the standing review committee has completed its review, the investigator will finalize the report. Third, the respondent will be offered the opportunity for a hearing to contest the entity's findings or proposed disciplinary measures.

Step 1: Investigation

a) *Neutrality*

The investigation process shall be neutral.

b) *Notice*

Upon receiving notice of alleged misconduct managed by the safe sport entity, jurisdiction and authority are triggered.

c) *Means for addressing complaint*

i) *Consultation*

In consultation with the complainant, the safe sport entity's case manager shall determine the most appropriate means for addressing the report or complaint. Options include, but are not limited to:

- Investigating the report or complaint;
- Attempting to resolve the report or complaint through an informal resolution process; or
- Determining if the facts of the complaint or report, even if true, will not constitute a violation of the relevant policy.

ii) *Outside investigators*

The safe sport case manager may designate another individual outside the entity to conduct or assist with the investigation or to manage an informal resolution. Outside investigators shall have relevant training, qualifications and experience. Anyone designated to address an allegation must adhere to the requirements of the safe sport entity's complaint management policies and confer with the safe sport case manager throughout the investigation.

d) *Standard*

In making its decisions, the safe sport entity should apply a "more likely than not" standard.

e) *Written report*

At the conclusion of an investigation, the investigator shall prepare a written draft report that includes a statement of factual findings and a determination of whether the relevant policy has been violated. The draft report shall be presented for review to the standing review committee.

Step 2: Standing review committee

f) *Standing review committee*

The standing review committee shall be comprised of properly trained community members.

The purpose of the standing review committee is to confirm – before a report becomes final – that all investigative steps have been followed and appropriately explored.

To do so, the committee may consult with the investigator, consult with the parties, request further investigation be done by the same or another investigator or request the investigation be conducted again by another investigator. The committee may consider input from the complainant, respondent and NGB.

The standing review committee may not conduct its own investigation or hearing.

Step 3: Opportunity for a hearing

4. Disciplinary measures

The safe sport entity will consult with the relevant organization concerning its report and proposed disciplinary measures. The safe sport entity retains the responsibility and authority to determine the appropriate disciplinary measures.

5. Finding rendered

Once a report is final, the investigator, in coordination with the case manager will present the report and disciplinary measures to the respondent.

a) Finding

i. Accepted

- If the respondent accepts the finding, it is implemented.
- By accepting the finding, the respondent declines the opportunity to be heard before a panel on the findings.

ii. Rejected

- If the respondent rejects the finding, a hearing will be held.
- If the respondent accepts the findings in part and rejects them in part, a hearing will be held only on the disputed findings.

b) Sanctions

- i. The individual may accept the proposed disciplinary measure.
- ii. If the proposed disciplinary measure is rejected, a hearing will be held on the sanctions.

6. Hearing

Respondents have the opportunity for a hearing, as described above, before an American Arbitration Association panel, which must be specially trained.

7. No appeal

Decisions made by AAA are final.

8. Enforcement

All NGBs shall be obligated to enforce the final sanction.

A decision concerning a policy violation resolved by the safe sport entity shall not be reviewable through, or the subject of, the USOC's Section 9 complaint procedures.

Retaliation and false accusations

The procedures should also prohibit retaliation and false accusations. Specifically, it should be a violation of policy to retaliate against any person making a complaint of misconduct or against any person cooperating in the investigation of – including testifying as a witness to – any allegation of misconduct. It will also be a violation of policy to file, in bad faith, a false accusation.

(See figures 3 and 4.)

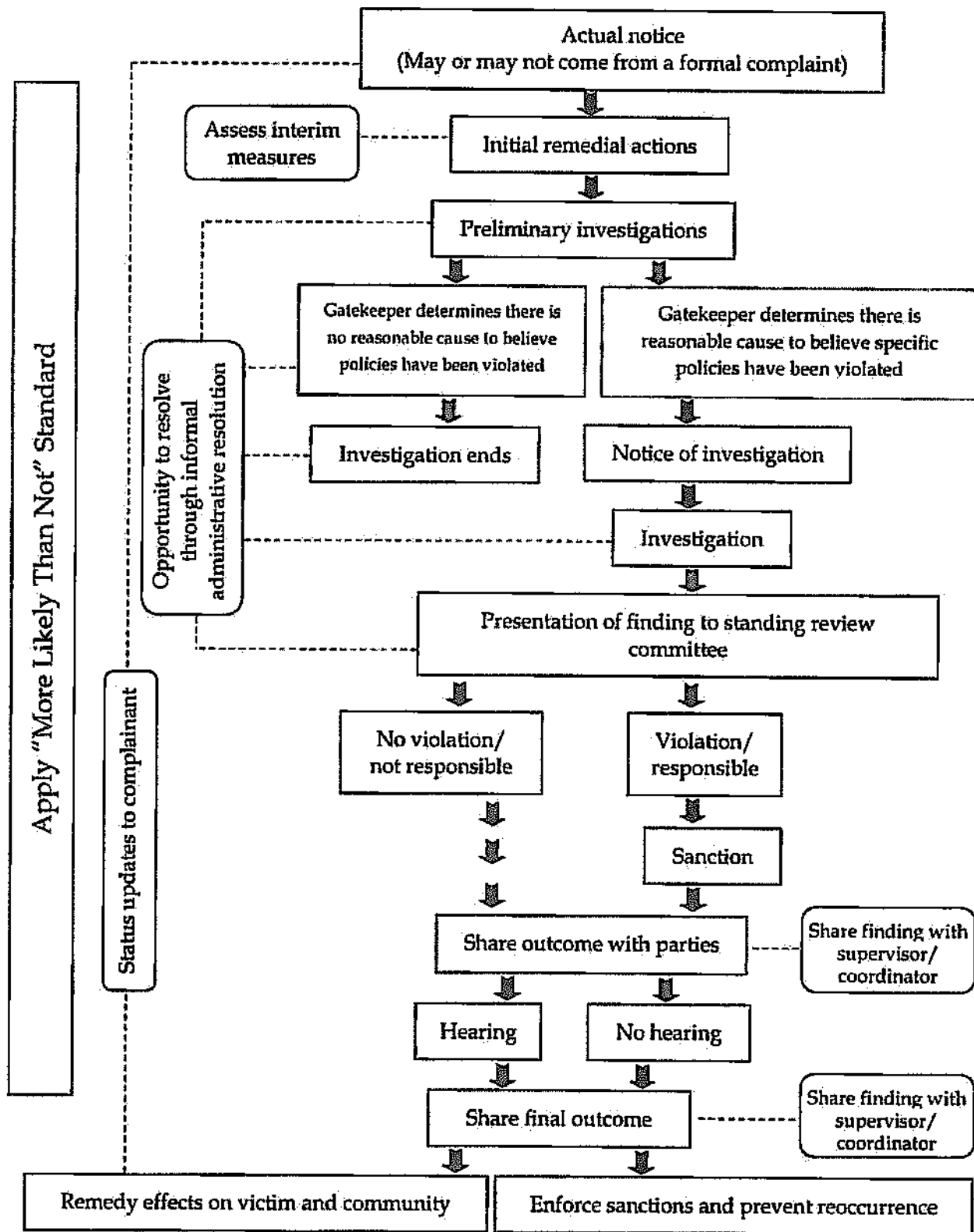


Figure 4: Grievance Process Flowchart

Recommendation #6: Participation

To ensure a strong, effective and credible system for addressing safe sport cases, participation by Olympic and Pan-American NGBs and Paralympic Sports Organizations should be mandatory.

The working group agrees that full NGB participation is critical to the success of effective case management for safe sport. The working group recommends the USOC bylaws be amended to require participation as follows:

An Olympic, Pan-American or Paralympic Sport Organization, to fulfill its membership obligations and to be considered a member in good standing with the USOC, shall comply with the safe sport policies of the USOC and with the policies and procedures of the independent safe sport entity designated by the USOC to enhance safe sport practices, investigate and resolve safe sport violations, and abide by and enforce any matter addressed by the safe sport entity. No exceptions to such procedures shall be allowed, unless granted by the CEO, or his or her designee, after allowing the NGB or PSO to present the reasons for such exception.

VI. AREAS FOR FURTHER DEVELOPMENT

Near-term areas for further development

To determine the operations and feasibility of a new safe sport entity, the working group recognizes several critically important questions must be answered with respect to estimated annual operating costs, the funding mechanisms and overlap with the current USOC and NGB safe sport programs.

- **Operating costs**

The working group estimates that the start-up costs for the new safe sport entity will be approximately \$1 million, with ongoing annual costs of approximately \$3.5 million that would scale up with caseload. This budget contemplates a back-office shared services agreement with the USOC and assumes a small, full-time staff in the near-term (approximately 9 FTEs) with the ability to outsource certain work. This approach is intended to create flexibility for the safe sport entity as the program develops. (See Appendix A)

- **Funding mechanism**

The working group discussed, but did not resolve, the funding mechanism for the new safe sport entity. Certainty and adequacy of funding both in the near term and long term is critical to the creation and ongoing viability of the safe sport entity. In the near term, the working group did not feel the current climate supported the possibility of federal appropriations. Instead, it believes that other sources of funding should be pursued and developed.

- **Insurance coverage**

The feasibility of a new safe sport entity also depends on the ability of it to obtain insurance coverage. Avenues for coverage should be explored immediately. The structure and processes may need to be adjusted according to the ability to obtain coverage.

- **Enforcement mechanism**

The working group has proposed that NGB and PSO participation be ensured through a USOC bylaw provision. This provision could also provide the mechanism, if necessary, should an NGB refuse to enforce a sanction. However, the effects of this should be further considered, including whether decertification of the NGB by the USOC is the appropriate enforcement mechanism.

- **Legal considerations**

The legal concerns around state and federal privacy should be assessed, particularly with respect to a public banned list. In addition, an evaluation of potential employment law issues around the creation of a universal banned list should be undertaken.

- **Current USOC safe sport program**

The proposed operations for the new safe sport entity should be evaluated for overlap with existing USOC and NGB safe sport services.

Longer-term areas for further development

The working group identified several areas that have a significant impact on improving case management. However, given the magnitude of this undertaking, the working group considers the following to be longer-term areas for development:

- **Funding**

Regardless of the initial funding mechanism, the group considers it critical for the longevity of the proposed safe sport entity to diversify its funding sources.

- **Services and programming**

As the safe sport entity develops, it should evaluate the scope of its core functions, as well as additional services and programming needs identified by its constituents. This might include a centralized management database for criminal background checks and banned lists to support pre-screening efforts.

- **Research**

The field of safe sport is still growing. We know little about the risks or the dynamics of abuse in sport. For example, there is limited data indicating the incidence of sexual abuse in sport, the incidence of sexual abuse in specific sports or the incidence of sexual abuse among males and females.

Absent this critical baseline information, important questions are unanswered. We cannot develop a predictive theory on the risk of sexual abuse in the sport setting, evaluate the actual efficacy of policies or identify methods to improve sport coaching and training. In short, prevention efforts – and our concurrent ability to promote positive training – are thwarted by a lack of information and research about safe sport. With the potential centralization and consolidation of case management and the concurrent centralization of important data, the new safe sport entity may have an opportunity to support research that contributes to a better understanding of the intersection between abuse and sport.

- **Organizations served**

In its initial iteration, the new safe sport entity is intended to serve NGBs for Olympic and Pan-American sports and PSOs. However, sport organizations and youth-serving organizations face similar challenges managing employees and volunteers, and the group sees the potential to expand certain aspects of its services to a broader group of organizations.

- **Pilot program and model**

While there are many differences among national Olympic committees and other sport organizations, the working group believes challenges around developing and implementing case management measures are universal. The group believes there is an important opportunity to develop a model and effective resources for other organizations that can benefit from the development of this new program.

VII. PROPOSED NEXT STEPS

The working group proposes the following next steps:

- 1) **Identify and cultivate funding sources and mechanisms.** Funding is a pre-requisite to creating and supporting the new safe sport entity over time. As a result, this is a top-line priority that should be resolved immediately.
- 2) **Explore insurance program models.** Along with funding, obtaining insurance coverage is a critical issue to the overall feasibility of centralization and externalization
- 3) **Develop, create and transition services to the safe sport entity.**
 - a. Create focus groups comprised of NGBs, athletes and outside experts.
 - b. Evaluate the possibility of consulting with outside experts to develop and create the new safe sport entity.
- 4) **Begin standardization process to include:**
 - a. Behavioral guidelines;
 - b. Complaint management procedures; and
 - c. Disciplinary measures.
- 5) **Coordinate with AAA to ensure the development of a specially-trained panel.**

VIII. CONCLUSION

Case management of safe sport complaints is critical to the success and overall legitimacy of our safe sport initiative, and centralizing case management of sexual misconduct cases with an independent entity will best serve this goal. Through safe sport, the U.S. Olympic and Paralympic Movements reaffirm their ongoing commitment to protecting and supporting athletes through prevention.

New Safe Sport Entity Organization

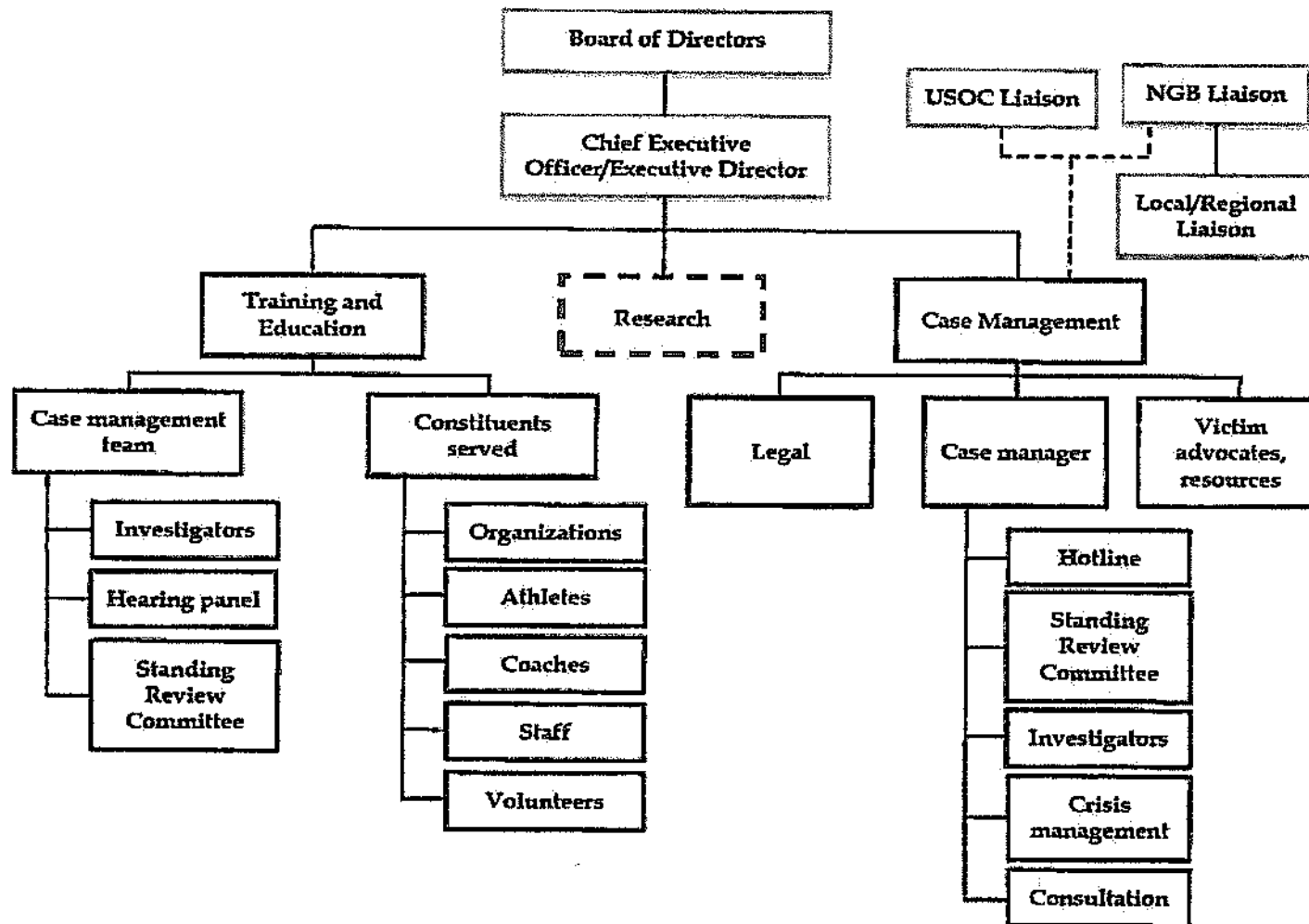


Figure 5: New Safe Sport Entity Organization

Safesport Working Group
Financial Modeling Scenario
Annual Ongoing Cost Estimates

APPENDIX A

	External Entity ("Shared Svcs")	Modeling Assumptions & Benchmarks
Annual Ongoing Costs:		
Salaries	\$ 690,000	9 FTEs (CEO, General Counsel, Case Mgr., Investigator x 2, Support Staff x 2, Victim Advocate, Education Trainer)
Payroll Taxes	51,582	Statutory FICA rate
Unemployment Insurance	6,900	3% of salaries
Fringe Benefits	172,500	Approximate USOC benefit load of 25% of salaries
Total Personnel Related Costs	920,982	
Travel	141,500	80 trips at avg. cost of approx. \$1,800/trip
Conferences/Education/Meetings	97,500	12 review panel meetings at \$5K/mtg; \$2.5K CPE per 5 professional staff; \$25K estimate for other business mtgs.
Dues and Subscriptions	7,500	\$1.5K x 5 professional staff
Office Expenses, Supplies, etc.	42,750	USOC cost/FTE of \$4,750 x 9 FTEs
Professional Fees:		
External Investigators	70,000	2 part-time @ \$35K each - USA Swimming & USA Gymnastics
Independent Review Panel	60,000	\$12K stipend x 5 panel members - USADA benchmark
Outside Legal Counsel	575,000	Professional estimate per USOC Safe Sport programming - could vary greatly based on insurance coverage & magnitude of claims
Consulting (includes external Risk Management)	500,000	Professional estimate per USOC Safe Sport programming
Promotional	100,000	Professional estimate per USOC Safe Sport programming
Accounting	15,000	USOC shared service - \$50/hr @ 25 hours/month
External Financial Statement Audit & Form 990	25,000	Professional estimate - PCC pays approx. \$16K annually
IT Services (Help Desk, Software Maint, etc.)	36,600	USOC shared service - \$90/hr @ 20 hours/month plus \$15K software maintenance
HR/Payroll Services	12,000	\$1K/month for outsourced services
Total Professional Fees	1,393,600	
Insurance	200,000	Estimate per USOC Risk Mgmt - USADA 2011 Form 990 has \$185K
Rent & Utilities	42,750	2,250 sq. ft. (1250 sq. ft. per 9 FTEs) at \$12/sq. ft. & \$7 NNN
Telephone/Data	63,000	9 mobile phones @ \$250/month; \$3K/month for phone/data/conference calling
Bank Fees	6,000	Estimate based on small to mid-sized company transaction levels
Total Before Contingency	2,935,582	
Contingency	580,000	Estimated at 20% of annual ongoing costs
Total Annual Ongoing Costs	3,495,582	
Total Initial/One-time Startup Costs	1,006,250	
Total Startup and Annual Ongoing Costs	\$ 4,501,832	

X. RESOURCES AND REFERENCES

The working group's recommendations benefited from and relied on several existing policies, procedures and practices, white papers, reports and research addressing the intersection of abuse and sport:

Brackenridge C., Bringer J., Bishopp D. (2005). Managing cases of abuse in sport. *Child Abuse Review*, 14:259-274

Fasting, K., Brackenridge, C., and Sundgot-Borgen, J. (2000). Sexual harassment in and outside sport: Forms of sexual harassment experienced by female athletes and non-athletes. *International Journal of Psychology* (1415-1615) 35(3 & 4): 215, Abstract

International Olympic Committee. Consensus Statement on Sexual Harassment and Abuse in Sport (Feb. 8, 2007)

Kirby, S., Greaves L. (1996). Foul play: Sexual abuse and harassment in sport. *Pre-Olympic Scientific Congress*, Dallas, TX, 11-14

Parent S. (2011). Disclosure of sexual abuse in sport organizations: A case study. *Journal of Child Sexual Abuse*, 20:322-337

Parent S., Demers G. (2011). Sexual abuse in sport: A model to prevent and protect athletes. *Child Abuse Review*, 20:120-133

Report of the USOC Select Task Force on Drug Externalization (Dec. 3, 1999)

Sokolow, BA. (2001). Title IX mandates: What does recent case law mean for institutions in cases of student-on-student sexual assault? (NCHEM, www.nchem.org; ATIXA, www.atixa.org)

Sokolow, BA. The civil rights investigation model (NCHEM, www.nchem.org; ATIXA, www.atixa.org)

Sokolow, BA., Lewis, WS., Schuster, SK. (2011) ATIXA gender-based and sexual misconduct model policy and civil rights investigation grievance procedures (NCHEM, www.nchem.org; ATIXA, www.atixa.org)

Sport Resolutions (UK). 2012 Procedural Rules of the National Safeguarding Panel (Sept. 9, 2010)

Toftgaard Nielsen, J. (2001). The forbidden zone: intimacy, sexual relations and misconduct in the relationship between coaches and athletes. *International Review for the Sociology of Sport*, 36(2), 165-182

Working Group for Safe Training Environments. Recommendations to the USOC board of directors (Sept. 28, 2010)

University of Colorado Boulder Discrimination and Harassment Policy and Procedures

University of Virginia Policy and Procedures for Student Sexual Misconduct Complaints (July 8, 2011)

Minutes

Board of Directors Meeting Redwood City, CA December 3, 2013

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6. Safe Sport Update

Malja Arrington, Director of Ethics and Safe Sport, provided the Board with a proposal of how to effectuate the recommendations of the Safe Sport Working Group. Since the October Board meeting, additional work has been done to flesh out the Working Group proposals and certain areas identified for further development in the designation of an entity designed to handle administration of complaints on behalf of the NGB community. Ms. Arrington explained the solutions being proposed.

A discussion ensued regarding the proposal, its challenges and benefits. The discussion turned to questions around some of the unintended consequences that could arise from the proposal as well as the funding challenges it presents. Following the discussion, the Board expressed its view that the USOC should look to focus the scope of the entity. Staff will come back in April with a further proposal.

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This document constitutes a true and correct copy of the minutes of the meeting of the Board of Directors of the United States Olympic Committee.



Rana Dershowitz
Secretary

December 23, 2013
Date



UNITED STATES OLYMPIC COMMITTEE

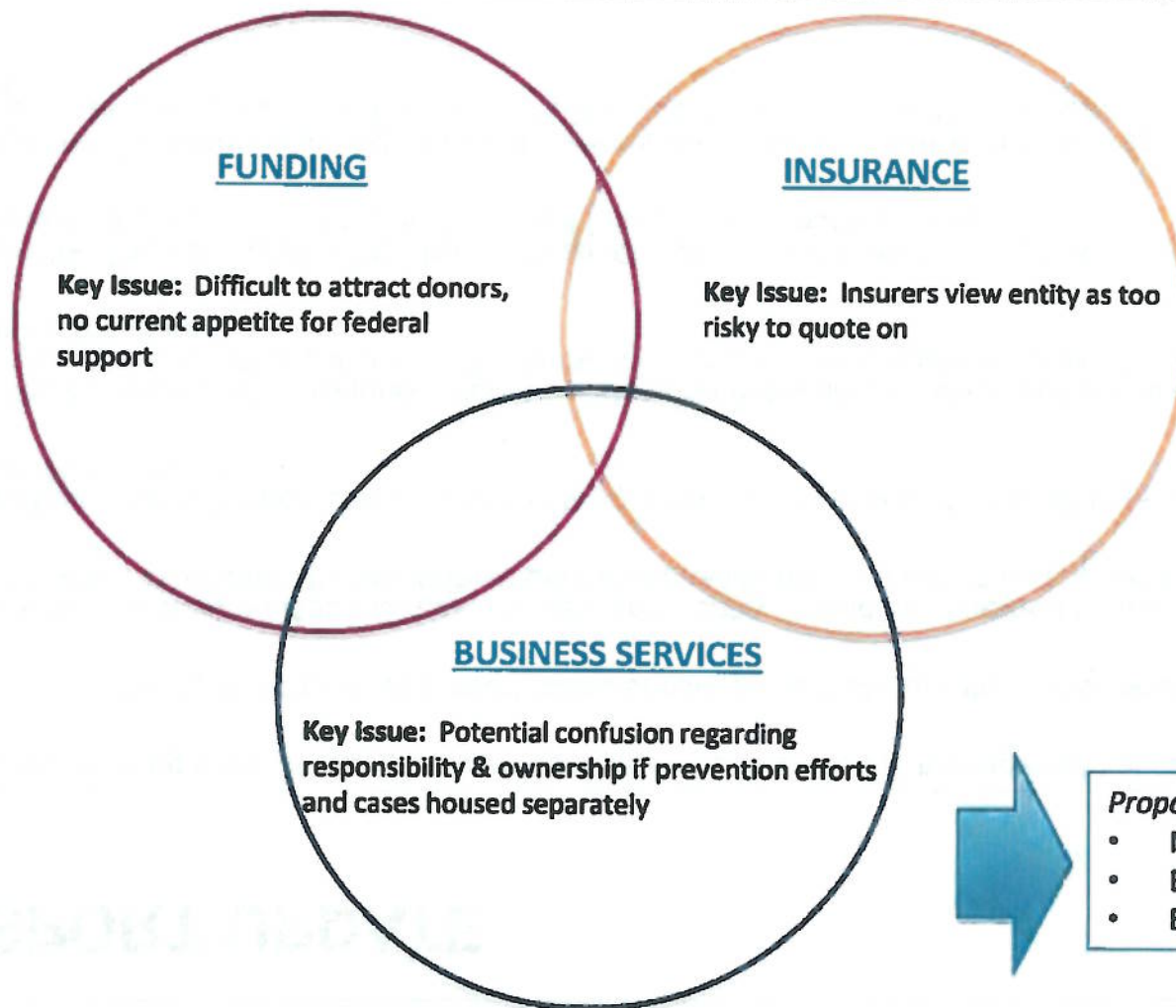
BOARD OF DIRECTORS MEETING – DECEMBER 3, 2013
SAFE SPORT UPDATE

SAFE SPORT UPDATE

In September, the working group made six recommendations concerning the management of safe sport allegations:

1. **Model.** The authority to address safe sport cases should be centralized with a new, independent entity.
2. **Governance.** To ensure independence, the safe sport entity should be governed by a board of directors, which includes individuals who are independent and provide relevant expertise and experience.
3. **Jurisdiction.** The safe sport entity should have jurisdiction over misconduct involving – and directly related to – sexual misconduct.
4. **Authority.** For cases within its jurisdiction, the safe sport entity should have operational authority over all case management functions, including the authority to conduct investigations, make findings and issue disciplinary measures.
5. **Procedures.** The safe sport entity should utilize an investigation-based process, with the goal of accumulating the maximum amount of relevant information about a complaint.
6. **Participation.** To ensure a strong, effective and credible system for addressing safe sport cases, participation by Olympic and Pan-American NGBs and Paralympic Sport Organizations should be mandatory.

SAFE SPORT UPDATE



- Proposal:** Expand service offerings
- More attractive to funders
 - Better risk profile for insurers
 - Eliminates service fragmentation

SAFE SPORT UPDATE

Create leading Center for Safe Sport that delivers three core services:

Prevention programming (all 6 types of misconduct)	Case resolution services	Research
<ol style="list-style-type: none"> 1. Education and awareness <ol style="list-style-type: none"> A. Communications B. Training and education C. Special programs: athlete leadership 2. Behavioral standards <ol style="list-style-type: none"> A. Relevant misconduct B. Risk management policies 3. Centralization of screening tools <ol style="list-style-type: none"> A. Criminal background checks B. "Flagged" participants 	<ol style="list-style-type: none"> 1. Investigate and resolve allegations <ol style="list-style-type: none"> A. Sexual misconduct, including sexualized behaviors and grooming behaviors B. Misconduct directly related to sexual misconduct (e.g., emotional/physical) C. Misconduct posing a risk to participant welfare (at NGB's request and center's discretion, may address any of the 6 types of misconduct, e.g., bullying/harassment) 2. Special programs: victim resources <ol style="list-style-type: none"> A. Mentorship programs B. Victim advocates /support networks 	<ol style="list-style-type: none"> 1. Risk management <ol style="list-style-type: none"> A. Developmental patterns of grooming B. Differential risks between sport and other youth serving activities C. Assessment of risk between sports 2. Performance and misconduct <ol style="list-style-type: none"> A. Effects on team cohesion B. Biochemical effects

SAFE SPORT UPDATE

Recommended initial funding at start-up: Years 1-3 (through 2016): ~ \$10 million (incl. central management database)

Funding schedule

– Year 1 (2014): Start-up

- Legal (incorporation, etc.)
- Branding; website development
- Case management software
- Initial IT equipment outlay; office furniture/equipment/supplies; tenant improvements; initial HR/payroll setup fees
- Training program – staff/investigators/review panel
- External program awareness training (creation)
- Central management database (repository for criminal background checks/"flagged" participant list)

Total projected start-up costs: \$1 million (excl. central management database) - \$2 million (incl. central management database)

– Years 2-3 (2015-16): Annual costs

- Salaries (8 FTEs – CEO/ED; general counsel; case manager; investigator(s); administrative staff; communications director; education/trainer; community outreach coordinator); payroll taxes; unemployment insurance; fringe benefits
- Travel
- Conference/education/meetings; dues and subscriptions
- Rent and utilities; office expenses, supplies, etc. (assumes located in Colorado Springs)
- Professional fees
- Research grants
- Insurance

Total projected annual costs: \$3.7 million

– Years 4 and beyond (2017-on): Annual ongoing costs (expanded service offerings, research grants, special leadership/mentorship programming)

Total projected ongoing costs: \$7-10 million

SAFE SPORT UPDATE

Funding mechanisms

- Years 1-3: USOC seed funding and external funding sources
- Years 4 and beyond: external funding sources (public/private)

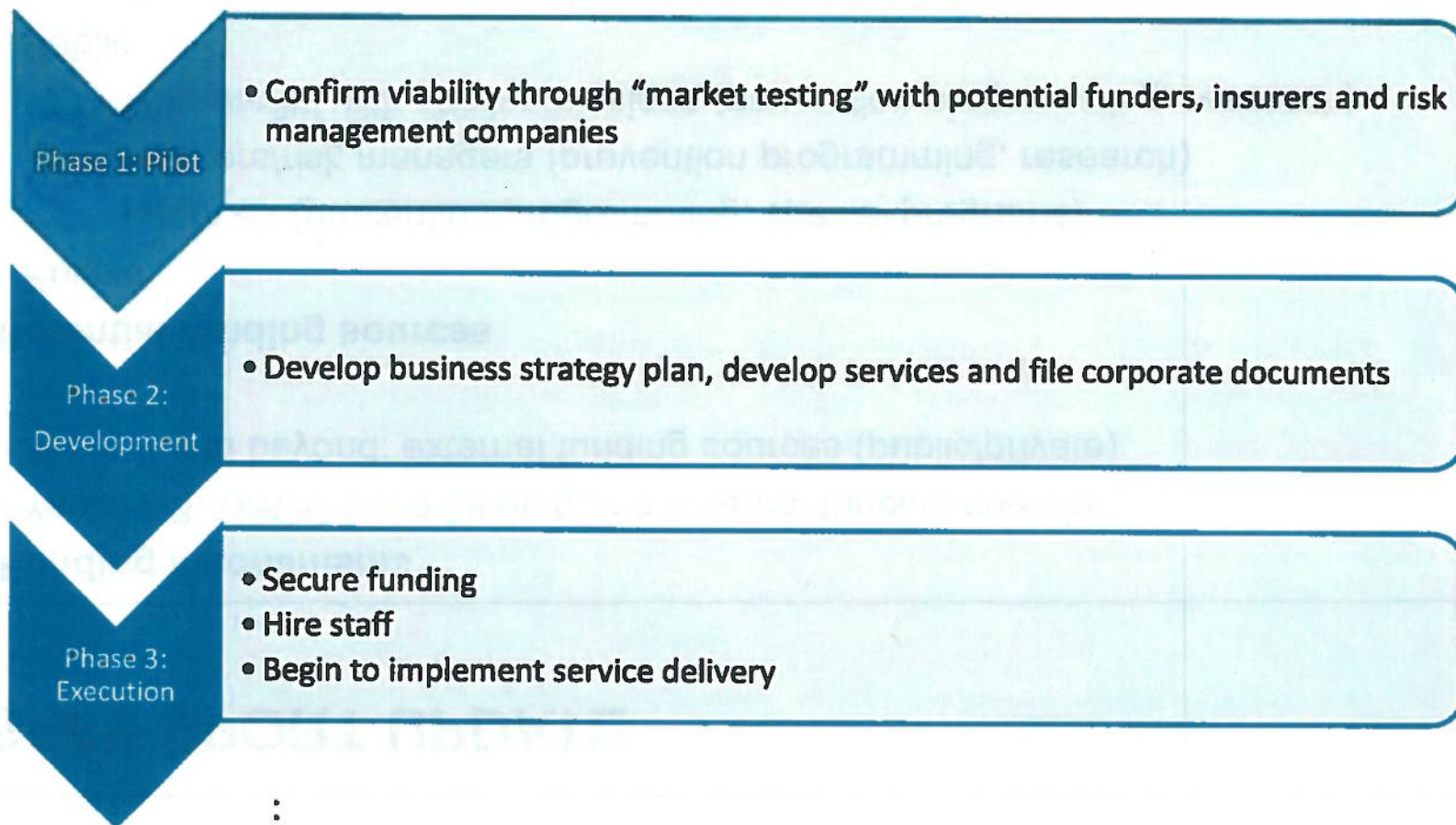
Potential funding sources

- Private
 - Leagues (prevention programming, special programs)
 - Insurers/risk managers (prevention programming, research)
 - Non-profits with similar missions (prevention programming, research)
- Public
 - Centers for Disease Control (prevention, research)
 - Federal government (prevention, case management, research) (long-term)

SAFE SPORT UPDATE

Next steps

Timeline to launch: 12 months



Minutes

Board of Directors Meeting
Los Angeles, CA
April 8, 2014

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5. Safe Sport

Mr. Blackmun reminded the Board of the prior discussions around the USOC's safe sport initiative. Malia Arrington, Director of Ethics and Safe Sport, then shared with the Board a proposed business plan developed by the Safe Sport Working Group taking into account all of the feedback previously provided by the Board.

A robust discussion ensued among the Board regarding the plan, key assumptions being made, the structures contemplated, the programs being considered and the resources required. Mr. Blackmun noted that the NGB members of the working group thought that the NGBs would be supportive of the proposed plan and would provide financial support on a level commensurate with the USOC, Ms. McCagg noted that the AAC is generally supportive of the concepts being explored as well.

Following the discussion, the Board expressed its support for the direction proposed, but directed that further work be done regarding its overall viability between now and the June Board meeting.

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This document constitutes a true and correct copy of the minutes of the meeting of the Board of Directors of the United States Olympic Committee.



Rana Dershowitz
Secretary

May 1, 2014
Date



UNITED STATES OLYMPIC COMMITTEE

SAFE SPORT – WORKING GROUP RECOMMENDATIONS

BACKGROUND

To deliver the desired expertise and focus for safe sport, the 2013 working group recommended creating a new, independent entity to regulate membership

1. **Model.** The authority to address safe sport cases should be centralized with a new, independent entity.
2. **Governance.** To ensure independence, the safe sport entity should be governed by a board of directors, which includes individuals who are independent and provide relevant expertise and experience.
3. **Jurisdiction.** The safe sport entity should have jurisdiction over misconduct involving – and directly related to – sexual misconduct.
4. **Authority.** For cases within its jurisdiction, the safe sport entity should have operational authority over all case management functions, including the authority to conduct investigations, make findings and issue disciplinary measures.
5. **Procedures.** The safe sport entity should utilize an investigation-based process, with the goal of accumulating the maximum amount of relevant information about a complaint.
6. **Participation.** To ensure a strong, effective and credible system for addressing safe sport cases, participation by Olympic and Pan-American NGBs and Paralympic Sport Organizations should be mandatory.

BACKGROUND – Board feedback

In December, the Board identified areas requiring further development



Based on board feedback, the working group reconvened and created four sub-committees

1. Governance
2. Programs and services
3. Insurance
4. Funding

CENTER FOR SAFE SPORT – Recommendation

Working group recommendation

- Form independent special purpose vehicle with a limited business purpose,
- That delivers two interrelated prevention services: (1) education and awareness, and (2) response ("member regulation"),
- Which is funded by USOC, NGBs, partners, government grants and donors.

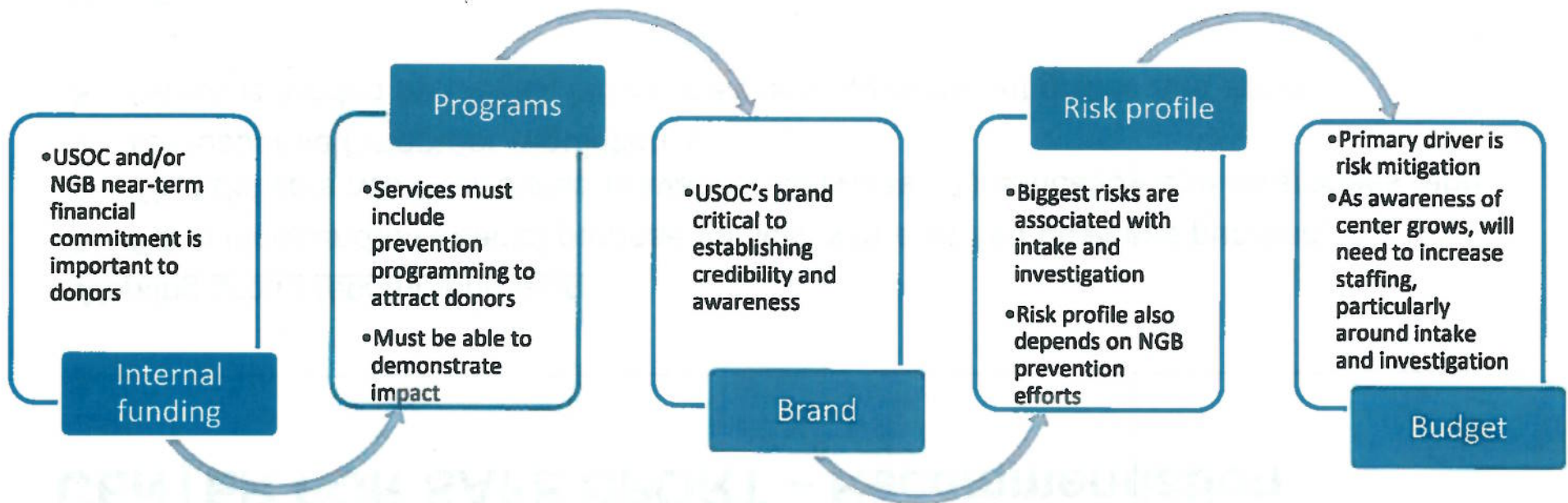
Benefits

- Focus
- Expertise
- Social impact

CENTER FOR SAFE SPORT – Key considerations

The center will seek financial support from external sources:

- Donors seek to support identifiable projects with measurable impact
- Donors want see resource commitment from closely related organizations and relevant community
- Effort will be hard to sustain as pure philanthropic venture

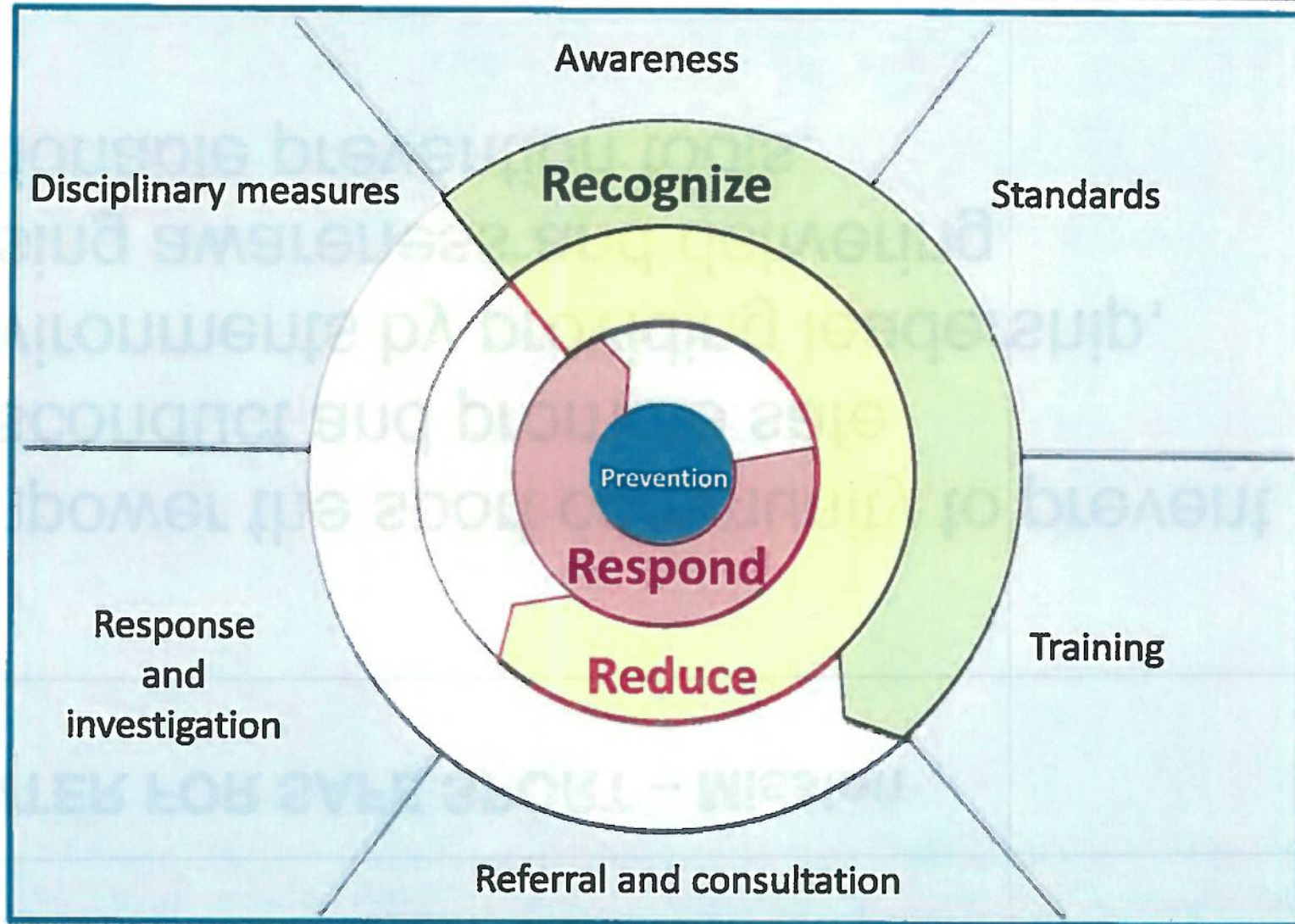


CENTER FOR SAFE SPORT – Mission

Empower the sport community to prevent misconduct and promote safe environments by providing leadership, raising awareness and delivering actionable prevention tools.

CENTER FOR SAFE SPORT – Athlete protection model

Effective abuse prevention requires proactive focus on recognition, reduction, and response



CENTER FOR SAFE SPORT – Programs

A unified, multi-sport approach to athlete protection will achieve national impact

The working group recommends the center deliver two key prevention services:

Education and awareness

1. Education and awareness
2. Behavioral standards
 - A. Relevant misconduct
 - B. Risk management policies
3. Training
 - A. Online
 - B. Live

Member regulation

1. Referral and consultation
2. Response, including investigation
 - A. Sexual misconduct, including sexualized behaviors and grooming behaviors
 - B. Misconduct directly related to a case involving sexual misconduct (e.g., emotional/physical)
 - C. At NGBs request and center's discretion, center may address any relevant misconduct
3. Disciplinary measures

PARTNERED SERVICES: VICTIM'S ASSISTANCE

1. The center will partner with existing organizations to deliver support services to victims and their families by identifying free victim's assistance services.
2. After start-up, and with sufficient funding from an external source (i.e., insurance provider), the center will evaluate establishing a victim's assistance fund.

CENTER FOR SAFE SPORT – Program scale

Service	Types of misconduct	Available to . . .	Must apply to ...
Education and awareness	Six forms of misconduct	Public	"Safe sport" members
Member regulation	<u>Limited:</u> Sexual misconduct and misconduct directly related to sexual misconduct	<u>Limited:</u> <ul style="list-style-type: none"> • Olympic and Pan-Am NGBs • PSOs 	<u>Limited:</u> Safe sport members of— <ul style="list-style-type: none"> • Olympic and Pan-Am NGBs • PSOs

CENTER FOR SAFE SPORT – Goals and objectives



CENTER FOR SAFE SPORT – Governance

Considerations

1. Create appropriate structure to ensure entity focuses on core objectives as identified by primary customers
2. Insulate the USOC from potential liabilities arising from the center's activities

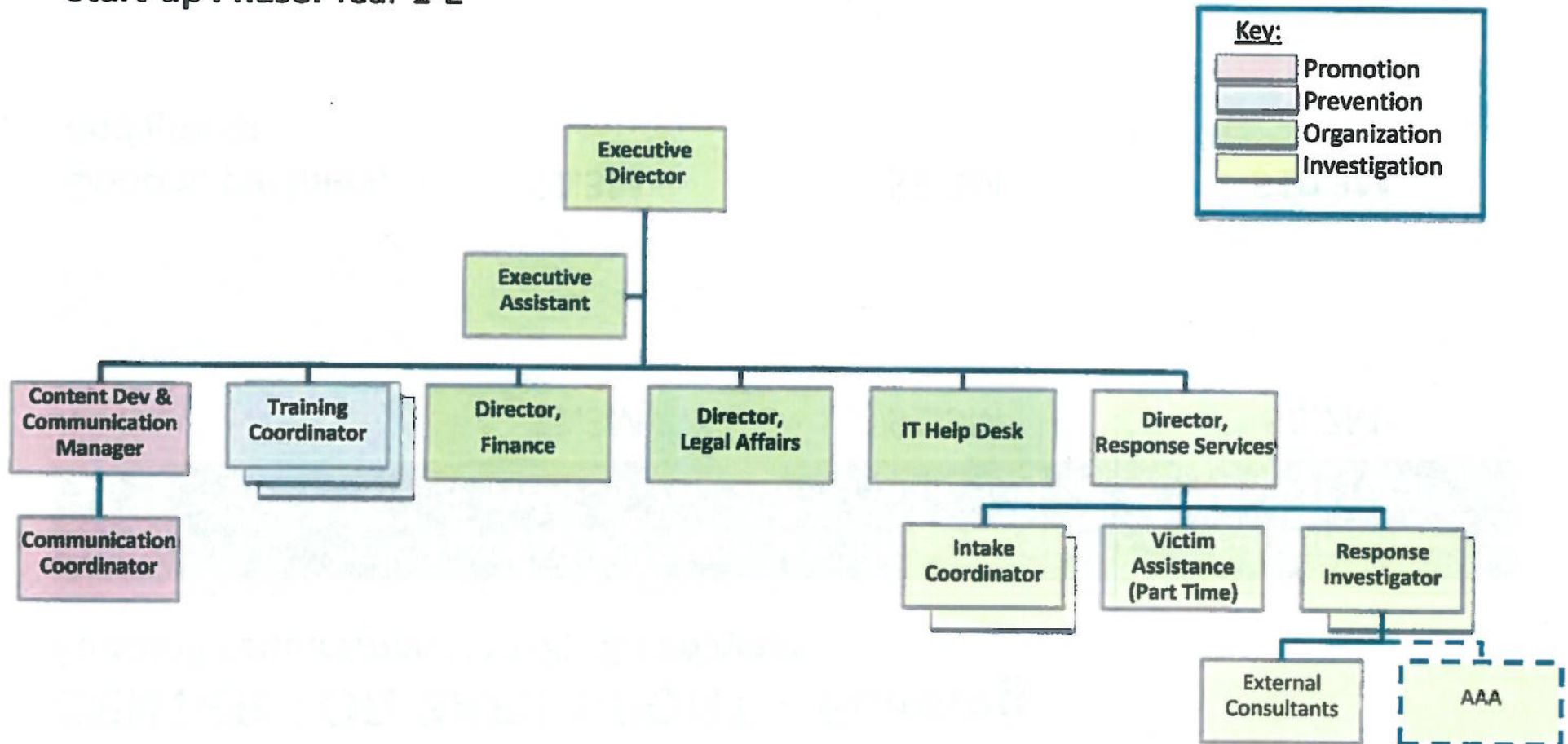
Working group recommendation

1. **Legal form**
 - 501(c)(3), incorporated in Delaware
 - Special purpose vehicle with limited business purpose, USOC as sole member
 - Structure provides operational independence for center within scope defined by bylaws
 - While bylaws will limit scope of services, USOC will not control day-to-day operations
2. **Board of directors – majority independent**
 - Guides center in business and philanthropic efforts
 - Size: 11
 - Representation: 2 NGB/1 AAC/1 USOC/7 independent
 - Term limits
 - Nominating committee
 - To include USOC, NGB, athlete and expert
3. **Term**
 - Initial term of 5 years
 - Renewable only upon USOC approval
 - In the event the USOC does not renew, the NGBs can opt out (NGBs may opt out of mandatory participation only if USOC withdraws)

Center for Safe Sport – Organizational structure

DRAFT Organization Chart

Start-up Phase: Year 1-2



CENTER FOR SAFE SPORT – Funding

Funding requirement (Y1-2): \$3.8M/year

Source	Funding ask/year (Years 1-2)	Funding ask/year (Years 3-5)	Funding ask 5-year total
USOC	\$1.3M	\$1.3M	\$6.7M
Donors, partners, and grants	\$1.3M	\$3.0M	\$10.3M
NGBs and PSOs	\$1.3M	\$1.3M	\$6.7M

CENTER FOR SAFE SPORT – Funding plan

Strategies

1. Demonstrate USOC leadership through monetary and other support.
2. Frontload fundraising efforts in first two years to capitalize on donor willingness to provide seed funding
3. Leverage USOC brand to support efforts

Step 1: Build awareness and credibility	Step 2: Establish internal funding mechanisms and revenue streams	Step 3: Cultivate donor base
<ol style="list-style-type: none"> 1. Leverage USOC leadership, brand 2. Establish working partnerships with recognized subject matter experts 3. Partner with sport organizations with similar needs 	<ol style="list-style-type: none"> 1. USOC to provide partial funding for center's initial term (5 years) 2. NGBs to determine funding approach to reach \$1.5 million 	<ol style="list-style-type: none"> 1. Create trustee working group 2. Finalize written business plan with operating budget 3. Obtain financial commitments from USOC/NGBs 4. Market test with USOC foundation board, as well as NGB stakeholders 5. Establish annual fund for general operations 6. Identify programs to attract larger gifts 7. Hire director of development (year 3)

NEXT STEPS

- Authorize a USOC expenditure of \$1.3M per year, for five years (\$6.7M in total)
- Form entity
- Obtain insurance
- Populate fundraising working group
- Populate board
- Assemble 3-5 person athlete focus group
- Raise \$10 million in commitments

National Center for Safe Sport
Five-Year Financial Modeling Scenario - Detailed
Updated: 3/13/16

Startup Contingency	20.0%	10.0%	0.0%	0.0%	0.0%
Ongoing Contingency	15.0%	12.5%	10.0%	10.0%	10.0%

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Initial/One-time Startup Costs:						
Initial Requirements:						
Branding	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Website Development	50,000	50,000	-	-	-	100,000
Initial IT Equipment outlay (excludes "Banned" DE)	89,700	-	-	-	-	89,700
Case Management Software	35,000	-	-	-	-	35,000
Office Furniture/Equipment/Supplies	110,000	-	-	-	-	110,000
Tenant Improvements	137,500	-	-	-	-	137,500
Training Program - Staff/Investigators/Review Panel, etc.	250,000	-	-	-	-	250,000
External Program Awareness Training - online modules, etc.	250,000	-	-	-	-	250,000
Initial HR/Payroll Setup Fees	5,000	-	-	-	-	5,000
Total	947,200	50,000	-	-	-	997,200
Additional Items:						
"Shared Banned" Database	-	-	-	1,000,000	-	1,000,000
Total	-	-	-	1,000,000	-	1,000,000
Contingency	190,000	10,000	-	-	-	200,000
Total Initial/One-time Startup Costs	\$ 1,137,200	\$ 60,000	\$ -	\$ 1,000,000	\$ -	\$ 2,197,200
Annual Ongoing Costs:						
FTEs	8.5	14.5	17.5	19.5	21.5	
Salaries	\$ 780,000	\$ 1,184,500	\$ 1,534,633	\$ 1,712,999	\$ 1,805,824	\$ 7,097,955
Payroll Taxes	55,480	84,683	110,323	123,558	133,542	512,586
Unemployment Insurance	7,800	11,645	15,346	17,130	19,058	70,979
Fringe Benefits	195,000	291,125	383,658	428,250	476,456	1,774,489
Total Personnel Related Costs	1,038,280	1,551,953	2,043,969	2,281,937	2,534,880	9,456,009
Travel	135,500	211,395	262,961	308,016	368,298	1,286,169
Conferences/Meetings	265,000	70,300	71,700	93,100	104,900	605,000
Professional Education	13,750	18,750	23,750	28,750	33,750	116,250
Dues and Subscriptions	8,250	11,250	14,250	17,250	18,750	69,750
Office Expenses, Supplies, etc.	40,375	68,875	83,125	102,325	102,125	476,825
Professional Fees:						
External Investigator	35,000	35,700	36,400	-	-	107,100
Outside Legal Counsel - Operations	48,000	49,000	50,000	51,000	52,000	250,000
Outside Legal Counsel - Litigation	50,000	250,000	500,000	750,000	750,000	2,300,000
Consulting (includes external Risk Management)	100,000	300,000	300,000	300,000	300,000	1,300,000
Promotional	100,000	200,000	204,000	208,000	212,000	914,000
External Financial Statement Audit & 990	25,000	26,000	27,000	28,000	29,000	135,000
IT (Software Maint, etc.)	30,000	48,100	51,600	140,100	170,400	440,200
HR/Payroll Services	12,000	12,200	12,400	12,600	12,900	62,100
Total Professional Fees	400,000	921,000	1,181,400	1,489,700	1,526,300	5,518,400
Impact and Standards Research Grant	50,000	51,000	52,000	53,000	54,000	260,000
Insurance	250,000	257,500	270,400	283,900	298,100	1,359,900
Rent & Utilities	104,500	106,500	108,722	110,896	113,114	543,622
Telephone/Data	37,800	66,100	74,800	81,800	88,800	349,300
Bank Fees	3,000	6,100	6,200	6,300	6,400	28,000
Total Before Contingency	2,346,455	3,340,813	4,193,268	4,936,973	5,251,916	20,069,425
Contingency	350,000	420,000	420,000	490,000	530,000	2,210,000
Total Annual Ongoing Costs	2,696,455	3,760,813	4,613,268	5,426,973	5,781,916	22,279,425
Total Initial/One-time and Annual Ongoing Costs	\$ 3,833,655	\$ 3,820,813	\$ 4,613,268	\$ 6,426,973	\$ 5,781,916	\$ 24,476,625

**Minutes
Board of Directors Meeting
Cambridge, MA
June 10, 2014**

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7. Safe Sport

Mr. Blackmun reminded the Board of the prior discussions regarding Safe Sport as well as the previously provided board materials. The proposal, related budget and NGB support was discussed. Mr. Blackmun confirmed that most, though not all, of the NGBs were completely supportive of the proposal. Particularly, the Board discussed critical importance of requiring all NGBs to participate as a condition of membership as well as the most effective way to ensure that the NGBs fully recognize the necessity and value of the program. The Board discussed the proposed board structure for the new entity, and sought input from AAC Chair Sarah Konrad. Ms. Konrad confirmed the AAC's support for an 11 person board with 2 athletes, provided that the athlete representatives could include AAC members rather than requiring that the athletes be independent of the AAC.

Following the discussion, a motion was made to approve the creation of an independent entity to manage Safe Sport related investigations, adjudication and education for the Olympic movement a) consistent with the structure and scope presented to the Board, b) with mandatory NGB participation as a condition of membership, c) with a total five year budget of \$25M, and d) with roughly \$5 million of funding over 5 years from each of the USOC and the NGBs, and third party sources making up the remainder. The motion further contemplated that launch of the entity be contingent upon obtaining the necessary third party funding and the ability of the entity to obtain appropriate insurance. The motion passed unanimously.

At this time the Board took a short break and Ms. Konrad left the meeting.

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Rana Dershowitz
Secretary

June 30, 2014
Date



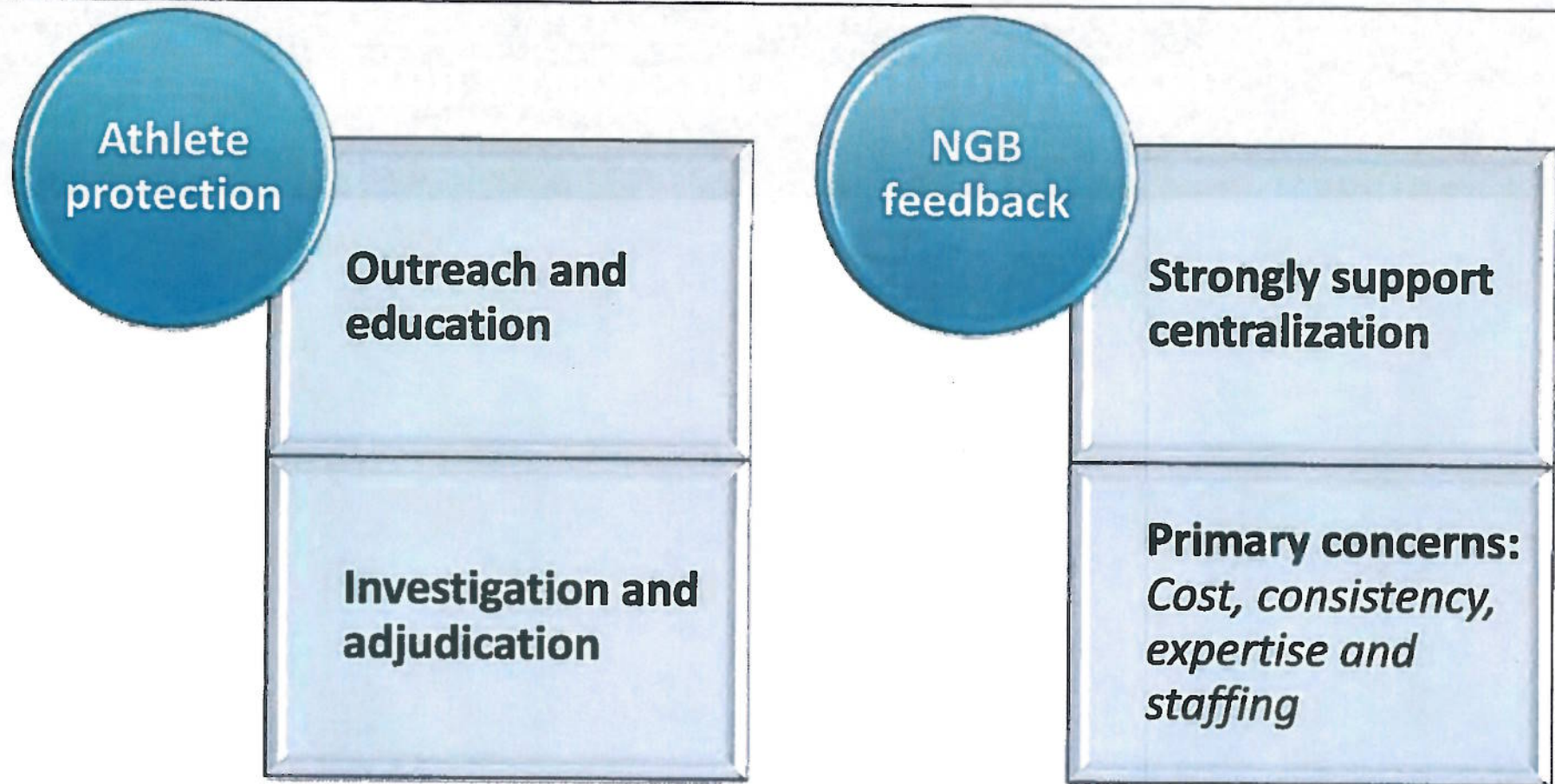
UNITED STATES OLYMPIC COMMITTEE

BOARD OF DIRECTORS MEETING – June 10, 2014

SAFE SPORT

BACKGROUND—2013 WORKING GROUP

The working group recommended possible models to respond to safe sport cases



CENTER FOR SAFE SPORT—SUMMARY

The working group recommended the center deliver two prevention services:

Education and awareness

1. Education and awareness
2. Behavioral standards
 - A. Relevant misconduct
 - B. Risk management policies
3. Training
 - A. Online
 - B. Live

Member regulation

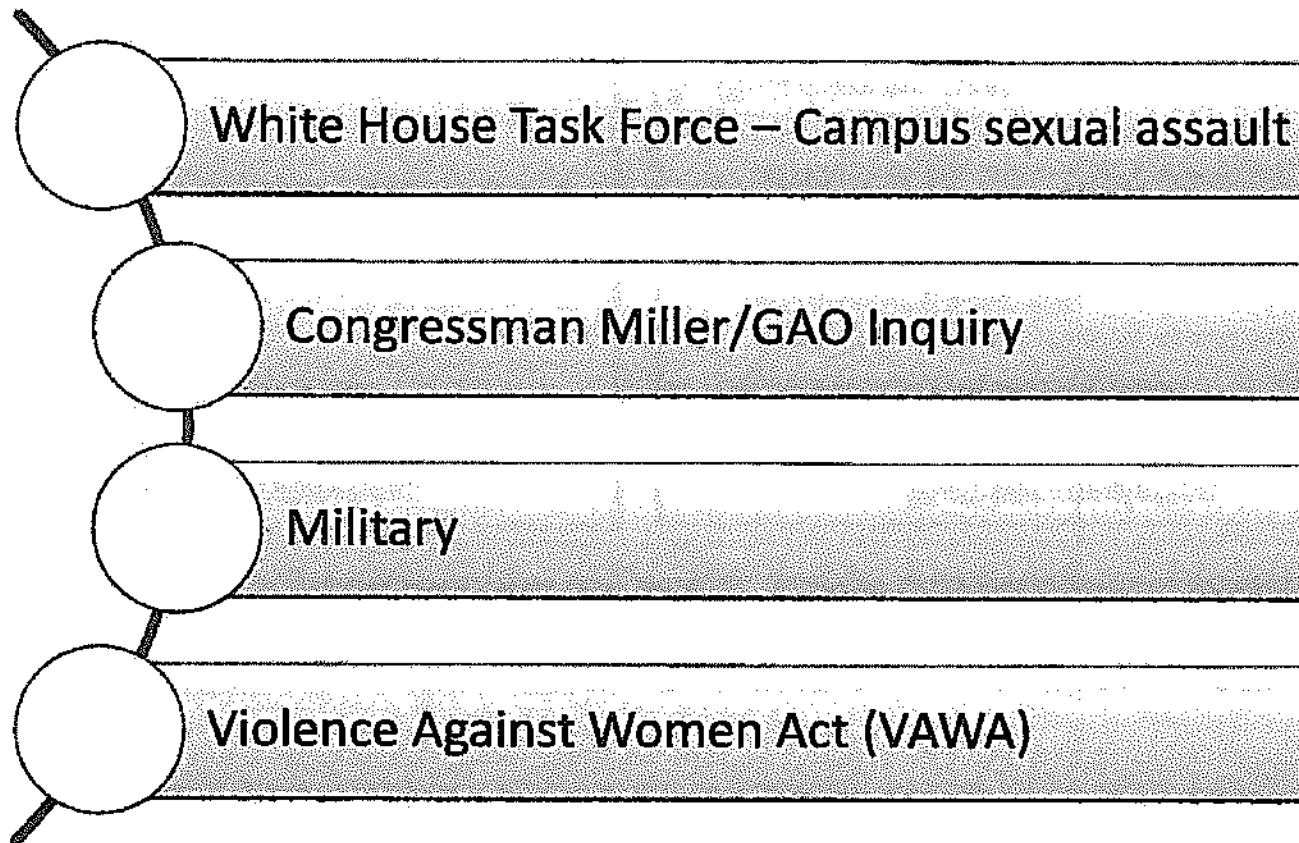
1. Referral and consultation
2. Response, including investigation
 - A. Sexual misconduct, including sexualized behaviors and grooming behaviors
 - B. Misconduct directly related to a case involving sexual misconduct (e.g., emotional/physical)
 - C. At NGBs request and center's discretion, center may address any relevant misconduct
3. Disciplinary measures

PARTNERED SERVICES: VICTIM'S ASSISTANCE

1. The center will partner with existing organizations to deliver support services to victims and their families by identifying free victim's assistance services.
2. After start-up, and with sufficient funding from an external source (i.e., insurance provider), the center will evaluate establishing a victim's assistance fund.

NATIONAL CONTEXT

Significant federal interest and regulation



BUSINESS PLAN—SUMMARY

Create new, independent safe sport entity to respond to allegations of sexual misconduct

Services

- Outreach and education
- Investigation and adjudication

Funding

- USOC
- NGBs
- Charitable giving
- Government grants

Legal structure

- Independent special purpose vehicle
- USOC as sole member
- Limited business purpose

BOARD FEEDBACK—APRIL 2014

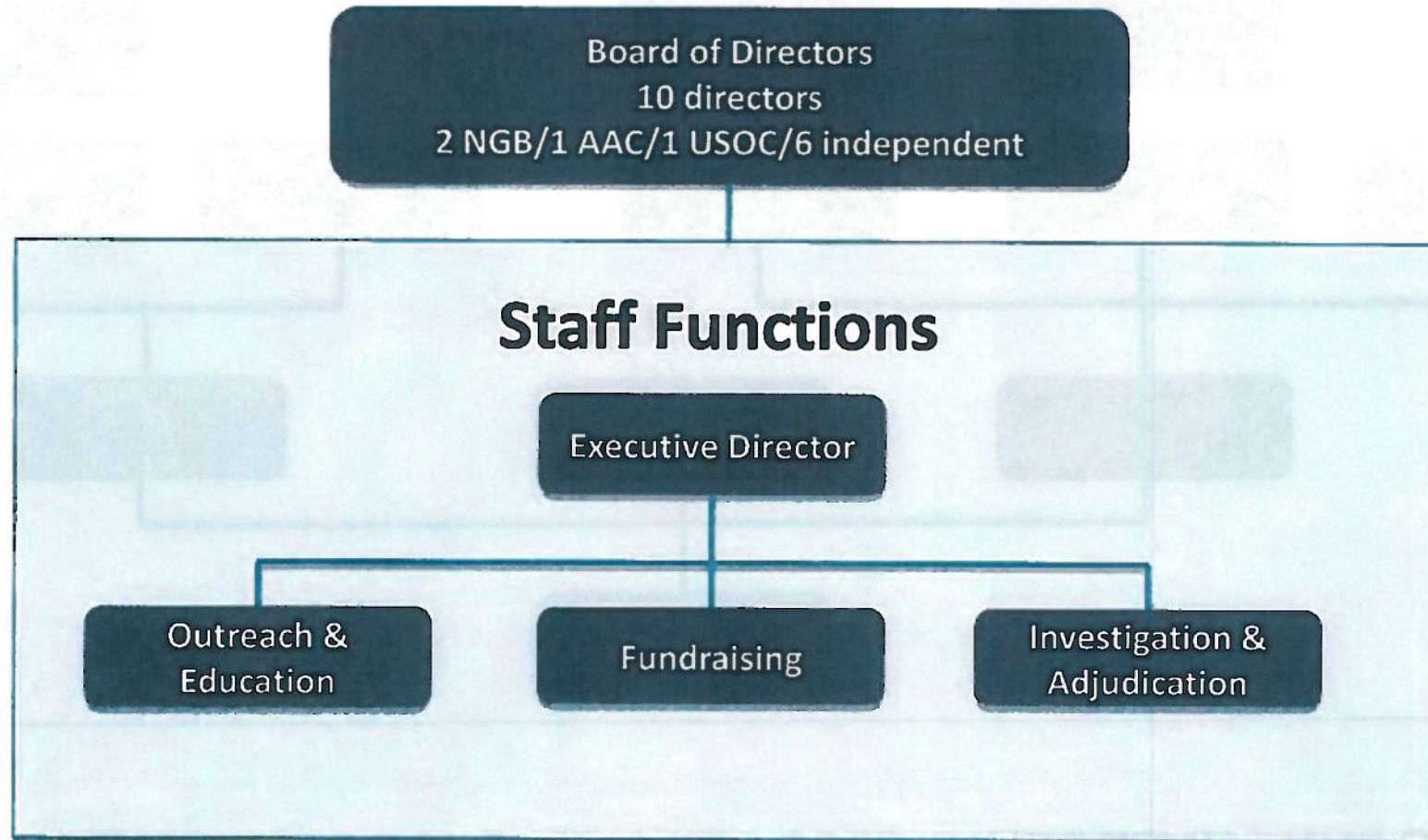
Continue to develop business plan that provides:

Adequate resources to support
success at anticipated scale

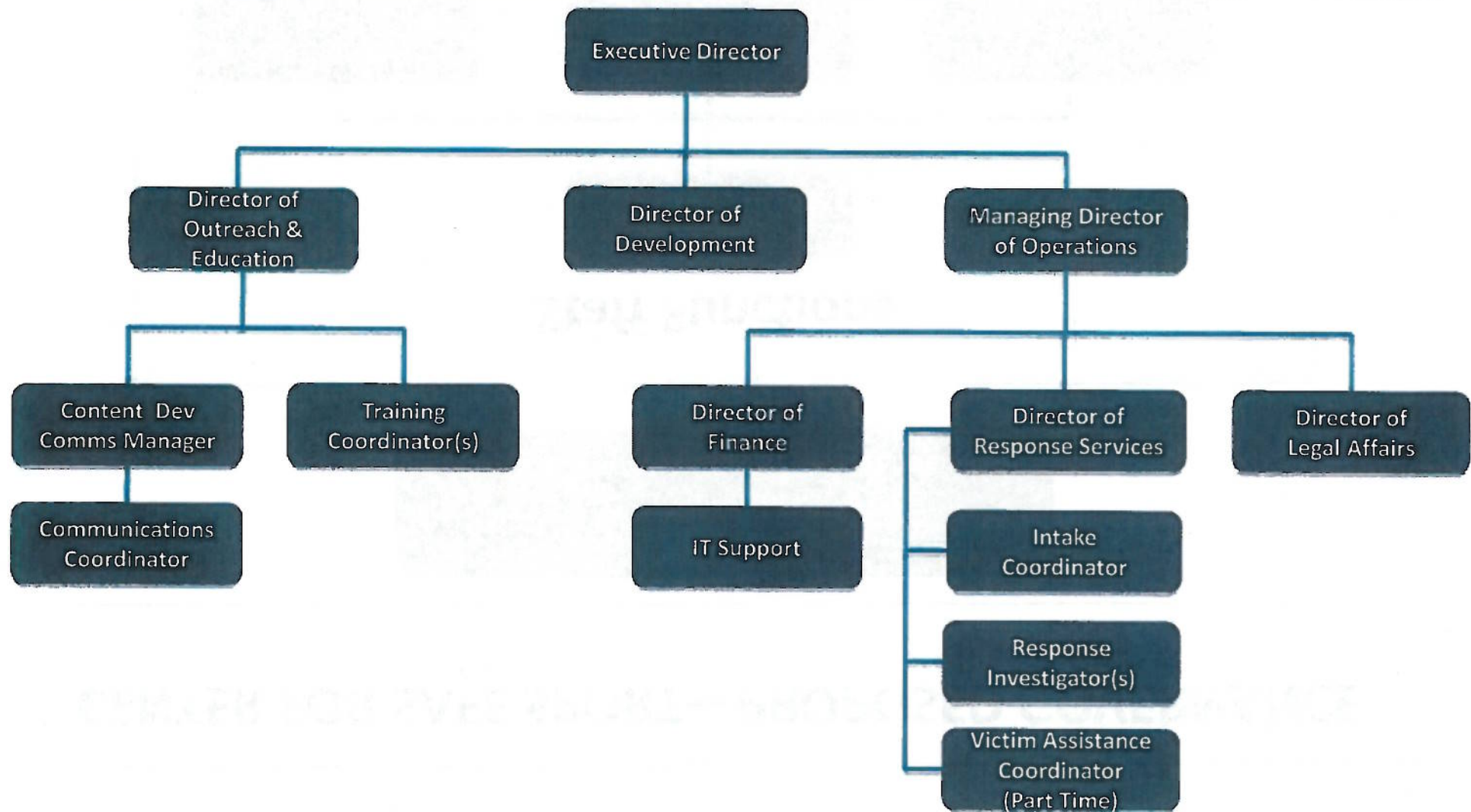
Sufficient focus for entity to be
effective

Detailed funding plan for near-
and long-term viability

CENTER FOR SAFE SPORT—PROPOSED GOVERNANCE



CENTER FOR SAFE SPORT—PROPOSED ORGANIZATIONAL CHART



CENTER FOR SAFE SPORT—BUDGET

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Initial/One-time Startup Costs:						
Initial requirements	\$ 1,167,200	\$ 290,000	\$ -	\$ -	\$ -	\$ 1,457,200
Additional items - "Banned Database"	-	-	-	1,000,000	-	1,000,000
Contingency	230,000	30,000	-	-	-	260,000
Total	1,397,200	320,000	-	1,000,000	-	2,717,200
Ongoing Annual Costs:						
Personnel Costs	\$ 1,189,607	\$ 1,701,998	\$ 2,089,870	\$ 2,328,993	\$ 2,588,114	\$ 9,898,582
Professional Fees	400,000	921,000	1,181,400	1,489,700	1,526,300	5,518,400
Research Grants	50,000	51,000	52,000	53,000	54,000	260,000
Travel & Business Meetings	403,000	284,245	334,661	401,116	473,198	1,896,219
Professional Education/Dues	26,000	34,000	42,000	50,000	54,000	206,000
Office expenses/Rent/Supplies	192,225	254,215	272,847	381,321	310,439	1,411,047
Insurance	500,000	515,000	540,800	567,800	596,200	2,719,800
Contingency	410,000	470,000	450,000	530,000	560,000	2,420,000
Total	3,170,832	4,231,458	4,963,578	5,801,930	6,162,251	24,330,049
Total Initial/One-time and Annual Ongoing Costs	\$ 4,568,032	\$ 4,551,458	\$ 4,963,578	\$ 6,801,930	\$ 6,162,251	\$ 27,047,249

Material changes from April budget:

- Increase in insurance cost projection (2x)
- Additional staff/professional consultants: (Director of Operations/Lobbyist/Director of Development)
- Additional IT infrastructure (Learning Management System)

CENTER FOR SAFE SPORT—FUNDING REQUIREMENTS

Year	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Amount	\$4.5M	\$4.5M	\$5.0M	\$6.8M	\$6.2M	27.0M

~\$27M 5-year funding requirement

Members
(USOC & NGBs)

\$13.0M

Charitable
Giving

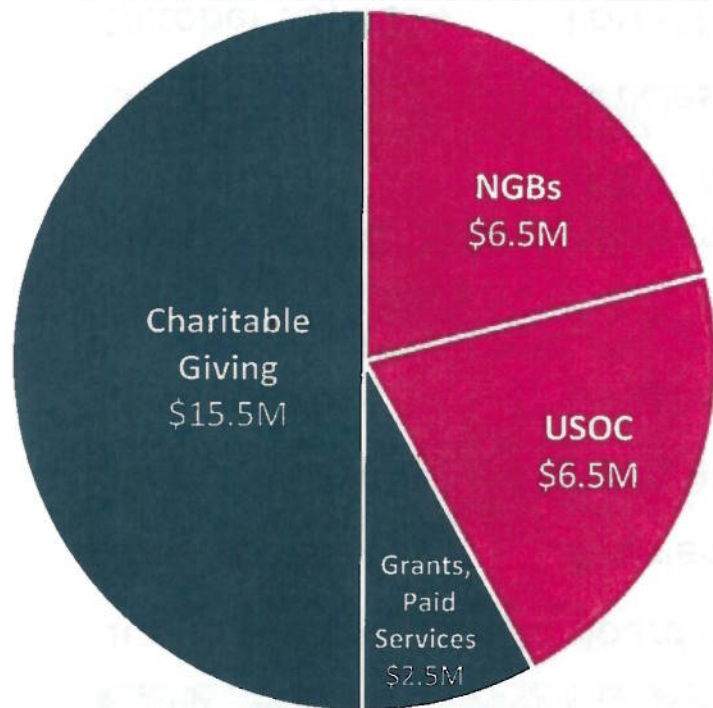
\$15.5M

Other Sources
(Grants, Paid Services)

\$2.5M

Initial Term Revenue Target: \$31.0M
(115% of budgeted expenses)

CENTER FOR SAFE SPORT—REVENUE PLAN



Source	Goal	Approach/timeline
NGBs	\$ 6.5 @ \$ 1.3M/yr	<ul style="list-style-type: none"> Tiered payment structure, based on revenue Payments begin in 2015
USOC	\$ 6.5 @ \$ 1.3M/yr	<ul style="list-style-type: none"> Expand current investment in Safe Sport through 5-year initial term with increase of \$ 700k per year Current safe sport budget utilized for 2014 expenditures Formal payment begins in 2015
Charitable giving	\$ 15.5M, frontloaded in Y1-2	<ul style="list-style-type: none"> Volunteer consultant supporting early raise activities Create fundraising working group Payment schedule may depend on 501(c)(3) status
Grants & paid services	Grants: \$ 2.0 M @ \$ 500K/yr Paid services: \$ 500k @ \$ 100K/yr	<ul style="list-style-type: none"> Hire lobbyist for 18 months Grant award targeted to begin in 2016 Services: In-person trainers, keynote speakers, train-the-trainer programs

NEXT STEPS

Timing	Activity
June 10, 2014	Board approval obtained
June 10, 2014	Articles of incorporation and bylaws drafted
June 15, 2014	Fundraising working group formed; fundraising initiated
June 30, 2014	Initial nominating and governance committee formed
July 31, 2014	Potential board members identified
September 30, 2014	Articles of incorporation and bylaws reviewed/approved by USOC Board
October 1, 2014	Articles of incorporation filed
October 15, 2014	Form 1023 filed for 501(c)(3) status
December 31, 2014	Executive director hired

REQUESTED BOARD ACTION

Authorize USOC expenditure of \$1.3M per year for five years, beginning in 2015, subject to satisfaction of the following conditions:

- *Availability of insurance within budget*
- *USOC board approval of initial board members*
- *Commitment of \$13.5 M in charitable donations*

Minutes

Board of Directors Meeting Chicago, IL September 25-26, 2014

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5. Safe Sport

Mr. Blackmun reminded the Board of the prior discussions regarding Safe Sport as well as the Board's prior direction to staff. He explained what has been done to date and noted that while at one time support for the initiative was unanimous, one NGB had now indicated it had concerns. Mr. Blackmun invited representatives from the NGB Council and the U.S. Tennis Association to share their points of view.

Ms. Malia Arrington, Director of Ethics and Safe Sport, then reported to the Board on current structural development and fundraising efforts in support of the Safe Sport initiative. Ms. Arrington advised the Board that a draft of the proposed bylaws for the new entity are largely complete and will be circulated to the NGBC and AAC shortly, with a goal of having them presented to the USOC Board in December. She further advised that staff has been working with an outside insurance consultant to best ensure that the new entity will be able to attain appropriate coverage. Finally, Ms. Arrington introduced Ms. Maureen Schafer to the Board, explaining that Ms. Schafer has been spearheading the fundraising efforts on a volunteer basis.

Ms. Schafer spoke to the Board about her involvement with the effort. She shared her perspective on the importance of the initiative and explained her fundraising approach. Ms. Arrington and Ms. Schafer then walked the Board through proposed fundraising collateral. The Board provided feedback on the collateral and engaged in a discussion around the focus of the entity. Ms. Ruggiero commented that the IOC and the broader global movement could benefit from all the work being done.


Mr. Gordon Smith, USTA Executive Director and Chief Operating Officer, spoke to the Board regarding USTA's perspective on the USOC's Safe Sport initiative. He expressed USTA's support for Safe Sport efforts generally, but explained that USTA does not believe that a single mandatory national entity is the best way to approach the issue. He shared his reasoning and concerns with the Board and recommended that the initiative move forward in a manner that enables a National Governing Body to opt out of the centralized structure if that entity independently meets specified stringent Safe Sport related standards on its own.

Mr. Rich Bender then shared with the Board the perspective of the NGBC, joined by Mr. Steve Penny and Mr. Doug Beal. They expressed the Council's appreciation for how much engagement there has been with the NGBs and how actively collaborative the development of the construct has been. Mr. Bender, Mr. Penny and Mr. Beal confirmed that the NGBC is strongly in support of the creation of a centralized independent entity to address safe sport issues, and believe it is critical that there be 100% NGB participation.

The Board engaged in a discussion regarding the currently proposed structure. The Board explored the benefits and challenges of mandating participation. The discussion turned to the scope of the Safe Sport effort with dialog about the education elements as compared to the investigative elements.

Following the discussion, Mr. Smith, Mr. Gilbert, Mr. Bender, Mr. Penny and Mr. Beal then left the meeting. The Board continued its discussion, exploring various potential alternative structures. The Board then determined to table the discussion until the following day's executive Board session to enable all Board members to give it further thought.

This document constitutes a true and correct copy of the minutes of the meeting of the Board of Directors of the United States Olympic Committee.



Rana Dershowitz
Secretary

10/10/14
Date



UNITED STATES OLYMPIC COMMITTEE

BOARD OF DIRECTORS MEETING - SAFE SPORT

NATIONAL CENTER FOR SAFE SPORT BOARD APPROVAL – JUNE 2014

1. Independent entity to manage Safe Sport related investigations, adjudication and education for the Olympic and Paralympic movement, with a 5-year budget of \$25M:
 - a) a total of \$10.4 million of funding over 5 years from USOC (@\$1.04M/yr) and the NGBs (@\$1.04M/yr),
 - b) with third-party sources making up the remainder (a total of \$15M over 5 years).
2. Launch contingent on:
 - a) obtaining the necessary third-party funding, and
 - b) the ability of the entity to obtain appropriate insurance.

Anticipated launch: 2015

OPERATIONAL UPDATE

- Bylaws
 - Status
 - Draft complete
 - Will circulate to NGB Counsel, AAC for comment period after Assembly
 - Will seek USOC Board approval at December meeting

- Insurance
 - Pilot
 - Survey
 - In-person meeting

FUNDRAISING UPDATE

A fundraising working group has been established to raise funds for entity



Maureen E. Schafer (Chair)
Chief Corporate Development Officer
LifeNexus



Jim Livengood
Former Director of Athletics
UNLV, U. of Arizona



Brian Burke
President of Hockey Operations
Calgary Flames



David Rone
President of Sports, News and Local Programming
Time Warner Cable



Deirdre Byrne
Managing Director
Three-Sixty Advisory Group



Jeffery N. Wilkins, MD
Lincy/Heyward-Moynihan Endowed Chair of Addiction Medicine,
Cedars-Sinai Medical Center; Professor of Clinical Psychiatry,
David Geffen School of Medicine at UCLA

FUNDRAISING UPDATE

Expected initial time horizon 4-6 months to raise \$15.5

- Initial 5-year raise
 - Initial prospect list compiled, prioritized
 - Collateral material
 - Electronic collateral finalized
 - Additional collateral in development
 - Priority prospect meetings set
- Long-term funding strategy (>5 years)
 - Budget-relieving for USOC
 - Ongoing mixture of funding sources
 - Government
 - Fee-for-service
 - Charitable contributions

FUNDRAISING UPDATE

Seed Grants		Annual Fund	Program Development	Total Goal*	
\$10M		\$5M	\$1M	\$16M	
Prospect Type	Targets		Priority prospects	Giving Level	Giving Focus
Sport organizations	<ul style="list-style-type: none"> • Professional leagues • League player foundations • NCAA/Athletic conferences 		17	\$1M - \$5M	Seed grants
Private foundations, individuals	<ul style="list-style-type: none"> • Cerner • Kempe • Wynn • McCormick 	<ul style="list-style-type: none"> • American Legion • Robert Wood • Gates • David Bonder 	57	\$100k - \$500k	Program development
Corporations	<ul style="list-style-type: none"> • Socially-responsible public companies • Insurance providers • Health care providers 		5	\$500k - \$1M	Annual fund

NEXT STEPS

1. Approve bylaws
2. Apply for tax-exempt status
3. Obtain insurance
4. Raise \$15.5M in charitable contributions
5. Populate nominating committee
6. Board of directors appointed
7. Executive director/other key staff hired

**NATIONAL CENTER FOR
SAFE SPORT
FIGHT ABUSE**

“

Sport has the **POWER TO CHANGE THE WORLD.**

It has the **POWER TO INSPIRE.**

It has the **POWER TO UNITE PEOPLE** in a way that little else does.

”

- NELSON MANDELA



TABLE OF CONTENTS

1 ABOUT THE CENTER

The National Center for Safe Sport focuses on one fight: ending abuse. This first-of-its-kind nonprofit center will leverage sport's unique power to spark social change to prevent and respond to all forms of abuse. PAGE 1

2 THE PROBLEM

Abuse is a public health crisis in the U.S., and statistics show the problem is more widespread than commonly understood. A societal issue, abuse is also an issue in sport and occurs in many forms, including bullying, harassment and hazing, and emotional, physical and sexual abuse. PAGE 3

3 OUR STRATEGY

Together, we will change the statistics. While abuse is not unique to sport, sport is uniquely capable of capturing our attention in a way no other activity can. By unifying the sports community, we will achieve a level of national impact that is not possible for any one sport organization alone. PAGE 5

About the National Center for Safe Sport

A MESSAGE FROM OUR FOUNDING PARTNER

The U.S. Olympic Committee is proud to support the National Center for Safe Sport

We believe in the power of sport. It teaches leadership and the value of hard work, and it builds self-esteem, confidence and social skills. At its best, sport isn't just a game. It's a powerful change agent that unites us, champions tolerance and challenges prejudices.

But abuse in sport threatens athletes, organizations and the fundamental values sport contributes to society.

We embrace sport's responsibility to lead social change and are proud to dedicate our leadership, energy and resources to preventing abuse. The new National Center for Safe Sport has the unique opportunity to protect athletes across all sports – regardless of age, gender or competitive level.

We all need to be part of the solution. Through a unified commitment to safe sport for all, we affirm that it's not just about getting athletes to the podium. It's also about how we get them there.

Sincerely,



Scott A. Blackmun
Chief Executive Officer
U.S. Olympic Committee



LEADING CHANGE

NATIONAL CENTER FOR **SAFE SPORT**

VISION

The National Center for Safe Sport will lead the fight against all forms of abuse by leveraging sport's unique ability to spark social change.

MISSION

To create an empowered sports community armed with the resources to fight abuse.

This **FIRST-OF-ITS-KIND** nonprofit

will serve as a leading center

of **EXPERTISE** with a **FOCUSED**

and **COMPREHENSIVE** approach to prevent

ALL FORMS OF ABUSE

in and through sport.

The Problem

ABUSE IS A WIDESPREAD SOCIAL CRISIS

Abuse isn't just physical. It occurs across all ages and genders, and includes bullying, harassment and hazing, and emotional, physical and sexual abuse. **ABUSE TAKES MANY FORMS** 

The statistics are ugly:

BULLYING

1 IN **5**

youth grades 9-12 report
being bullied

Bullying can result in
physical injury, social and emotional
distress, and even **death**

RAPE

1 IN **5**

women report
being raped

42.5% of female rape victims
were raped before
the age of 18

DOMESTIC VIOLENCE

1 IN **5**

women report physical
violence by an intimate partner

The annual cost of all
intimate partner violence totals
more than **\$8.3 billion**

CHILD SEXUAL ABUSE

1 IN **10**

youth will be sexually
abused by the age of 18

Up to **40%** of all child
sexual abuse is committed by
older, more powerful youth

Source: Centers for Disease Control and Prevention (cdc.gov)

SPORT IS NOT AN ESCAPE FROM ABUSE



Athletes can be victims, offenders or both.

THE CONSEQUENCES

Abuse can damage on-field performance and lead to athlete drop-out. It also affects an athlete's physical and psychological health. Athletes who are abused may suffer anxiety, depression, substance abuse, self-harm and suicide.

50%

of competitive athletes experience either

SEXUAL HARASSMENT or **SEXUAL ABUSE** in their lives

Athletes perpetrate more sexual harassment on their peers than coaches



80%

of college athletes are **HAZED**

Hazing often includes dangerous behaviors, such as stealing, beating up others and inflicting pain on oneself



22.8%

of competitive female athletes had **SEXUAL INTERCOURSE** with a **COACH** or other **AUTHORITY FIGURE**

Early research indicates the prevalence of sexual harassment and abuse is higher in competitive sport



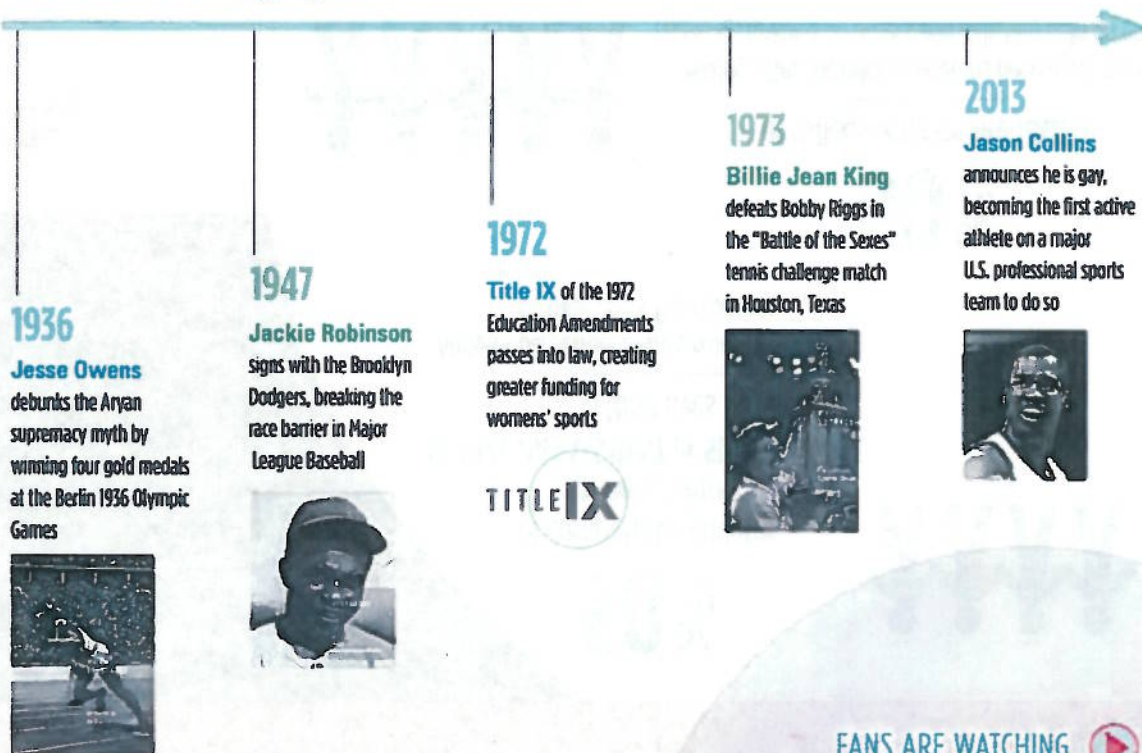
TOGETHER, WE WILL CHANGE THE STATISTICS



The power of sport is undeniable; through it, everything is possible.

Abuse is not unique to sport. But sport is **UNIQUELY CAPABLE** of capturing our attention, re-imagining the future and sparking social shifts.

Social shifts through sport:



FANS ARE WATCHING

Click here to see sport's reach

ONE TEAM, ONE PLAN, NO SPECTATORS

Beating Abuse Isn't a Game

The need to prevent abuse is not unique to one sport or sport organization. All athletes – in all sports – are at risk.

Two measures protect against abuse: prevention programming, which includes outreach and education, and response services, a tool for investigating and resolving complaints. Both are highly translatable across sports. By offering these services at scale, the center will achieve a level of national impact that is not possible for any one sport organization alone.

Prevent

1

The center's cornerstone service will be outreach and education, with an emphasis on creating a national code of conduct and delivering high-quality education and awareness.

PREVENTIVE MEASURES 

Respond

2

Prevention is only part of the solution. A fair, equitable and unbiased response to allegations also is critically important.

INVESTIGATION AND RESOLUTION 

STOPPING ABUSE IS BIGGER THAN SPORT

Support the Center

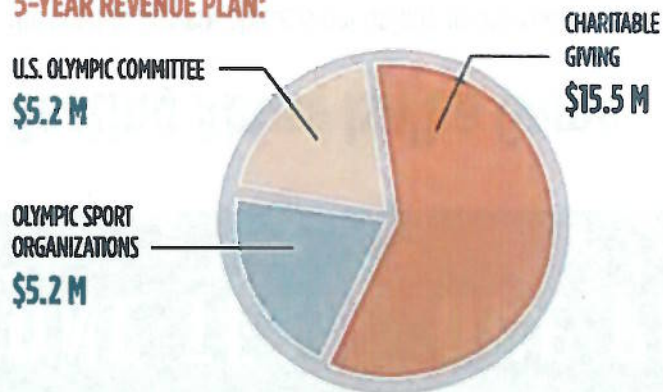
While the National Center for Safe Sport has a unique opportunity to lead the fight against abuse, we can't do it alone.

The center is funded primarily through charitable giving. We have obtained 45 percent of its funding from the U.S. Olympic Movement.

To get the center up-and-running, we need an additional \$15.5 million.

You can help close that gap.

5-YEAR REVENUE PLAN:



Help us deliver on the promise of sport's power.

- **SEED GRANTS**
Get us off the ground
- **ANNUAL FUND**
Support general operations
- **PROGRAM DEVELOPMENT**
Fund a specific initiative
- **OR...PASS IT ON**
Talk about it, tweet about it and lend your brand

NATIONAL CENTER FOR
SAFE SPORT
FIGHT ABUSE

Contact:
Malia S. Arrington

CELEBRATE SPORT

better grades

Building Better Leaders

HIGHER SELF-ESTEEM

Catalyst for **ROLE**

Social Change MODELS

challenging prejudices universal language

HIGHER GRADUATION RATES

MENTORS



Minutes
Board of Directors Meeting San
Francisco, CA
December 15-16, 2014

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5. Safe Sport

Malia Arrington, Director of Ethics and Safe Sport, gave a progress report on Safe Sport, presenting timelines for key activities for charter documents, insurance and operational documents. The USOC will be ready to file the charter documents ahead of schedule. The bylaws have been circulated and the comment period has closed. The Safe Sport Board will have 11 independent members including two nominated by the AAC, two nominated by the NGBs and one nominated by the USOC. The remaining six positions will be at-large. The Board discussed the definition of independent and the reasons why NGB's Executive Directors should not be board members. The USOC Board will populate the initial Nominating and Governing Committee for the new entity.

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This document constitutes a true and correct copy of the minutes of the meeting of the Board of Directors of the United States Olympic Committee.



Morane Kerek
Secretary

January 15, 2015
Date



UNITED STATES OLYMPIC COMMITTEE

BOARD OF DIRECTORS MEETING - SAFE SPORT

U.S. CENTER FOR SAFE SPORT

In September, the board affirmed its—

- Commitment to working with the NGBs to provide more details and to mitigate against any risks inherent in the program
- Previous resolution making participation a condition of membership

DEVELOPMENT TIMELINE

Charter documents – articles of incorporation and bylaws

- | | |
|---|-------------|
| • Articles of incorporation and bylaws circulated for comment | November 24 |
| • Comment period closes | December 12 |
| • Charter documents recirculated based on comments | January 31 |
| • Execute and file charter documents | June 30 |

Insurance

- | | |
|--|-------------|
| • Scenario planning sessions | December 15 |
| • Develop FAQs for insurers on center's role and process | March 31 |
| • provide guidance/develop checklist for NGBs | March 31 |

Operational documents – complaint process, investigation protocols, & code of conduct

- | | |
|--|------------|
| • Develop model with key steps and flow of case management | December 5 |
| • Develop draft of protocols essential to investigations | December 5 |
| • Circulate drafts to working group, advisory council | January 16 |
| • Circulate for comment period | March 31 |
| • Comment period closes | April 30 |
| • Revise and finalize draft recommendations | June 1 |

GOVERNANCE UPDATE

AMENDED AND RESTATED BYLAWS – KEY PROVISIONS

- **Board of directors**
 - Number
 - 11 total
 - 2 NGB, 2 AAC, 1 USOC
 - 6 at-large
 - Qualifications
 - Requires all directors – including the NGB, AAC and USOC directors – to be **independent**
 - Rationale
 - Perceived conflicts of interest
 - Chilling effect on disclosures

FUNDRAISING UPDATE

HALO FOUNDING GROUP

The Halo Founding Group consists of individuals and organizations that have made seven-figure commitments to create and develop the center. On a semiannual basis, members will review progress reports and provide non-binding, strategic advice to the center's board and staff.

PROSPECTS & STATUS

- Initial meetings/commitments
 - NCAA
 - UFC
 - WWE
- Pending meetings – December
 - NFL – Dec. 18
 - NBA – Dec. 19

NEXT STEPS

1. Approve charter documents
2. Obtain insurance
3. Raise \$15.5M in charitable contributions

**Minutes
Board of Directors Meeting
Colorado Springs, Colorado
September 25, 2015**

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8. SafeSport

At this point, USOC Senior Director of Ethics and Safe Sport Malia Arrington and USA Gymnastics Executive Director Steve Penny joined the meeting.

Scott Blackmun introduced Ms. Arrington and Mr. Penny and invited them to update the Board on progress of the new Center for Safe Sport entity (the "Center"), particularly in the areas of governance and fundraising.

Ms. Arrington described the work of the Center's new Nominating and Governance Committee, on which Mr. Penny serves. That committee had considered a number of potential candidates for service on a planned expanded Center Board of Directors, intended to include nine members. Under the Center bylaws, these members are to be appointed by the Center's sole member, the USOC. Ms. Arrington provided the USOC Board members with detailed biographical information on each of nine individuals recommended by the Center's Nominating and Governance committee for Center Board service. Mr. Arrington then introduced Mr. Penny to describe the candidates further.

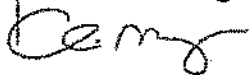
Mr. Penny described the selection process followed by the Center Nominating and Governance Committee and expressed his confidence in the slate of nine candidates recommended. Scott Blackmun closed the discussion by noting that Board members could still submit the names of individuals they wish to have considered for Center Board seats, and that Board approval of a finalized slate of nine candidates for the Center Board of directors would be sought via electronic means shortly.

Ms. Arrington then reviewed Center fundraising efforts and plans. Board discussion and questions followed, including as to potential Center Board candidates, Center fundraising prospects, and initial funding needed for the operational launch of the Center.

At this point, Mr. Penny left the meeting.

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This document constitutes a true and correct copy of the minutes of the September 25, 2015 meeting of the Board of Directors of the United States Olympic Committee.



Christopher McCleary Secretary

October 22, 2015

Date



UNITED STATES OLYMPIC COMMITTEE

BOARD OF DIRECTORS MEETING – September 25, 2015
U.S. CENTER FOR SAFE SPORT – UPDATE

Fundraising

Launch of U.S. Center for Safe Sport contingent on raising five-year's worth of funding

- **Projected five-year budget: \$25.5M**
 - Anticipated commitments: \$15.4M
 - USOC (\$5.2M)
 - NGBs (\$5.2M)
 - NCAA (\$5.0M – *contingent on a similar level of financial support from at least one of the major professional sports leagues*)
 - Gap: \$10.1M
- **Next steps**
 - Conclude effort to recruit founding partners group (professional leagues) by Sept. 30
 - Ask: Commitment of \$500K/year for five years from each of four leagues
 - Shift focus to foundation and individual donors

Board of directors

Nine-member board

- **Nominating & governance committee appointed**
 - Daniel Parker (Parker & Associates)
 - Mary Wittenberg (Virgin Sport)
 - Robin Schepper (Bipartisan Policy Center)
 - Steve Penny (NGBC)
 - Cassandra Metzler (AAC)
- **First round of candidate interviews conducted. Candidates have diverse backgrounds and qualifications relevant to the Center's near-term success and credibility:**
 - Fundraising
 - Education, public health and medicine
 - Economics
 - Compensation and performance management systems
 - Legal governance
 - Public policy, politics and legislation
 - Media and communications
 - Law enforcement, investigation, child safety and abuse prevention
 - Coaching
 - Sports administration

Next steps

- **Appoint board**
- **Approve amended and restated bylaws**
- **Continue fundraising (shift focus to foundations and individuals)**

Anticipated launch: Q2-Q3 2016

**Minutes
Board of Directors Meeting
New York City
15 December 2015**

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5. SafeSport

Scott Blackmun opened a discussion of progress and prospects for the new Center for Safe Sport entity (the "Center") and its work going forward. Mr. Blackmun described difficulties around fundraising for the Center, and expressed the hope that the new Center board of directors would be a strong and effective body for pursuing fundraising. He asked the USOC Board to consider whether the USOC should support the continued launch of the Center with its own previously-discussed funding, prior to achieving the Center's overall fundraising goals, in order to avoid delay in the Center's launch and operations. He then introduced Senior Director of Ethics and Safe Sport Malia Arrington to continue the discussion.

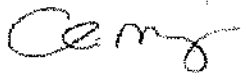
Ms. Arrington and the Board further discussed Center board and fundraising matters, including as to ideas and suggestions as to fundraising generally, appropriate approaches to potential donors currently considering the matter, and further possible donors, domestic and international.

Subsequent Board discussion centered on potential Center leadership and the qualities needed for its first CEO, on effectively stating and promoting a clear and concise mission and priorities for the Center, and on the level of funding necessary for the Center to effectively launch and conduct operations pending further funding to be generated from ongoing Center fundraising efforts.

After this discussion, and upon a motion duly made and seconded, the Board voted unanimously to approve USOC expenditures of up to \$2,500,000 as budgeted to support the Center, with further funding to be subject to subsequent Board approval.

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This document constitutes a true and correct copy of the minutes of the 15 December 2015 meeting of the Board of Directors of the United States Olympic Committee.



Christopher McCleary
Secretary

February 2, 2016
Date



UNITED STATES OLYMPIC COMMITTEE

BOARD OF DIRECTORS MEETING – Dec. 15, 2015
U.S. CENTER FOR SAFE SPORT – UPDATE

Governance

All board of director nominees have accepted appointments

UPDATE

- Terms effective Jan. 1, 2016
- First board meeting: Jan. 28-30, 2016

MEMBERS

1. **Regis Becker**, Chief Ethics & Compliance Officer, Pennsylvania State University (NGB)
2. **Angelo Giardino**, Senior Vice President & Chief Quality Officer, Texas Children's Hospital (At-large)
3. **Jessica Herrera-Flanigan**, EVP, Government Relations & Public Policy, Univision Communications, Inc. (At-large)
4. **Reuben Jones**, Vice President, Strategy & Government Relations, Strategic Resources, Inc. (At-large)
5. **Frank Marshall**, Principal, The Kennedy/Marshall Company (At-large)
6. **Julie Novak**, Vice President of Child Safety, Big Brothers Big Sisters of America (At-large)
7. **Megan Ryther**, Assistant Director, Academic & Membership Affairs, National Collegiate Athletic Association (AAC)
8. **Fran Sepler**, President, Sepler & Associates (NGB)
9. **Connie Smotek**, Office Manager, Texas A&M University AgriLife Extension (AAC)

PROJECTED LAUNCH: July 2016

Fundraising update

To launch the center in July 2016, need to raise additional \$10.8M in next six months

Required: \$25.5M
Verbal commitments: \$15.7 M (\$10.4M (Olympic movement); \$5.3M (external))
Gap: \$10.8M

ORGANIZATION	STATUS
NCAA	\$5M (contingent upon "similar level of financial support from at least one of the major professional sports leagues" and delivery of services)
NBA	\$300,000 (\$150,000/year for two years)

Fundraising update

Fundraising has been slower than anticipated

CHALLENGES

1. Messaging and image

Center viewed as a five-year pilot program dedicated narrowly to:

- a. Investigating and adjudicating
- b. Sexual abuse
- c. In Olympic sport

2. "Gaze aversion"

Difficult topic to discuss, particularly if conversation focused narrowly on sexual abuse

3. Funding strategy

Strategy focused narrowly on professional leagues

NEXT STEPS

- 1. Hire consultant to revise messaging framework to improve Center image, emphasizing that funding supports (a) prevention services (b) for all forms of misconduct (c) available to all sport organizations, and (d) delivers long-term value (< 5 yrs).
- 2. Work with center board to develop fundraising strategy, leverage networks.
- 3. Add foundations and individuals to strategy, while continuing conversations with professional leagues.

Transition and launch: 2015-16 timeline

Subject to funding, insurance and hiring of key staff, on target to launch Center July 2016

DATE	EVENT(S)
Dec. 2015	USOC board: Approves bylaw amendment (a) requiring NGB compliance with safe sport entity and (b) excepting safe sport entity from section 9 proceedings
Jan. 2016	<ul style="list-style-type: none"> Amended and restated bylaws adopted; resolution executed, 9-member board seated <p><u>First center board meeting:</u></p> <ul style="list-style-type: none"> Fundraising strategy approved Shared services agreement with USOC executed Location determined CEO job description approved/search committee created
Feb.	<ul style="list-style-type: none"> CEO search begins Additional key staff jobs posted
March	<ul style="list-style-type: none"> Q1 center board meeting Office space secured Communications plan finalized
April	<ul style="list-style-type: none"> CEO hired? <i>Will we move forward if full funding has not been secured?</i>
May	<ul style="list-style-type: none"> Website/learning management system/case management software finalized Additional key center staff hired
June	<ul style="list-style-type: none"> USOC board: <ul style="list-style-type: none"> Approves amended rules for arbitration Amends minimum standards policy for athlete safety programs Q2 center board meeting Founding partners/leading supporters announced
July	<ul style="list-style-type: none"> Launch; shared services agreement terminates; USOC authorization effective

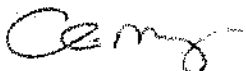
**Minutes
USOC Board of Directors Meeting
Los Angeles, California
8 March 2016**

6.4 Safe Sport

USOC Safe Sport Officer Malia Arrington updated the Board on the ongoing work of the new Safe Sport entity as, with the extensive support of the USOC, it endeavors to finalize its operational plans and achieve its near-term fundraising goals.

Board discussion followed on the topics of fundraising generally (sources of and approaches for funding and USOC's role in funding the Safe Sport entity) and on Safe Sport messaging and areas of substantive emphasis as an entity. After this discussion, it was agreed that further efforts will be made to focus and tighten Safe Sport entity messaging and fundraising efforts, so as to present a clear and concise approach.

This document constitutes a true and correct copy of the minutes of the 8 March 2016 meeting of the Board of Directors of the United States Olympic Committee.



Christopher McCleary
Secretary

March 31, 2016 _____
Date



UNITED STATES OLYMPIC COMMITTEE

BOARD OF DIRECTORS MEETING – March 8, 2016
SAFE SPORT – UPDATE

DECEMBER 2015 BOARD MEETING

Funding

Board approved expenditures of up to \$2.5M as budgeted to support the Center, with further funding to be subject to subsequent Board approval.

Fundraising challenges

1. Messaging and image. *Center viewed as:*
 - a. *A five-year pilot program*
 - b. *Programmatically focused narrowly on: (i) investigating and adjudicating, (ii) child sexual abuse, (iii) in Olympic sport*
2. Gaze aversion. *Difficult topic to discuss, particularly if conversation focused narrowly on child sexual abuse*
3. Funding strategy. *Initial strategy focused on professional leagues.*

Messaging and market position

Promote clear and concise mission and priorities for the Center.

Business model

Business model relies on ability to get philanthropic support for compliance services delivered directly and only to U.S. Olympic & Paralympic NGBs. Donors typically do not want to fund general operations or compliance programs.

FUNDING & FUNDRAISING: STRUCTURAL SUPPORT

In addition to the Center's fundraising committee, the USOC will support the Center in 2016

Center board

Members

Regis Becker, Angelo Giardino, Jessica Herrera-Flanigan, Reuben Jones, Frank Marshall, Julie Novak, Megan Ryther, Fran Sepler, Connie Smotek

Jan. meeting

The Center's board met in Jan. 2016 and discussed operational priorities (fundraising and strategy), created committees (fundraising, messaging and communication, executive search) and identified next steps.

Fundraising committee

The board formed a fundraising committee, which will develop a fundraising plan, work with the full board to identify network.

USOC development team

- Identified USOC Development point of contact, with whom the Center board can liaise directly
- Center board can request (a) reactive prospect research (b) assist with developing and preparing for meetings and (c) identify any conflicts with other USOC fundraising priorities.
- Safe Sport Project will be incorporated as part of Development's approved gift objectives (special projects)

FUNDING & FUNDRAISING: INVESTIGATION & RESOLUTION SERVICES

Funding gap (5-year)

Required: \$25.5M

Verbal commitments: \$15.7M (\$10.4 (Olympic movement); \$5.3M (external))

Gap: \$10.8M

Challenge

Given current business model and related feedback from potential donors, it will be difficult to fund investigation and response services for NGBs through philanthropy—without respect to messaging strategy.

Solution

- Approximately \$17.5M of the \$25.5M/5-year projected budget is directed toward investigation and response.
- With a current total commitment of \$10.4M from the USOC and the NGBs, the Center can close this gap with the NCAA's \$5M commitment and NBC's \$2.5M payment to the USOC.

Benefits

Utilizing the NBC money will also allow the Center to rely on NBC as an influencer in other fundraising conversations. In Oct. 2015:

- Stated it would like to be recognized as a “supporter” of the Safe Sport Project.
- Approved use in printed materials and press releases.

MESSAGING & MARKET POSITION

Revise messaging & market position to make safe sport project approachable and inspiring

Process

- Engaged consultants in public relations, corporate social responsibility
- Center board formed messaging and communications committee
- Center board expressed initial support for new messaging strategy

Messaging and market position (*attached deck reflects revised mission/message*)

Name

Consultants recommend renaming the center to reflect a more positive, aspirational tone (e.g., *Center for Excellence in Sport*)

Approach

Anchor story in power of sport, benefits of participation and importance of being safe, supported and strengthened through sport—which can only occur if both (a) accidental injury is prevented and (b) sport is free of bullying and abuse.

- Falling participation rates and increased attrition is a concern common across all sport organizations
- Surveys indicate parents' biggest concern is injury—though it is not the only safety concern. Parents also want a venue that is free of bullying and abuse
- Services remain largely the same under this approach. Exception is to allow Center to serve as aggregator and centralized distribution hub for existing information concerning accidental injury.

Benefits

- Anchoring story in common area of concern—participation—allows for broad appeal from funding perspective
- Discussing issue under umbrella of safety makes issue and services easier to discuss, more approachable



SAFE SPORT PROJECT

CHARACTER. COMMUNITY. SAFETY.

Introduction

Sport builds self-esteem, leadership and character. More than just games, sport is a powerful change agent that unites us, develops strong minds and bodies, and sparks social change.

But participation rates are falling, and the benefits of sport are being overshadowed by safety concerns, such as concussions, bullying and abuse.

Through the Safe Sport Project, we will ensure that athletes are safe, supported and strengthened through sport – regardless of age, gender or competitive level.

By leveraging existing materials and resources from the U.S. Olympic Committee and centralizing resources from other industry leaders, the Safe Sport Project represents a unified commitment to addressing non-accidental and accidental injury by providing education, advocacy and practical tools.

When athletes are safe, they can realize their full potential, on and off the field of play.



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About us

Safe Sport Project

We believe in the power of sport to develop character and strengthen communities. We encourage lifelong participation and are committed to supporting strategies that give everyone the opportunity to compete.

Our commitment starts with safety.

With our flagship initiative, we will serve as a hub for information, resources and thought leadership to promote athlete safety. We will collaborate with the sport community to:

- Deliver expertise to help the sport community recognize, reduce and respond to non-accidental injuries, such as bullying and abuse
- Aggregate and centralize knowledge and best practices to prevent physical injury, such as concussions and overuse injuries

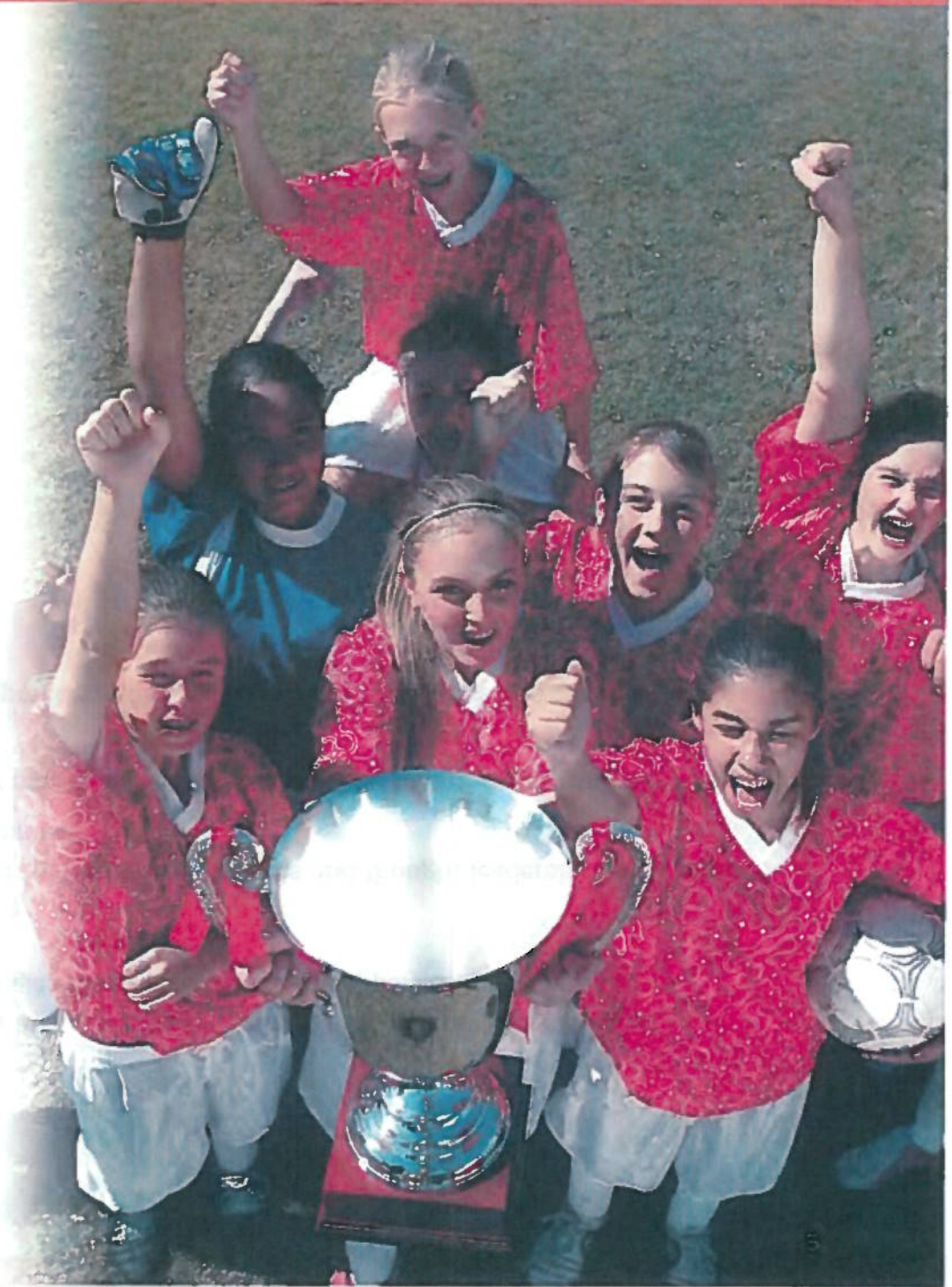
Our vision

The goal of the Safe Sport Project is for every athlete to be safe, supported and strengthened through sport.

Safe. Athletes are protected from both non-accidental and accidental injuries.

Supported. Athletes enjoy welcome, respectful and inclusive environments, where diversity is actively embraced.

Strengthened. Everyone who engages in sport benefits fully from participation.



The challenge

Safety is a barrier to participating

From developing character to improving health, the benefits of sport extend beyond the field of play.

Yet participation rates in team sports among children ages 6-12 are declining. The value of sport is being overshadowed by concerns about injury, bullying and abuse, and feeling unsafe or excluded is a significant barrier to getting involved in sport.

Five-year decline in team sports



Source: Sport for All – Play for Life, Project Play, 2015

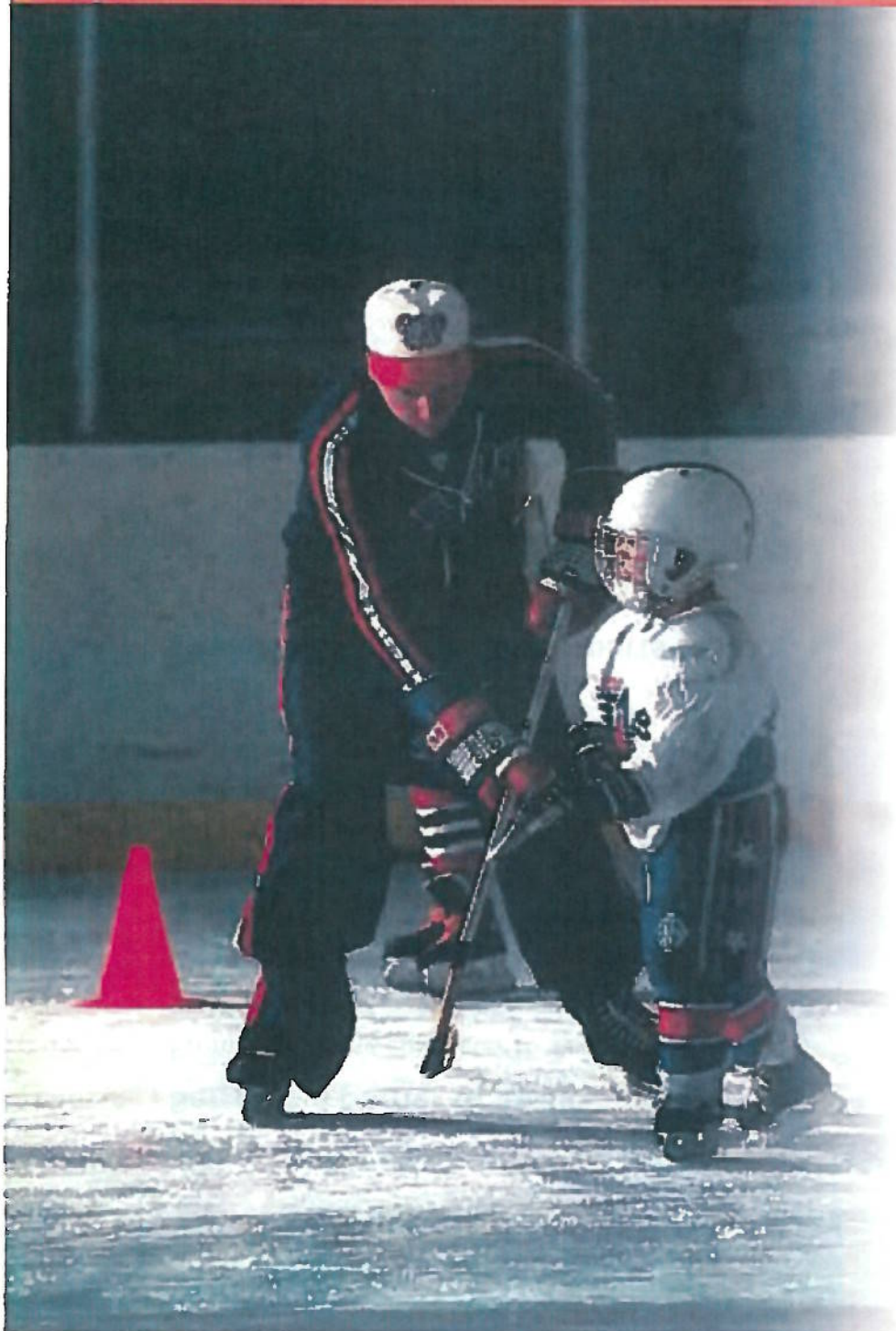
Accidental injury

- Nine in ten parents report safety concerns, citing risk of accidental injuries, such as concussions, as their primary worry. (ESPN Poll, Oct. 13, 2014)
- Kids are walking away from sport because of injuries due to overuse. Every year, more than 3.5 million children under age 14 need treatment for sports injuries, with nearly half of all sports injuries for middle and high school students caused by overuse. (*Facts: Sports Activity and Children*, Project Play, 2015)

Non-accidental injury

- Parents demand sport to be physically and emotionally safe, free from bullying and abuse.
- One in five youth report being bullied during grades 9-12, and bullying is one of the top worries among youth athletes. (stopbullying.gov)
- One in ten youth will be sexually abused before the age of 18. (Townsend/Rheingold Study, 2013) And one in three college sexual assaults are reportedly committed by an athlete. (Benedict/Crosset Study, 1990)

Together, we can change the statistics.



The solution

Start every game plan with safety

By collaborating with experts and taking a multi-disciplinary approach, the Project is:

- Reframing athlete safety to include both non-accidental and accidental injury
- Aggregating and centralizing the best tools and information to prevent injury and promote safety
- Delivering expert tools, practices and resources to help sport organizations create safe and supportive environments

Action plan

The Project's aligned, cross-sport approach to safety will achieve a level of impact that no sport organization working alone can achieve.

Over a five-year period, the Project will:

- **Establish a coalition of national advisors.** Build relationships with influential sport bodies to advise and direct the Project on important sporting trends; develop relationships with experts in bullying, abuse and injury who can advise on tools and trends and help vet materials; convene experts and sport organizations on issues common across sport, such as participation rates, safety and quality coaching
- **Create alignment.** Unify the approach to safety in sport to include prevention of non-accidental and accidental injury as a threshold core value across all sports
- **Conduct national and local outreach initiatives.** Raise awareness of safety issues in sport through campaigns, events and promotions
- **Act as a resource hub.** Centralize tools related to non-accidental and accidental injury: aggregate existing information concerning injury prevention, while delivering materials to prevent bullying and abuse
- **Deliver actionable tools.** Provide sport organizations with expert materials to help stakeholders deliver safe sporting events, activities and competitions

Reach

The Project maximizes existing relationships within the U.S. Olympic Movement—including:

- 47 National Governing Bodies, with a pipeline of nearly 13 million members
- Partnerships with 38 community-based Multi-Sport Organizations (MSOs), including more than 75 million participants
- Current MSOs include the Amateur Athletic Union, Boys & Girls Clubs of America and the YMCA/YWCA of the USA

The Project will also build new partnerships with:

- Experts in non-accidental and accidental injury prevention to aggregate and centralize information
- Municipal and state parks and recreation departments to promote Safe Sport training for all paid and volunteer staff
- State high school athletic associations to incorporate Safe Sport training and ideals into high school sports on a statewide level
- State education boards and parent-teacher associations to encourage schools to incorporate Safe Sport training into physical education and health curricula
- Sports equipment manufacturers to conceive awareness campaigns that utilize safety to grow participation



Resources, services and events

Resources

- **Safe sport toolkit and library.** Provides written resources and online training, covering components of abuse prevention and response strategies that sport organizations can easily adapt to meet their specific needs around awareness, screening, codes of conduct, training and competition, education and response.
- **News, newsletters and communications toolkit.** Updates the sport community about issues related to athlete safety and provides a communications toolkit to teach sport administrators how to circulate information to constituencies.
- **Legal resources.** Informs on consent statutes, mandated reporting, self-audit materials and more.

Services

- **Consultation.** Hosts on-site workshops and performs off-site consultation services.
- **Athlete programs.** Offers a variety of programs around issues such as alcohol, consent, hazing and bystander intervention.
- **Reporting and investigation.** For clients, centralizes reporting, establishes standardized policies and investigates policy violations.

Events

- **National conferences.** Participates in national conferences and presents on sport safety.
- **Trainings.** Hosts webinars and conducts regional and onsite trainings.
- **Awareness and outreach campaigns.** Works with partner organizations to host Safe Sport awareness and education events at the grassroots level; future partners may include community programs, municipalities, state boards of education, sport-focused nonprofits, and youth and high school athletic associations.

Gathering support

We are seeking financial and strategic partners to support the Safe Sport Project and create a future in which sport is grounded in safety, participation rates increase and athletes realize their full potential.

As a 501(c)(3), the Safe Sport Project is funded primarily through charitable giving. We have obtained more than \$10 million in funding from the U.S. Olympic Movement. For this project to make a lasting impact, we need to raise an additional \$15.5 million.

Join us in this groundbreaking effort.

Ways to support:

CAPACITY-BUILDING GRANT – Help achieve scale

ANNUAL FUND – Support general operations

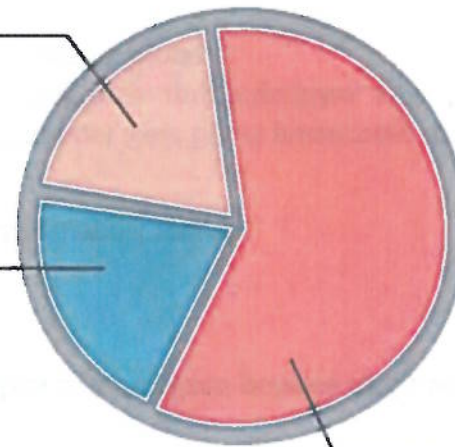
PROGRAM DEVELOPMENT – Fund a specific initiative

or...**PASS IT ON** – Talk about it, tweet about it or lend your brand

FIVE-YEAR REVENUE PLAN:

U.S. Olympic
Committee
\$5.2 M

Olympic
Sport
Organizations
\$5.2 M



Charitable
Giving
\$15.5 M

Leadership

We are governed by a 9-member board of directors.

Frank Marshall, Principal, The Kennedy/Marshall Co.

Frank Marshall is an American film producer and director with a career spanning more than 40 years and 75 films. In 1991, Marshall and Kathleen Kennedy launched The Kennedy/Marshall Company of which Marshall has been the sole proprietor since 2012.

Regis Becker, Chief Ethics & Compliance Officer, Pennsylvania State University

Regis Becker was hired in 2013 as Pennsylvania State University's first director of university ethics and compliance. He is responsible for overseeing compliance issues, athletic compliance, youth protection, privacy, export control, investigations and training.

Angelo Giardino, Senior Vice President & Chief Quality Officer, Texas Children's Hospital

Beyond his role with the Texas Children's Hospital, Angelo Giardino serves as a professor of pediatrics and section chief of academic general pediatrics at the Baylor College of Medicine in Houston. Giardino has published several textbooks on child abuse and neglect and frequently presents on these and other pediatric topics at conferences around the country.

Jessica Herrera-Flanigan, Executive Vice President, Government Relations & Public Policy, Univision Communications, Inc.

Jessica Herrera-Flanigan oversees the UCI Washington, D.C., office, where she leads the company's federal and state government relations efforts, developing strategies for addressing the key public policy issues impacting the organization.

Reuben Jones, Vice President, Strategy & Government Relations, Strategic Resources, Inc.

Reuben Jones is the vice president of strategy and government relations for Strategic Resources, Inc., a management, logistics, telecommunications and information technology consulting firm. Prior to joining SRI, Jones served as a major general in the U.S. Army and commanded the Army Family and Morale, Welfare and Recreation Command.

Julie Novak, Vice President of Child Safety, Big Brothers Big Sisters of America

Julie Novak is BBBSA's leading national expert and spokesperson on child safety and youth protection matters and has developed nationwide child abuse, violence prevention and crisis management training. Previously, Novak served as associate vice president and national director for child safety for BBBSA.

Megan Ryther, Assistant Director, Academic & Membership Affairs, National Collegiate Athletic Association

Ryther is licensed to practice law in Illinois and Wisconsin and served as an associate for two Chicago-based law firms before joining the NCAA, where she oversees student-athlete eligibility cases.

Fran Sepler, President, Sepler & Associates

Fran Sepler is president of Sepler & Associates, which provides research, training, investigations and consulting focused on preventing harassment and discrimination.

Connie Smotek, Office Manager, Texas A&M University AgriLife Extension

Connie Smotek is a two-time Olympian in the sport of shooting. She also served two terms on the Athletes' Advisory Council. Smotek currently serves as office manager of the Texas A&M University AgriLife Extension, where she oversees continuing education activities, risk management and contract administration.

We are committed to the success of this Project and achieving a future in which safety sits at the core of all sport programming.

Contact:

Malia S. Arrington
Interim Chief Executive Officer



**SAFE SPORT
PROJECT**

CHARACTER. COMMUNITY. SAFETY.



Appendix A: Safe Sport Toolkit Overview



SAFE SPORT PROJECT

CHARACTER. COMMUNITY. SAFETY.

Safe Sport Toolkit Overview

Preventing Bullying and Abuse



Safe Sport Project

The Safe Sport Project is a leading resource provider in non-accidental injury prevention. As such, we have developed a toolkit to help coaches and administrators prevent bullying, hazing, harassment and abuse in sport and deliver safe, positive, impactful experiences for all participants.



Safe Sport Toolkit

Through the Safe Sport Project, sport organizations will have access to prevention and response tools that comprehensively address all forms of abuse.

Safe Sport Toolkit & Training Library

Prevention content includes written resources and online training that cover key components of any abuse prevention and response strategy. Sport organizations can easily adapt these resources to meet their specific needs around:

Awareness

Gather information and join the conversation around sport safety.

Screening

Learn about procedures for vetting potential staff and volunteers.

Codes of conduct

Develop the tools and understanding necessary to draft and implement effective policies for governing stakeholder interactions.

Training and competition

Discover which situations put athletes at the greatest risk, and learn how to incorporate protective measures. Access best practices related to local and overnight travel, locker room regulations and more.

Response

Utilize the Project's comprehensive resource base to learn about legal requirements, support services, reporting and more.

Education

Access core training materials to discover facts and figures, learn best practices and become an informed advocate for athletes.



Resources

Safe Sport Project resources address key components of prevention and response programs in the areas of awareness, screening, codes of conduct, training and competition, response and education.



FOR:

Clubs, coaches, staff, volunteers, parents and athletes

TOOLS:

Sample policies and procedures, best practices and templates

Awareness

The Safe Sport Project has created three vehicles to help sport organizations build awareness and spark positive change.

Public awareness campaigns

Participate in our public awareness campaigns to join the conversation around safety in sport. Spread awareness through fact sheets, strategy-specific brochures, webinars, videos and more.

Safe Sport speakers

Access our list of safe sport speakers who can train stakeholders how to talk about physical and emotional injury and implement prevention strategies.

Downloads

Join the conversation by visiting our website and engaging the Project's free downloads:

- Images
- Videos
- Twitter backgrounds
- Posters and brochures
- Web banners
- Communications toolkit



A vertical photograph on the left side of the page shows a blue and white soccer ball positioned behind a chain-link fence. The fence's diamond-shaped mesh is prominent in the foreground, partially obscuring the ball. The background is a soft-focus view of trees and foliage.

Screening

The sport community can access procedural best practices and standardized methods for screening applicants.

Written applications

Learn the various steps of the screening process, beginning with how to evaluate submitted applications.

Personal interviews

Utilize the safe sport toolkit to develop interview questions that will help screen for abuse risk factors.

Reference checks

Access targeted questions for checking applicant references.

Criminal background checks

Learn the pros and cons of criminal background checks, and understand the associated risks even with obtaining this documentation.



Codes of Conduct

Codes of conduct set forth guidelines to ensure the safety of athletes in their interactions with coaches, staff and volunteers.

Sport organizations can utilize the Safe Sport Project's varied resources to draft and implement effective policies to govern interactions between athletes and the organization's stakeholders.

Supervision

Get draft plans for supervising athletes and participants during program activities, and learn best practices for managing one-on-one interactions between athletes and coaches, staff and volunteers.

Physical contact policies

Understand the purpose and limits of appropriate physical contact with athletes, and identify the person to whom unacceptable forms of physical conduct should be reported.

Standardized definitions

Get definitions for – and examples of – all forms of misconduct.

Athlete protection policies

Learn how to draft policies that clarify expectations and explicitly define prohibited behaviors for coaches, staff, volunteers, athletes and parents.

Training & Competition

Training and competition policies help manage situations in which athletes are at an increased risk for abuse.

As the potential for misconduct changes situationally, sport administrators and their stakeholders can learn which situations pose the greatest threats to athletes and access suggested practices for minimizing these risks.

Social media and electronic communication

Get details about these media, their acceptable uses and the importance of transparent communications.

Locker rooms and changing areas

Learn how locker rooms and changing areas are organized, and learn the benefits of limiting electronic media devices in these areas.

Transportation

Determine how to supervise athletes during out-of-town travel by gaining access to sample transportation policies and procedures.

Out-of-program contact

Learn about out-of-program contact restrictions, including athlete contact outside the context of a designated program and contact between youth and those unaffiliated with the organization.



Response

The Safe Sport Project will connect sport organizations and their stakeholders with a comprehensive collection of reference materials, improving their ability to recognize and respond to misconduct and abuse.

Key warning signs

Learn how to recognize the key warning signs of abuse.

Reporting systems

Get resources for legal reporting requirements, and learn how to overcome the barriers to reporting incidents.

Reporting procedures

Learn how to record and report incidents using templates for accurate tracking.

External resources

Access links to important community resources, including:

- Appropriate sites and methods for reporting abuse in each state
- Hotlines and professional resources that provide counseling and support services
- Professional services that provide treatment





Education

Individuals and organizations can only lead the fight against abuse when they are aware of and able to recognize signs and indicators that should trigger a response.

A centralized training program addressing all forms of misconduct and abuse is available to coaches, administrators, parents and athletes across the spectrum of sport.

Understanding abuse

Understand general information about abuse, including:

- Definitions
- The continuum of appropriate, inappropriate and harmful behavior
- The prevalence of the different types of abuse
- Risk factors for victimization and perpetration
- Common myths about offenders

The coach-athlete relationship

Learn best practices for strengthening the coach-athlete relationship and the value of quality coaching.

Handling disclosures

Learn how to respond appropriately to a person making a disclosure by:

- Understanding what to say to a victim
- Instructing staff and volunteers to report sexual abuse allegations, suspicions and disclosures to authorities

Mandatory reporters

Get resources on relevant statutes, and access information on mandated reporting and statutory guidelines for legally required reporting.

The Project delivers resources essential to preventing non-accidental injuries and providing athletes positive sport experiences. With the help of our partners, we can achieve a future in which athletes are safe, supported and strengthened through their participation in sport.



**SAFE SPORT
PROJECT**

CHARACTER. COMMUNITY. SAFETY.



**Minutes
USOC Board of Directors Meeting
Omaha, Nebraska
30 June 2016**

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9. Safe Sport Proposal

Rick Adams provided the Board with an update on the new Center for Safe Sport entity, and plans for launching its services. He provided the Board with detailed and updated operational plans, including as they reflect reduced overall initial funding from external stakeholders (other than the USOC and NGBs). He indicated the entity board of director's belief that it is important to launch services and build a track record as an entity and in handling safe sport issues in order to fully prove itself as a concept and offer an attractive platform for fundraising, while bearing in mind that the entity would need to start life with a tight focus on initial priorities: training and investigations. Mr. Adams noted that a CEO search for the entity is well underway, as is building necessary infrastructure for launch.

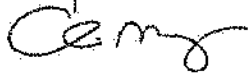
Robert Wood, who has been contributing time and effort to this matter, offered his own comments on the Safe Sport entity's plans and prospects, noting that a strong board of directors is in place as well as a good start on infrastructure. He underlined the importance of a high-quality CEO to further progress and characterized near-term operational priorities as infrastructure, financial stability, brand-building, and raising overall awareness.

Board discussion on the matter focused on the advantages and disadvantages of launching the entity with the reduced initial funding discussed, the importance of consistent coordination and communication with NGBs throughout the process, and the overall value of the services the entity will be able to provide.

After this discussion, and upon a motion duly made and seconded, the Board voted unanimously to approve the launch of the Safe Sport entity as discussed, on the timing, with the priorities, and upon the financial plan all reflected in the advance materials for this meeting.

....

This document constitutes a true and correct copy of the minutes of the 30 June 2016 meeting of the Board of Directors of the United States Olympic Committee.



Christopher McCleary
Secretary

July 25, 2016
Date



UNITED STATES OLYMPIC COMMITTEE

BOARD OF DIRECTORS MEETING – June 30, 2016

SAFE SPORT UPDATE

SAFE SPORT UPDATE:

U.S. Center for Safe Sport Scope

PROPOSED SCOPE

Since the board meeting in March, when the board was presented a broader scope of services that included both accidental (physical injury) and non-accidental (abuse and violence) harms, the Center's scope has been refined to focus solely on non-accidental harms, better reflecting the Center's chartered purpose.

The Center will deliver two resources expected by the NGBs to address abuse in sport:

1. Prevention materials. Building on the USOC's current safe sport initiative, designed with the help of the NGBs and AAC, the Center will:
 - raise awareness
 - centralize best practices, provide sample policies and procedures
 - deliver online training to prevent and respond to all forms of abuse in sport.
2. Response services. In response to the NGBs' expressed concern that they **lack the expertise, resources and training** to respond to allegations of abuse, the Center will investigate and resolve allegations of sexual misconduct within the U.S. Olympic Movement.

SAFE SPORT UPDATE:

USCSS Board Priorities and Progress

LAUNCH

January 2017

PRIORITIES AND PROGRESS

The Center has established four priorities to position it for launch:

1. Build operational infrastructure
2. Plan for financial stability
3. Cultivate brand identity
4. Raise issue awareness

SAFE SPORT UPDATE:

USCSS Board Priorities and Progress (cont.)

PRIORITY #1

Operational Infrastructure

Build operational infrastructure necessary to launch the Center.

- A. Governance.** The Center's nine-member board of directors has met three times, with a focus on launch and financing.
- B. Leadership and staffing.** Executive search firm retained; first-round candidates identified; anticipated hire date for CEO is September 2016. Staffing plan is in place, from launch (5.5 FTE) through 2020 (15.5 FTE).
- C. Products and services.** Key policies and procedures governing the relationship between the Center and NGBs are drafted. The first comment period – which included the NGBC and AAC – closed June 2016. Drafts will be finalized September 2016; repurposing and revising existing safe sport prevention resources (December 2016).

SAFE SPORT UPDATE:

USCSS Board Priorities and Progress (cont.)

PRIORITY #2

Financing

Develop a comprehensive revenue model to support short- and long-term financial sustainability.

- A. Start-up funding (Y1-3).** External commitments from NBA (\$300,000 total over 2 years) and NCAA (\$500,000 total over 2 years) secured. NBA will be invoiced in mid-October 2016; the NCAA in January 2017. Fundraising plan focused on foundations and annual funds. Prospect list created. Collateral approved. Human resources plan will be developed to support fundraising – including USOC staff and Center staff, board of directors and board fundraising committee.
- B. Post-launch revenue plan (Y3-5).** Develop a diversified approach to revenue development, including a diversified fundraising portfolio, grants and fee-for-service models (December 2016). Strongest opportunity to develop fee-for-service model in 2019, after internal proof of concept for: investigations, organizational assessments, policy and procedure review, and workshops.
- C. Risk management.** Working with consultants to address legal and reputational risks, particularly as they relate to investigations and hearings. Professional liability insurance bound. Crisis management communication plan drafted.

SAFE SPORT UPDATE:

USCSS Board Priorities and Progress (cont.)

PRIORITY #3

Brand Identity

Position the Center for ongoing philanthropic support by cultivating its identity around prevention and education resources for sport organizations.

- A. Marketing plan.** Marketing plan drafted to generate and sustain visibility for the Center within the sport community. Plan currently includes (a) public relations, (b) social media (paid and organic), (c) speaking engagements, (d) direct outreach and (e) utilization of partner networks.
- B. Brand.** Safe sport brand architecture, brand voice, visual identity and logo established (May 2016).

PRIORITY #4

Issue Awareness

As part of both mission and financing efforts, capitalize on the Center's unique reach and positioning to increase awareness of abuse.

- A. Awareness campaign.** Developing an awareness campaign for sport organizations, based on key audiences and channels.
- B. Toolkits.** Developing toolkits and roadmaps for sport organizations to conduct their own, local campaigns.
- C. Partnerships.** Working with key advocacy and sport partners to co-create and disseminate awareness materials.

SAFE SPORT UPDATE:

Launch Plan – Cash Flows

	2016	2017	2018	2019	2020	Total
Revenue Sources						
USOC						
In-Kind/Shared Services Grant	\$ 527,000	\$ -	\$ -	\$ -	\$ -	\$ 527,000
Grant	520,000	1,980,000	1,040,000	1,040,000	620,000	5,200,000
NBC Funding	550,000	725,000	510,000	510,000	255,000	2,550,000
NGBs*	520,000	1,040,000	1,040,000	1,040,000	1,040,000	4,680,000
NBA Grant	150,000	150,000	-	-	-	300,000
NCAA fees-for-service	-	250,000	250,000	-	-	500,000
Development - Future Major Gifts^	-	-	500,000	-	-	500,000
Total Cash Inflows	2,267,000	4,145,000	3,340,000	2,590,000	1,915,000	14,257,000
Expenses	1,648,313	3,450,067	3,997,345	4,486,138	4,978,966	18,560,829
Net Cash Surplus/(Deficit)	\$ 618,687	\$ 694,933	\$ (657,345)	\$ (1,896,138)	\$ (3,063,966)	\$ (4,303,829)
Cumulative Cash Surplus/(Deficit)	\$ 618,687	\$ 1,313,620	\$ 656,275	\$ (1,239,863)	\$ (4,303,829)	
<p>*Assumes NGBs are invoiced for \$1.04M annual amount October 1, 2016 with due date of November 1, 2016 and 50% pay by year end. The total NGB commitment is \$5.2M through 2020 ^Major gifts anticipated from USOPF development efforts</p>						

The funding gap in 2019 and 2020 will be closed through a combination of donor renewals, new philanthropy and/or a modified fee-for-service model.



U.S. CENTER FOR
SAFESPORT

CASE FOR SUPPORT

(As of 6/20/2016)

A silhouette of a person jumping for a basketball shot against a sunset sky. The person is in the air, with their arms extended upwards. A basketball is visible in the air above their head. The background shows a sunset with orange and yellow light, and silhouettes of trees and power lines.

45 MILLION

U.S. YOUTH PARTICIPATE IN
ORGANIZED SPORT EACH YEAR

1 IN 5

REPORT BEING BULLIED

1 IN 10

WILL BE VICTIMS
OF SEXUAL ABUSE

ALL OF THEM

NEED YOUR HELP

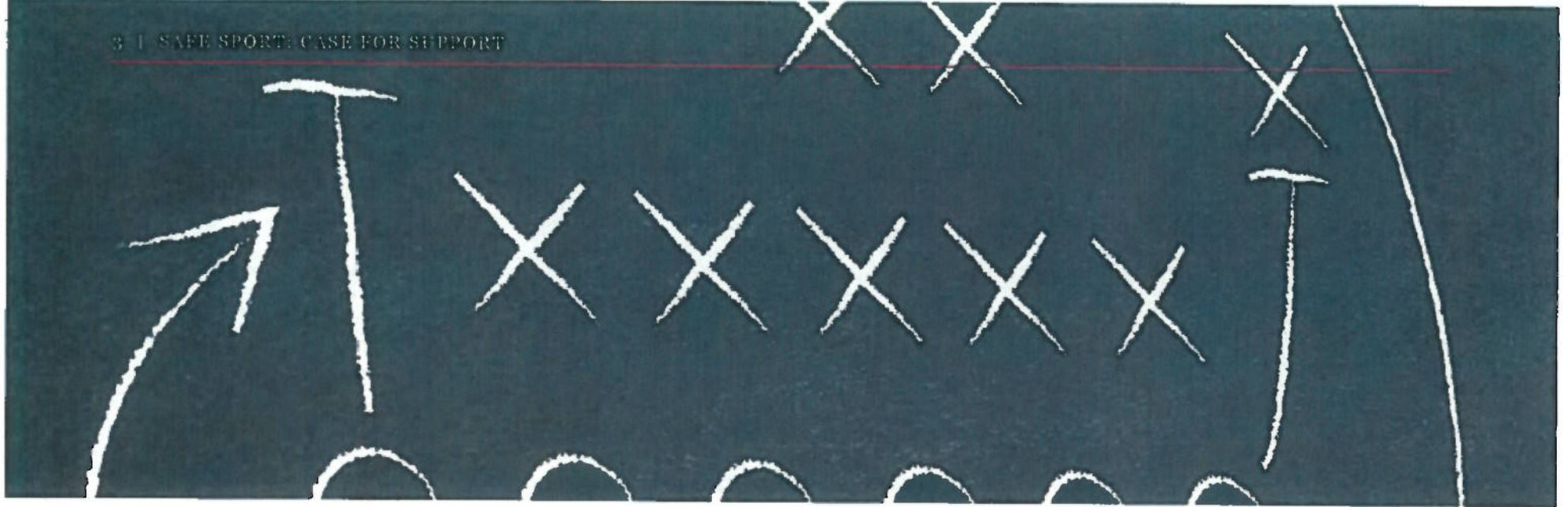
Abuse and its many forms are societal issues that also exist in sport – threatening athletes, organizations and the fundamental values sport instills.



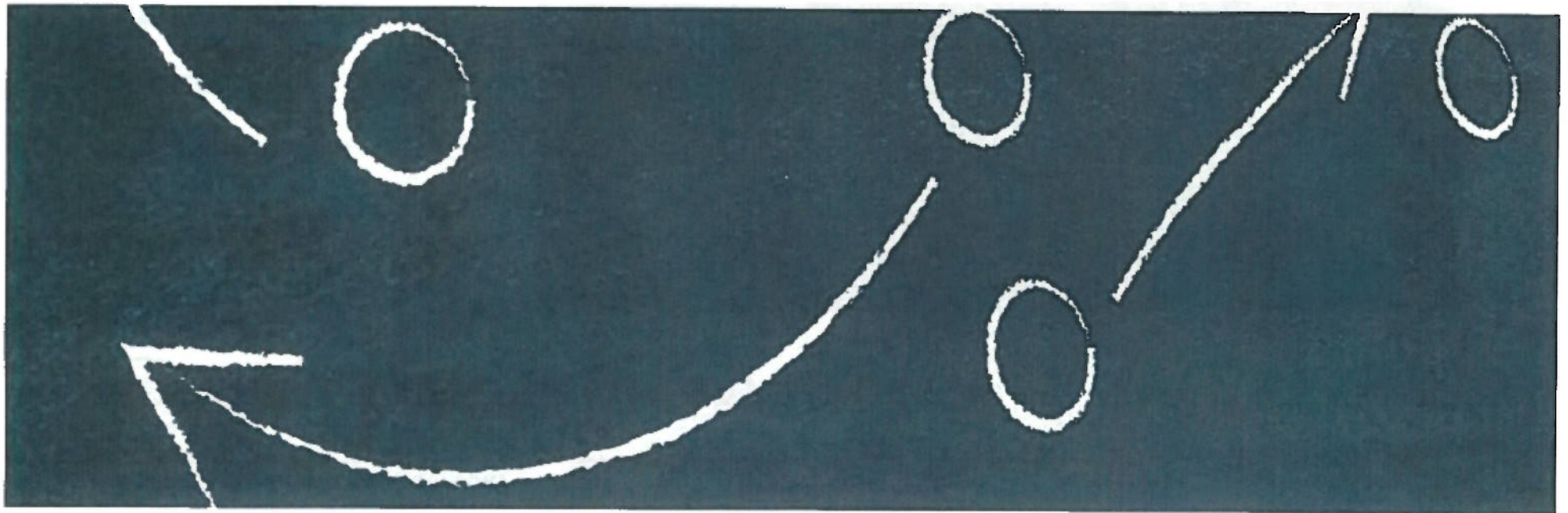
Sport as an environment for abuse isn't new. Unfortunately, several factors hamper efforts to prevent and respond to abuse in sport – including a lack of resources, education and expertise.

But sport is uniquely capable of capturing our attention, re-imagining the future and sparking social change.





What if sport's first play was to protect every athlete's emotional and physical safety?



THE U.S. CENTER FOR SAFESPORT

*We envision
a future where
every athlete
succeeds—
on and off the
field of play.*



We believe in the power of sport. We believe it has an unparalleled ability to teach respect, perseverance and teamwork. It builds self-esteem, confidence and social skills.

At its best, sport isn't just a game. It's a community that unites us, challenges intolerance and champions diversity.



SHAPING LIVES TODAY FOR TOMORROW'S FUTURE

OUR PURPOSE

Enable every athlete to thrive by fostering a national sport culture of respect and safety.

OUR GOAL

Every athlete is safe, supported and strengthened through sport.

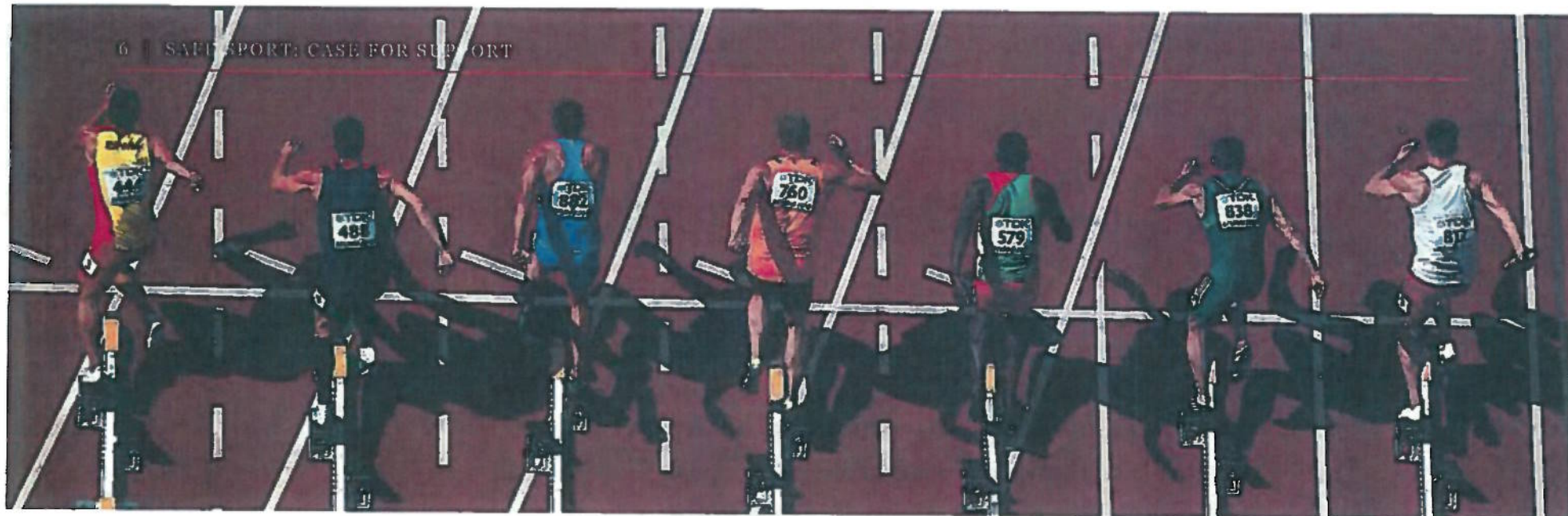
- **Safe.** Athletes are protected from emotional, psychological and physical abuse.
- **Supported.** Athletes enjoy welcome, respectful environments, and diversity is actively embraced.
- **Strengthened.** Athletes use the skills they've learned in sport to contribute to the well-being of their communities.

OUR APPROACH

We work collaboratively with sport organizations to ensure a culture of safety through our awareness, education and training programs.

- **Build Bridges.** We will connect sport organizations and subject matter experts to increase partnership and cooperation.
- **Create Alignment.** We will convene thought leaders and business influencers on issues common across sport.
- **Increase Capacity.** We will deepen relationships among sport organizations to increase knowledge, effectiveness and ability to act.





Our aligned, cross-sport approach will achieve a degree of impact that no single sport organization working alone can achieve.



PROGRAMS

EDUCATION & OUTREACH OFFICE

With an emphasis on raising issue awareness and providing resources and training to promote respect and address all forms of abuse in and through sport.

- **Raise awareness.** To build awareness, we provide education materials and other collateral, including talking points, fact sheets, brochures and training materials.
- **Deliver resources.** We centralize best practices, provide self-evaluation tools and offer prevention and response resources
- **Provide training.** The SafeSport Learning Center offers sport organizations easy access to educational opportunities for their coaches, staff and volunteers, parents and athletes.

RESPONSE & RESOLUTION OFFICE

While prevention is the Center's cornerstone service, responding to policy violations also serves a critically important role.

Done well, case management encourages disclosure, deters problematic behavior and remedies the effects of misconduct. Done poorly, case management weakens the legitimacy of an organization's safe sport efforts.

In January 2017, the Center will begin resolving alleged policy violations for the U.S. Olympic Movement's 47 sport National Governing Bodies.

By aggregating data from multiple organizations, studying trends and patterns across sport, and sharing information, the Center will strengthen national prevention efforts.

EDUCATE

STRENGTHEN

RESPOND

ADVANCE

CHANGE

5 THINGS TO KNOW

1. We address all forms of harassment and abuse.

The Center provides education to address all forms of emotional, psychological and physical abuse to deliver a comprehensive systems approach to prevention.

2. We support athletes of all ages and competitive levels.

We help sport organizations prevent and respond to abuse – regardless of the athlete's age or competitive level.

3. We use response to strengthen our prevention efforts.

We use the data collected through case management to strengthen our prevention efforts.

4. We leverage our reach to increase the impact of our work.

Through our partnership with the U.S. Olympic Committee and its 47 sport National Governing Bodies, we serve nearly 13 million members.

5. We incorporate expert knowledge in all we do.

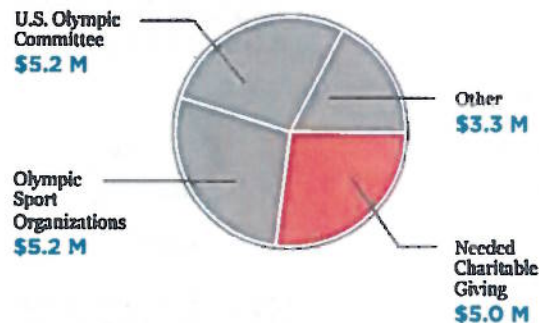
We are building a team with the specialized skills needed to create effective programs and deliver real solutions



HELP ALL ATHLETES HAVE THE LIFE-CHANGING SPORT EXPERIENCE THEY DESERVE

The U.S. Center for SafeSport is a 501(c)(3) nonprofit organization funded primarily through charitable giving. We seek financial and strategic partners to help us officially open in January 2017. To date, we have secured \$13.7 million in funding. To ensure near-term financial stability, we need to raise an additional \$5.0 million.

FIVE-YEAR REVENUE PLAN:



AREAS OF NEED

The Center has established three near-term strategic priorities.



Develop programmatic content

Collect and create straightforward best practices, standards, training content and organizational assessment tools. Initial training content will be delivered online. .



Raise issue awareness

Help us drive awareness by supporting the development of creative content.



Support operations

A strong and sustainable infrastructure will enable us to run effective programs, develop scalable services and position the Center to develop revenue streams. Operational support will allow us to invest in innovative approaches to accomplish our mission.

- Staffing, including outreach, education and response teams
- IT infrastructure, including our website, learning management system and case management software

As a 501(c)(3) nonprofit organization, all donations to the U.S. Center for SafeSport are deductible to the fullest extent of the law.

ABOUT US



U.S. CENTER FOR
SAFESPORT

CULTIVATING AN ENDURING CLIMATE OF RESPECT AND SAFETY

Located in Denver, Colorado, the Center is a 501(c)(3) nonprofit organization that will be fully operational in January 2017. Our board of directors consists of nine independent, experienced and professional individuals, who share the Center's ideals and principles.

The Center is an educational organization backed by the United States Olympic Committee. The USOC created the Center to bring focus, expertise and independence to abuse prevention in sport. Through our partnership with the USOC, we serve 47 sport national governing bodies, with a pipeline of nearly 13 million members, and 38 community-based multi-sport organizations, which have more than 75 million participants—giving the Center unparalleled reach.

For more information about the Center, contact:

Malia S. Arrington

Chief Executive Officer (Interim)





BOARD OF DIRECTORS MEETING

December 13, 2016

**Electronic Arts
250 Shoreline Drive
Redwood Shores, California 94065**

AGENDA

- | | | |
|-------------------------------|---------------------------|---------|
| 1. Welcome | Larry Probst | 8:00am |
| 2. Boardbook Materials Q & A | All | 8:00am |
| 2.1 YTD Financial Results | | |
| 2.2 Marketing | | |
| 2.3 White House Visit | | |
| 2.4 Olympic Museum | | |
| 2.5 Chula Vista Update | | |
| 2.6 SafeSport Update | | |
| 2.7 Tokyo Paralympic Strategy | | |
| 2.8 Athlete Support Data | | |
| 2.9 NGB Executive Mentoring | | |
| 3. AAC Update | Sarah Konrad | 8:30am |
| 4. Athlete Proceedings | Chris McCleary | 9:00am |
| 5. YE and 2016 Quad Forecast | Morane Kerek | 9:15am |
| 6. Development Review | Jon Denney/Morane Kerek | 9:30am |
| 7. LA2024 Update | Gene Sykes | 10:00am |
| 8. Strategic Plan | Scott Blackmun/Kevin Penn | 10:30am |
| 9. 2017 Budget | Morane Kerek | 11:00am |
| Lunch | | 12:00pm |
| 10. Olympic Channel | Scott Blackmun/Lisa Baird | 1:00pm |
| 11. PyeongChang Issue | Scott Blackmun | 1:30pm |
| 12. Anti-Doping Update | Scott Blackmun | 1:45pm |
| 13. Executive Session | | 2:00pm |
| 13.1 Nominating & Governance | Dave Ogrea | |
| 13.2 Ethics | Nina Kemppel | |
| 13.3 Audit | Whitney Ping | |
| 13.4 Paralympic Advisory | Jim Benson | |
| 13.5 Compensation | Susanne Lyons | |
| 13.6 IOC Update | Anita/Angela | |
| 13.7 Administrative Items | Chris McCleary | |
| Adjourn | | 3:00pm |



UNITED STATES OLYMPIC COMMITTEE

BOARD OF DIRECTORS MEETING – DECEMBER 13, 2016
U.S. CENTER FOR SAFESPORT UPDATE

U.S. CENTER FOR SAFESPORT UPDATE

Executive Search

- Shellie Pfohl was named the center's chief executive officer on November 2
- Pfohl's primary, near-term focus is fundraising for the center

Fundraising

- The center is looking to expand its board's fundraising committee to include non-board members with significant fundraising experience
- The center hired a development consultant who began working on December 1
- Messaging to potential donors will focus on the center's education and outreach programs

U.S. CENTER FOR SAFESPORT UPDATE

Launch and Services

The center will launch in Q1 of 2017 with two primary focuses:

- Providing best-in-class education and training resources for sport organizations nationally, including the USOC's 47 NGBs
- Investigating and resolving alleged SafeSport code violations occurring within the Olympic and Paralympic movements

Transition

- More than 80 NGB and AAC representatives joined three informational workshops in September and October
- The center provided NGBs two toolkits (transition and communications) in November to facilitate the transition to the center
- Two implementation workshops have been scheduled in December; these workshops will walk NGBs through the checklist of items they need to complete to transition to the center