

# USA Swimming Board of Directors Special Meeting Minutes

April 7, 2018 / Denver Airport Residence Inn

## CALL TO ORDER

USA Swimming Board Chair, Jim Sheehan, called the April 7, 2018 Board of Directors meeting to order at 8:00 a.m. Mountain Time with the following members in attendance:

**PRESENT:** Dale Ammon, Tim Bauer, John Bitter, John Bradley, Robert Broyles, Van Donkersgoed, Tristan Formon, Natalie Hall, Clark Hammond, Don Heidary, Tim Hinchey, Amy Hoppenrath, Lucinda McRoberts, Dale Neuburger, Derek Paul, Aaron Peirsol, Sean Redmond, John Roy, Jim Sheehan, Bruce Stratton, Davis Tarwater, Mary Turner, Robert Vincent, Mark Weber, Garrett Weber-Gale, Carol Zaleski.

**NOT PRESENT:** Anthony Ervin, Bill Maxson, Dan McAllen (joined via conference call), Chip Peterson (joined via conference call), Jim Ryan (joined via conference call), Amy Schulz, Marie Scovron, Ed Tsuzuki, Ron Van Pool, Jim Wood (joined via conference call).

## MOMENT OF SILENCE

A moment of silence was observed for USA Swimming members who have passed away since the last USA Swimming Board of Directors meeting.

## AGENDA REVIEW

Jim Sheehan presented the Agenda (Attachment 1).

**MOTION:** *To approve the Agenda. Seconded. APPROVED.*

## CONFLICT OF INTEREST

*"Is any member aware of any conflict of interest (that is, of a personal interest or direct or indirect pecuniary interest) in any matter being considered by this meeting which should now be reported or disclosed or addressed under the USA Swimming Conflict of Interest Policy?"*

If a Board member determines there to be a conflict of interest at any point during the course of the meeting when a specific subject is being discussed and / or action is being taken, a declaration of a conflict of interest should be made at that time.

## INTRODUCTIONS

### GUESTS

George Geanon (Safe Sport Committee)

**STAFF**

Amanda Bryant, Matt Farrell, Liz Hahn, Jim Harvey, Belle McLemore, Lindsay Mintenko, Mike Unger, Maggie Vail, George Ward.

**BOARD CHAIR'S REMARKS**

Jim Sheehan thanked the Board for attending this Special Meeting to address the organization's commitment to providing safe and healthy environments for its members.

**CLOSED SESSION**

**LITIGATION UPDATE**

The Board meeting went into closed session so that USA Swimming Secretary & General Counsel, Lucinda McRoberts, could give a litigation review and update, as well as a review of certain past matters.

**WORKING GROUP SAFE SPORT RECOMMENDATIONS**

**UPDATE ON STATE OF THE BUSINESS OF SAFE SPORT**

Liz Hahn and Maggie Vail provided an overview of the prereading Safe Sport materials and presented background on the USA Swimming Safe Sport program including its history, framework, and response and prevention efforts (Attachment 2). George Geanon also spoke in support of the organization's efforts on behalf of the Safe Sport Committee.

The Board discussed, in general terms, ways to enhance the Safe Sport program, including by making the availability of SwimAssist more widely known and how wellness initiatives may be incorporated.

**ACTION PLAN RECOMMENDATIONS**

Matt Farrell introduced the Safe Sport Working Group and provided an overview of what the group would address, including Programs & Services (John Bradley), Policies (Clark Hammond), Culture (Natalie Coughlin), and Communications (Amy Hoppenrath) (Attachment 3).

John Bradley presented on various Program & Services initiatives, including the Safe Sport Certified/Recognized Club program, Training the Trainers, and a potential third-party review.

The Board discussed at length the proposed requirements of the Safe Sport Certified/Recognized Club program and whether the program should be incentivized or mandatory.

**MOTION:** To endorse the Safe Sport Committee on the concept of a Safe Sport Certified/Recognized Club program and direct the Committee to develop a rollout program that would start from incentivized to mandatory requirements. Seconded. **APPROVED.**

A timeline was established for the Safe Sport Committee to finalize the proposed program details and criteria. Next steps include updating the Board at its May meeting and using the Safe Sport workshop at Convention to train Safe Sport Chairs on the approved criteria.

Mr. Bradley also introduced the topic of training individuals to deliver the Safe Sport message ("Training the Trainers"). The Board discussed different ways to train volunteers, including in-person trainings as well as virtual trainings.

Mr. Bradley next introduced possible ideas to review the Safe Sport program following the 2014 Vieth Report. The Board deliberated whether a third-party review of the program is needed and identified potential objectives and benefits of a program review. The Board directed the Safe Sport Working Group to develop further the concept of a third-party review.

Mr. Bradley next introduced a potential third-party review the Safe Sport program following the 2014 Vieth Report. The Board deliberated whether such a review of the program is needed and identified potential objectives and benefits of a program review. The Board also considered a third-party review of the handling of certain historical misconduct cases instead of, or in addition to, a review of the Safe Sport program.

Mr. Bradley presented the Working Group's recommendation that the organization pursue additional communication and engagement opportunities with survivors, and the Board discussed appropriate ways to do so.

In connection with a review of organizational policies, Clark Hammond presented the idea of USA Swimming employing an independent ombudsman. The Board talked about how that role would operate and what type of person would fulfill that role.

Mr. Hammond also introduced the concept of Club Assist, which would assist clubs with addressing Safe Sport considerations and boundary violations at the local level. Following discussion, the Board directed the concept to the Safe Sport Committee for further evaluation.

Natalie Hall presented the notion of embedding the Safe Sport culture within the Board and USA Swimming staff moving forward. Matt Farrell suggested the Board to look at the

117 Mission and Vision of USA Swimming, as well as its Cultural Values, to lay a foundation for  
118 the next Board. The Board discussed defining, changing, and implementing club and  
119 organizational culture to be more child and athlete focused.  
120  
121 Jim Sheehan suggested that the Board Policy Manual / Ends Working Group review the  
122 organization's Ends to ensure Safe Sport and positive culture is appropriately integrated.  
123  
124 The Board briefly revisited whether the Safe Sport Certified/Recognized Club components  
125 should be entirely mandatory or incentivized in part.  
126  
127 Amy Hoppenrath updated the Board on the Working Group's recommendations regarding  
128 communications-based objectives, including conveying empathy, building trust and better  
129 conveying existing programs and organizational efforts. Belle McLemore further outlined  
130 the organization's communications strategy.  
131  
132 **ADJOURN**  
133 USA Swimming Board Chair, Jim Sheehan, adjourned this meeting at 5:19 p.m. Mountain  
134 Time.

Respectfully submitted:



Lucinda McRoberts, General Counsel & VP Business Affairs



Jim Sheehan, Board Chair

## **USA Swimming Board of Directors Minutes Attachments**

April 7, 2018 / Denver Airport Residence Inn

Attachment 1

Page 1 – Agenda

Attachment 2

Page 2 – Prereading Safe Sport materials



**USA SWIMMING BOARD OF DIRECTORS**  
**Board Meeting Agenda**  
**Denver Airport Residence Inn / Saturday, April 7, 2018 8:00 am – 5 pm**

Item	AGENDA ITEMS
<b>A. (8:00am)</b>	<ol style="list-style-type: none"><li>1) <b>Call to Order</b> <i>(Jim Sheehan)</i></li><li>2) <b>Moment of Silence</b> <i>(Jim Sheehan)</i></li><li>3) <b>Agenda Review</b> (2.3.3) <i>(Jim Sheehan)</i></li><li>4) <b>Declaration of Conflict of Interest</b> (2.5.4) <i>(Jim Sheehan)</i> <i>"Is any member aware of any conflict of interest (that is, of a personal interest or direct or indirect pecuniary interest) in any matter being considered by this meeting which should now be reported or disclosed or addressed under the USA Swimming Conflict of Interest Policy?"</i> If a Board member determines there to be a conflict of interest at any point during the course of the meeting when a specific subject is being discussed and / or action is being taken, a declaration of a conflict of interest should be made at that time.</li><li>5) <b>Introductions</b> <i>(Jim Sheehan)</i></li></ol>
<b>B. (8:10am)</b>	<b>Board Chair's Remarks</b> <i>(Jim Sheehan)</i>
<b>C. (8:15am)</b>	<b>Closed Session</b> <ul style="list-style-type: none"><li>• Litigation Review &amp; Update <i>(Lucinda McRoberts)</i></li></ul>
<b>D. (11:30am)</b>	<b>Lunch</b>
<b>E. (12:30)</b>	<b>Working Group Safe Sport Recommendations</b> <i>(Tim Hinchey)</i> <ul style="list-style-type: none"><li>• Update on State of the Business of Safe Sport <i>(Liz Hahn &amp; Maggie Vail, Safe Sport Staff)</i></li><li>• Action Plan Recommendations <i>(Working Group, Staff)</i></li></ul>
<b>F.</b>	<b>Adjourn</b>



# OVERVIEW TIMELINE





# IN-DEPTH TIMELINE

## 1980

- USA Swimming opens.

## 1991

- First member permanently banned for misconduct.

## 1998

- USA Swimming adopts a member Code of Conduct.

## 2004

- The Child Protection Policy for Staff and National Volunteers established.

## 2005

- The Child Protection Task Force established.

## 2007

- Criminal background checks are required for coaches, staff, and select member groups and must be renewed every other year.

## 2010

- USA Swimming's comprehensive Safe Sport Program, the first in the Olympic movement, launches.
- The Child Welfare League of America partners with USA Swimming to review and make recommendations to expand its athlete protection efforts.
- The Code of Conduct is updated and Safe Sport Best Practices are released.
- Athlete Protection Policies, including rules regarding travel, boundaries, and grooming behaviors, are adopted.
- Reporting Policies, including mandatory reporting and anti-retaliation, are adopted.
- USA Swimming launches its online reporting form, which allows for anonymous and confidential reporting.

- The national Safe Sport Committee is appointed and charged with review of athlete protection policies, guidelines, educational programs, reporting and adjudication procedures. Membership includes athletes, coaches, officials, and outside experts from the fields of law enforcement, abuse prevention, legal, and Olympic Sport.
- USA Swimming hires a Director of Safe Sport, the first position of its kind in the Olympic movement.

## 2011

- The criminal background check requirement is expanded to include all non-athlete members and also to search the member county of residence and conduct a monthly recurring check.
- Member clubs are required to conduct pre-employment screens on any new employee including: (1) reference checks; (2) education verification; and (3) motor vehicle report.
- Athlete Protection Training is launched and required for all non-athlete members including all coaches, officials, and staff. APT must be renewed every other year.
- The Safe Sport department adds a second full time staff member.

## 2012

- Free Safe Sport Training for parents is released.
- Member clubs are required to have an electronic communication policy and an anti-bullying policy.
- The Safe Sport program trains over 600 people in in-person workshops or conferences.

## 2013

- USA Swimming hosts its inaugural Safe Sport Leadership Conference, the first of its kind of the Olympic movement. 18 NGBs and the USOC are among the 175 attendees.
- The Safe Sport Handbook is published and distributed to all 1,800 member clubs.
- Free Safe Sport Training for athletes released.
- Rules are updated to prohibit peer-peer sexual abuse.
- Each of the 59 Local Swimming Committees is required to elect or appoint an LSC Safe Sport Coordinator. Training workshops for Safe Sport Chairs are offered twice annually.
- The Safe Sport program trains over 750 people in in-person workshops or conferences.

## 2014

- Victor Vieth, executive director of the Gundersen National Child Protection Training Center, releases the Vieth Report following his independent review of the USA Swimming Safe Sport Program, including access to review all past case files.
- USA Swimming's Vieth Report Task Force adopts 38 of 39 recommendations from the Report and produces a four-phased plan for implementation.
- USA Swimming creates and hires its first in-house counsel position.
- The Safe Sport department adds a third full time staff member to lead education and outreach efforts.
- The Safe Sport program trains 1,060 people in 26 in-person workshops or conferences.

## 2015

- USA Swimming hosts the 2nd Safe Sport Leadership Conference.
- USA Swimming releases the 2015 Vieth Progress Report, with implementation complete on 13 of 38 recommendations.
- A second course is added to the Athlete Protection Training curriculum required for all non-athlete members.
- Free anti-bullying training is released.
- USA Swimming requires all member clubs training at the Olympic Training Center to receive in person Safe Sport training.
- Zone Safe Sport Coordinators are appointed to coordinate communication between the national effort and the Local Swimming Committees.
- The Safe Sport Club Coordinator position is created.
- The Safe Sport Self-Assessment, a free, online tool, allows clubs to gauge current Safe Sport efforts and where the club could be doing more to engage.

- SwimStaffSelect, a custom online tool for clubs to manage hiring and employment practices, is released and made available free for USA Swimming clubs.
- SwimAssist is launched to provide financial support for survivors of harm through swimming to seek counseling or other services to address the trauma suffered.
- The Safe Sport program trains 2,395 people in 43 in-person workshops or conferences.

## 2016

- USA Swimming hosts the first NGB Safe Sport Roundtable.
- Safe Sport Real Talk debuts at the US Olympic Trials Aquazone fan engagement area and shares Safe Sport with 648 fans over 3 days.
- The Safe Sport Athlete Fellowship launches, engaging athletes from across the country in a year long leadership program focused on promoting Safe Sport at their home clubs and LSCs.
- The Safe Sport program trains 2,970 people in 65 in-person workshops or conferences.
- Safe Sport Mondays are introduced to facilitate regular conversation about Safe Sport between coaches and athletes.

## 2017

- USA Swimming hosts the 3rd Safe Sport Leadership Conference.
- USA Swimming releases the 2017 Vieth Progress Report, with implementation complete on 18 of 38 recommendations, and implementation in progress on 12 additional items.
- The United States Olympic Committee conducts a Safe Sport audit of all 47 NGBs. USA Swimming meets the Athlete Safety Standards in full with no observations.
- The US Center for Safe Sport launches creating an independent agency for Safe Sport case management and adjudication.
- Online learning platform, USA Swimming LEARN, launches with three new and updated Safe Sport member courses.
- The Safe Sport Activity Book is released as a tool to introduce Safe Sport ideas to swimmers ages 12&Under.
- Set, Direct, Protect is introduced as a program slogan and club engagement strategy.
- The Safe Sport program trains 3,048 people in 62 in-person workshops or conferences.







## SAFE SPORT PRESENTATION SUMMARIES BY YEAR

### 2015

- ✓ 43 presentations
- ✓ 2,395 total audience

### 2017

- ✓ 73 presentations
- ✓ 3,048 total audience

### 2016

- ✓ 65 presentations
- ✓ 2,970 total audience
- ✓ ~800 interviews in the Aqua Zone

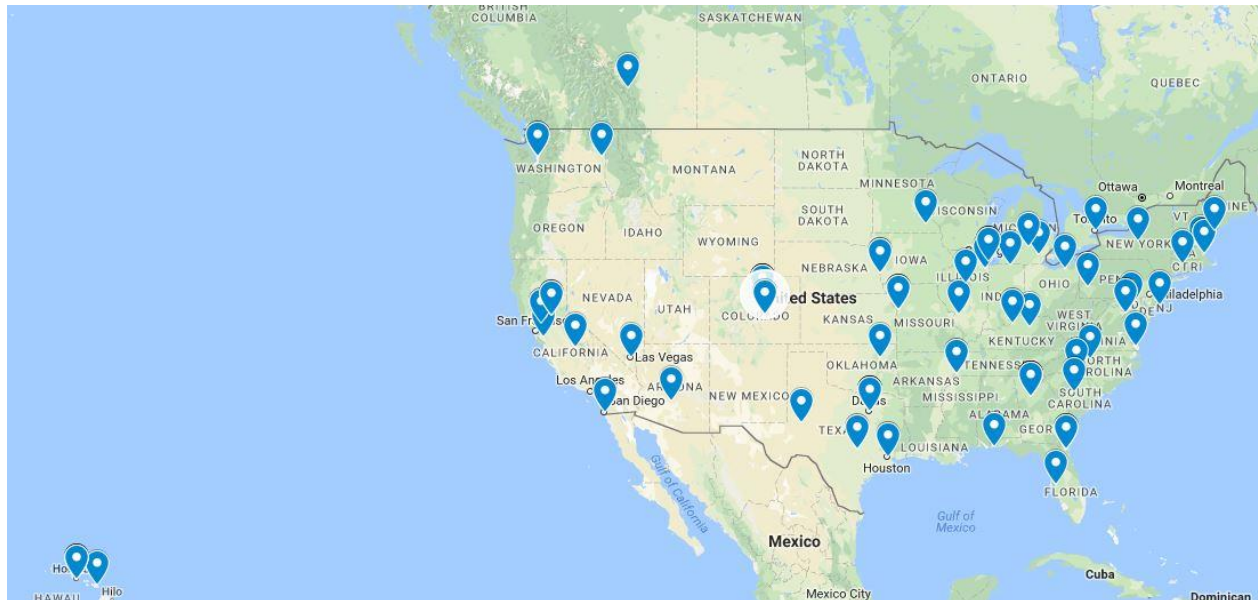
### 2018 to date

- ✓ 14 presentations
- ✓ 887 total audience

### Types of Events

- ✓ OTC Camps
- ✓ Select Camps
- ✓ Volunteer Workshops
- ✓ Safe Sport Leadership Conference
- ✓ Swimposiums
- ✓ Regional Coaching Clinics
- ✓ Webinars
- ✓ USAS Convention
- ✓ Other organizations – guest speaking

52 cities in 38 LSCs



### Topics

- ✓ Safe Sport 101
- ✓ Power-Based Violence in Sport
- ✓ Scenario-Based Training
- ✓ Bullying
- ✓ Safe Sport at Meets
- ✓ Community Change
- ✓ Understanding Male Survivorship
- ✓ Consent and Bystander Awareness
- ✓ Positive Team Culture



## 2018 Safe Sport Program Calendar

### APRIL

10	#SwimBiz Conference	Colorado Springs, CO
13	Club Presentations	Colorado Springs, CO
13-15	Southern and Eastern Zone Workshop	Alexandria, VA
14	Regional Coaching Clinic	Denver, CO
20-22	Athlete Leadership Summit	Houston, TX
24	NGB Roundtable	Colorado Springs, CO
24	National Junior Team Camp	Colorado Springs, CO
27-29	Western and Central Zone Workshop	Denver, CO
29	Women in Leadership Conference	Colorado Springs, CO
TBD	Safe Sport Mondays Book Release	
TBD	Online Parent Course release	

### MAY

1	National Team Coaches' Conference	Denver, CO
4	National Diversity Select Camp	Colorado Springs, CO
12	Sports Medicine Conference	Colorado Springs, CO
15	Safe Sport Committee Meeting (call)	
TBD	Online Athlete Course release	
TBD	Safe Sport Activity Book 2 <sup>nd</sup> Edition Release	

### JUNE

22-24	Athlete Fellowship Leadership Institute #2	Colorado Springs, CO
TBD	Safe Sport Strategic Planning	

### AUGUST

8	Webinar	
17-19	Regional Coaching Clinic	Nashville, TN
24-26	Regional Coaching Clinic	Scottsdale, AZ
29-31	National Sexual Assault Conference	Anaheim, CA

### SEPTEMBER

21-23	Regional Coaching Clinic	Milwaukee, WI
24	Athlete Fellowship application opens	
25-29	USAS Convention	Jacksonville, FL
TBD	Training of Trainers curriculum handbook finalized	

### OCTOBER

6	Swimposium	Des Moines, IA
TBD	Safe Sport Activity Book 3 <sup>rd</sup> Edition Release	



# SAFE SPORT CHAMPIONS

## BOARD OF DIRECTORS

Regular updates on Safe Sport programming and cases at quarterly board meetings

## ZONE SAFE SPORT COORDINATORS

Est. 2015; 4 total, one each Zone, responsible for coordinating communication between the Safe Sport committee and their 15 LSC Safe Sport Coordinators

BOARD OF DIRECTORS

STAFF

SAFE SPORT COMMITTEE

ZONE SAFE SPORT COORDINATORS

LSC SAFE SPORT COORDINATORS

CLUB SAFE SPORT COORDINATORS

SAFE SPORT ATHLETE FELLOWS

## CLUB SAFE SPORT COORDINATORS

Est. 2015; Five year goal to have a Safe Sport Club Coordinator at each of 2,871 member clubs.

## STAFF

Senior Director of Safe Sport  
Safe Sport Program Manager  
Safe Sport Education Manager  
General Counsel and VP of Business Affairs  
Background Check Coordinator  
Administrative Assistant

## SAFE SPORT COMMITTEE

Est. 2010; reports to the Board Chair; Twelve volunteers (3 athletes, 3 coaches, 5 at large, one subject matter expert) + three staff.

## LSC SAFE SPORT COORDINATORS

Est. 2013; 59 total, one each region, responsible for promoting Safe Sport within LSC and recruiting and training Club Safe Sport Chairs

## SAFE SPORT ATHLETE FELLOWS

Est. 2016; 4 each year, 12 total; apply to participate in a leadership program with the goal of planning and executing a project to promote Safe Sport in their home LSC or club

# TOOLS & RESOURCES



## GOAL: TO INCREASE IN NUMBER AND EMPOWER OUR SAFE SPORT CHAMPIONS

- ✓ Safe Sport Leadership Conference
- ✓ Impact Award Subcommittee
- ✓ LSC Communication Subcommittee
- ✓ LSC Quarterly Report Subcommittee
- ✓ Train of Trainers Subcommittee
- ✓ Safe Sport Newsletter
- ✓ Safe Sport Idea of the Month
- ✓ Athlete Fellowship Program
- ✓ LSC Zone Workshops
- ✓ New LSC Chair Kit
- ✓ Safe Sport Meet in a Box
- ✓ Field Services Meetings
- ✓ Vieth Review and Report
- ✓ LEAP

## GOAL: TO EMPOWER AND SUPPORT CLUB LEADERSHIP

- ✓ In person Trainings
- ✓ Model Policies for:
  - ✓ Travel
  - ✓ Electronic Communication
  - ✓ Bullying
  - ✓ Locker Room Monitoring
  - ✓ Photography
- ✓ Peer to Peer Resource Guide
- ✓ Safe Sport Club Checklist
- ✓ Safe Sport Certified Club
- ✓ Model Policy Review Subcommittee
- ✓ SwimStaffSelect
- ✓ Safe Sport Mondays
- ✓ Athlete to Coach Transition Subcommittee
- ✓ Webinars
- ✓ USA Swimming LEARN
- ✓ Safe Sport Handbook

## GOAL: TO ENGAGE AND SUPPORT SWIMMING FAMILIES

- ✓ Athlete Activity Books
- ✓ Parent Tip Sheet
- ✓ Spanish Translation Project
- ✓ SwimAssist
- ✓ Pop Sockets
- ✓ Heat Sheet Ads
- ✓ Pre-meet Risk Assessment and Venue Evaluation
- ✓ Tabling Kit:
  - ✓ Stickers
  - ✓ Posters
  - ✓ Bag Tags
  - ✓ Meet Announcements
  - ✓ Banners
  - ✓ Table Cloth



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## **Best Practice Guidelines**

**The following Best Practice Guidelines are strongly recommended for all USA Swimming members.**

1. Parents should be encouraged to appropriately support their children's swimming experience.
2. All swimming practices should be open to observation by parents.
3. Two-deep Leadership: One coach member and at least one other adult who is not in the water should be present at all practices and other sanctioned club activities whenever at least one athlete is present. Clubs and coaches should evaluate their seasonal plans and map out how to best accomplish this strongly recommended guideline.
4. Open and Observable Environment: An open and observable environment should be maintained for all interactions between adults and athletes. Private, or one-on-one situations, should be avoided unless they are open and observable. Common sense should be used to move a meeting to an open and observable location if the meeting inadvertently begins in private.
5. Coaches should not invite or have an athlete(s) to their home without the permission of the athlete's parents (or legal guardian).
6. During team travel, when doing room checks, attending team meetings and/or other activities, two-deep leadership and open and observable environments should be maintained.
7. Athletes should not ride in a coach's vehicle without another adult present who is the same gender as the athlete, unless prior parental permission is obtained.
8. During overnight team travel, if athletes are paired with other athletes they shall be of the same gender and should be a similar age. Where athletes are age 13 & Over, chaperones and/or team managers would ideally stay in nearby rooms. When athletes are age 12 & Under, chaperones and/or team managers may stay with athletes. Where chaperones/team managers are staying in a room with athletes, they should be the same gender as the athlete and written consent should be given by athlete's parents (or legal guardian).
9. When only one athlete and one coach travel to a competition, at the competition the coach and athlete should attempt to establish a "buddy" club to associate with during the competition and when away from the venue.
10. Communications between non-athlete adult members and athletes should not include any topic or language that is sexual or inappropriate in nature.
11. Non-athlete adult members should respect the privacy of athletes in situations such as changing of clothes, showering, etc. Non-athlete adult members should protect their own privacy in similar situations.
12. Relationships of a peer-to-peer nature with any athletes should be avoided. For example, coaches should avoid sharing their own personal problems with athletes.
13. Coaches and other non-athlete adult members should avoid horseplay and roughhousing with athletes.



[usaswimming.org/protect](http://usaswimming.org/protect)

14. When a coach touches an athlete as part of instruction, the coach should do so in direct view of others and inform the athlete of what he/she is doing prior to the initial contact. Touching athletes should be minimized outside the boundaries of what is considered normal instruction. Appropriate interaction would include high fives, fist bumps, side-to-side hugs and handshakes.
15. Coaches should not initiate contact with or accept supervisory responsibility for athletes outside club programs and activities.
16. Coaches should not engage in sexual intimacies with a former athlete for at least two years after the cessation or termination of professional services.

Because sexual intimacies with a former athlete are frequently harmful to the athlete, and because such intimacies undermine public confidence in the coaching profession and thereby deter the public's use of needed services, coaches should not engage in sexual intimacies with former athletes even after a two-year interval except in the most unusual circumstances. The coach who engages in such activity after the two years following cessation or termination of the coach-athlete relationship bears the burden of demonstrating that there has been no exploitation, in light of all relevant factors, including:

1. The amount of time that has passed since the coach-athlete relationship terminated;
2. The circumstances of termination;
3. The athlete's personal history;
4. The athlete's current mental status;
5. The likelihood of adverse impact on the athlete and others; and
6. Any statements or actions made by the coach during the course of the athlete-coach relationship suggesting or inviting the possibility of a post-termination sexual or romantic relationship with the athlete or coach.
7. Both the athlete and the coach must be 18 years of age or older.

*Updated: 8 December 2010*  
*V14*





Welcome to Team Safe Sport!

We are thrilled to welcome you as USA Swimming's newest LSC Safe Sport Chair. Athletes in your LSC will be safer as a direct result of your efforts. Thank you for stepping up and committing to keep kids safe!

You might be thinking ... I'm a Safe Sport Chair. Now What? We're hoping this New LSC Chair Kit gets you started on the right foot! Inside you'll find a brief overview of our program, a guide and enclosed examples of resources available to you, and descriptions of existing LSC Safe Sport efforts. You'll also find some Safe Sport swag for you to wear with pride as a Safe Sport Champion!

### **Where We Came From**

Since our inception in 2010, we have operated from the foundation that effective Safe Sport programming must be leadership driven and locally rooted. Through our first few years, much of the effort was centralized to support the development of a program that could be successfully replicated and broadly distributed and the personnel infrastructure by which to do that.

We have now shifted our focus from program development to local level engagement. It is our belief that the best child protection efforts happen every day, at the club level, and are embedded in the culture of those clubs. USA Swimming strives to increase the number of clubs who organically engage in Safe Sport efforts through education and awareness raising.

### **Where We Are Going**

USA Swimming Safe Sport has focused its efforts on three strategies to raise awareness and increase local level engagement:

1. To Increase and Empower our Safe Sport Champions
2. To Activate Swim Meets as Engagement Opportunities
3. To Encourage and Support Club Leadership

### **Your Critical Role**

Your job as the LSC Chair is to spread the message of Safe Sport in your LSC and raise awareness at the local level. How you choose to spread the Safe Sport word depends on a number of factors including (1) the size and geography of your LSC; (2) the financial and volunteer support available from your LSC; and (3) your personal approach and comfort level.

Anything you can do to raise awareness for Safe Sport in your LSC is exactly what you should do in the role of Safe Sport Chair. Something as simple as sending an email blast with the Safe Sport Newsletter every other month will keep Safe Sport at the forefront of our member clubs, coaches, officials, and parents.

We have been overwhelmed by the creativity and initiative of our Safe Sport Chairs in the short time since the position's inception. We have included a list of Safe Sport Chair Efforts in this kit for your reference.



## **We're Here to Help**

We are here to help! The USA Swimming Safe Sport Committee and Staff are ready and willing to provide resources and support as you work to raise awareness for Safe Sport in your LSC. Hold on to the important contacts sheet and workshop calendar and don't hesitate to reach out at any time.

--

Your work will have an impact on the athletes of USA Swimming long after they've hung up their suits for good. Thank you for being a champion of Safe Sport. We are tremendously grateful.

With heartfelt thanks,



George Geanon  
Chair, Safe Sport Committee



Maggie Vail  
Safe Sport Ed. Sp.



Elizabeth Hahn  
Safe Sport Manager

# Safe Sport Program Goals

Since our inception in 2010, we have operated from the foundation that effective Safe Sport programming must be leadership driven and locally rooted. Through our first five years, much of the effort has been centralized to support the development of a program at the national level that could be successfully replicated and broadly distributed and the personnel infrastructure by which to do that.

We have now shifted our focus from program development to local level engagement. It is our belief that the best child protection efforts happen every day, at the club level, and are embedded in the culture of those clubs. USA Swimming strives to increase the number of clubs who organically engage in Safe Sport efforts through education and awareness raising.

## **Where We Are Going**

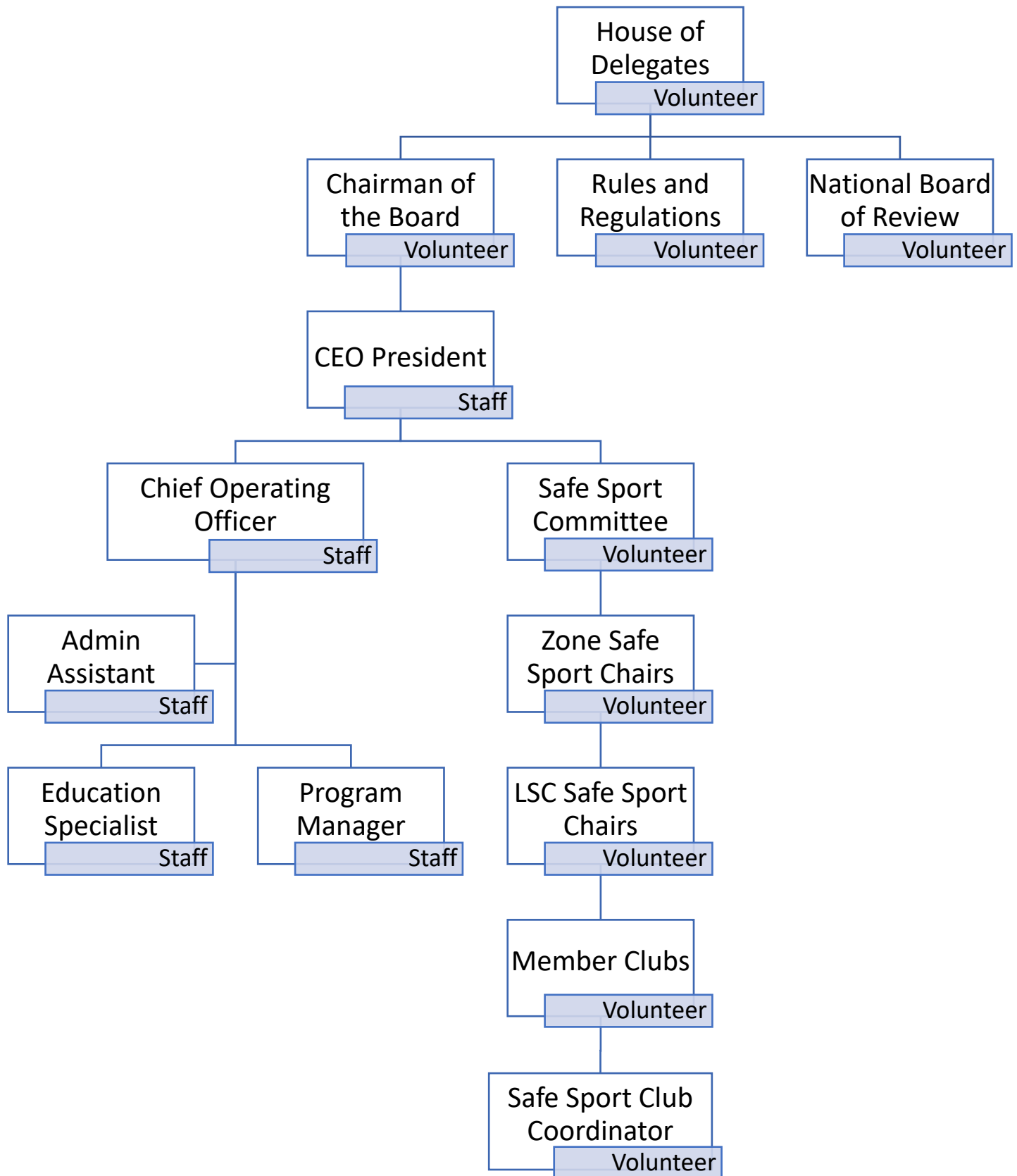
Our current Safe Sport efforts will be wholly focused on the goal to **INCREASE LOCAL LEVEL ENGAGEMENT**.

We believe we can raise awareness for Safe Sport and increase local level engagement through three strategies:

1. **To increase in number and empower the existing Safe Sport Champions:** Empower our volunteer leadership – Safe Sport’s Champions - at all levels of the organization. Forthcoming initiatives include:
  - a. Solidify the volunteer leadership infrastructure of Safe Sport. Activate committee to provide leadership and support to Zone and LSC Chairs. Identify, plan, and execute regular communication points during the year with volunteer community.
  - b. Empower the Zone Coordinators to identify, plan, and execute regular training opportunities and communication points with volunteer community.
  - c. Continue to build a Safe Sport Athlete Fellowship Program to identify, engage, and train athlete leaders.
  - d. Establish a “training of trainers” program to activate volunteer Safe Sport educators.
2. **To encourage and support club leadership:** Create and promote tools for clubs to create a positive sport culture and support their implementation and continued use. Forthcoming initiatives include:
  - a. Encourage, support, and promote LSC Safe Sport Chair initiatives to encourage engagement with Safe Sport at the club level. Examples of LSC initiatives available at [www.usaswimming.org/protect](http://www.usaswimming.org/protect).
  - b. Incentivize clubs to engage with Safe Sport through Safe Sport Certified Club Program.
  - c. Rewrite existing Safe Sport Handbook as a guide to help clubs to achieve Safe Sport Certified Club status.
  - d. Design new Safe Sport Continuing Education Library to replace the current Athlete Protection Training requirement.
  - e. Launch new tools to activate Safe Sport Mondays to encourage dialogue about Safe Sport & team culture.
3. **To activate swim meets as engagement opportunities:** Capitalize on swim meets that bring together all swimming community constituents and spread the word of Safe Sport. On-going initiatives include:
  - a. Have available promotional materials for use at swim meets: (1) meet announcer scripts; (2) branded posters; (3) heat sheet ads; (4) parent tip cards.
  - b. Provide Swim Meet Tabling Kit for duplication or purchase by LSCs or clubs.

All resources described above and additional Safe Sport resources are/will be available at [www.usaswimming.org/toolkit](http://www.usaswimming.org/toolkit).

## SAFE SPORT PROGRAM ORGANIZATIONAL CHART



# PROGRAM LEADERSHIP: VOLUNTEER GOVERNANCE

## Safe Sport Committee

**Charge:** To plan, implement and coordinate USA Swimming's commitment to safeguard the physical, mental and emotional well-being of all of its members, with an emphasis on the welfare of its athlete members.

**Membership:** The Safe Sport Committee shall consist of twelve (12) members, as follows:

1. Three (3) athlete members selected by the Athletes Executive Committee, each of whom shall serve one year terms;
2. Three (3) coach members appointed by the President, each of whom shall serve staggered four (4) year terms ending in different years. The terms of coach members should be staggered so that there is no year in which more than one member is appointed;
3. Five (5) at-large members appointed by the President, each of whom shall serve a four-year term, staggered so that at least one at-large member is appointed each year; and
4. One (1) subject matter expert from an organization outside USA Swimming, appointed by the President, who shall serve a four (4) year term.

The terms of the coach members and at-large members should be aligned so that there are two non-athlete, non-outside expert members appointed each year.

**Chairperson:** The chair, who may be either an athlete or non-athlete member, shall be appointed by the President from the foregoing enumerated members and shall serve a one-year term.

**Staff Liaison:** Safe Sport staff shall serve as the liaison to the Safe Sport committee.

### **Responsibilities:**

1. To create, execute and continually review USA Swimming's member protection policies, guidelines, educational programs, reporting and adjudication procedures, and make recommendations to the USA Swimming Board of Directors for such changes to existing policies, guidelines, programs and procedures, as well as recommendations for new ones, as are appropriate;
2. To raise the awareness of member protection and the availability of member protection educational resources within the swimming community, including at the LSC and club levels;
3. To coordinate and ensure that the athlete and member protection education requirements for membership are properly developed, implemented and executed;
4. To interface with the USOC, other NGBs, other sport and non-sport related youth organizations and appropriate child protection groups regarding their member protection policies, guidelines, procedures and programs; and
5. To take such further actions as may be directed by the Board of Directors.
6. The Safe Sport Committee shall report to the President.

## **Safe Sport Committee: Subcommittees**

### **LSC Chairs Support Subcommittee / Zone Chairs**

**Charge:** This subcommittee will provide leadership and support to Zone and LSC Safe Sport Chairs. This subcommittee will identify, plan, and execute regular communication points and learning opportunities for Safe Sport's volunteer leadership. Initiatives to include:

- (1) Create communication strategy to regularly engage LSC Safe Sport Chairs (newsletter, monthly conference call, idea sharing);
- (2) Consider need for and feasibility of Zone Chair mentorship of LSC Chairs; and
- (3) Plan and execute onboarding of New LSC Safe Sport Chairs.

**Time:** Two-year commitment; 6-8 conference calls/year

### **Current Members:**

Paul Lundsten (MN), Chair

Eastern Zone Safe Sport Chair: Greg York

Central Zone Safe Sport Chair: Mike Yeager

Southern Zone Safe Sport Chair: Ceci Christy

Western Zone Safe Sport Chair: Rebecca Landre

**Staff:** Liz Hahn

### **Other Subcommittees**

- Safe Sport Certified Club
- Safe Sport Mondays
- Safe Sport Impact Award
- Training-of-Trainers
- Athlete-to-Coach Transition Project
- Model Policy Review

## **Safe Sport Zone Chair**

**Charge:** Each Zone shall have a Zone Safe Sport Chair. The purpose of the Zone Safe Sport Chair is to assist in the training of, and dissemination of information to, the LSC Safe Sport Chair. She/he will be responsible to the Safe Sport Committee.

### **Requirements**

1. Be a registered non-athlete member of USA Swimming;
2. Successfully pass the required USA Swimming criminal background check;
3. Complete the USA Swimming athlete protection training; and
4. Shall reside in his/her zone.

### **Selection**

1. Volunteers will be solicited or recruited from LSC Safe Sport Chairs.
2. The Safe Sport Committee shall review the list of volunteers and select potential Zone Chairs by popular vote.
3. The proposed Zone Chairs shall be forward for confirmation to the candidate's Zone Co-Directors.

### **Term of Service**

1. Two (2) year appointment
2. May be re-appointed for up to two (2) additional two (2) year terms, but shall not serve more than six (6) consecutive years
3. May serve beyond 6 years, following a lapse of one year after serving six (6) consecutive years (term limit legislation is on the Proposed Amendments to Rules and Regulations agenda for convention).

### **Responsibilities**

1. To serve as a liaison between the USA Swimming Safe Sport Committee and the LSC Safe Sport Chairs from the Zone;
2. To assist the LSC Safe Sport Chair and serve as a resource in the performance of his/her duties;
3. To assist in the dissemination of information and programs from the Safe Sport Committee to the LSC level;
4. Bring forward issues and barriers to Safe Sport initiatives, as well as recommendations for programs and education from the LSC/Zone level to the Director of Safe Sport Office/USA Swimming Safe Sport Committee;
5. Serve as a mentor to new LSC Safe Sport Chairs.
6. To complete training requirements, including:
  - a. Attend a training session regarding the role and responsibilities of the Zone Safe Sport Coordinator;
  - b. Attend the Safe Sport meetings at the USA Aquatic Sports Convention annually, or if unable to do so, arrange for an LSC Safe Sport Coordinator/Chair from their Zone to represent them;
  - c. Attend the Safe Sport Zone Workshop in his/her Zone, or arrange for an LSC Safe Sport Coordinator/Chair from their Zone to represent them.

## **LSC Safe Sport Chair**

**Charge:** Each LSC shall have an LSC Safe Sport Coordinator. The purpose of the LSC Safe Sport Coordinator is to spread the message of Safe Sport in the LSC and raise awareness for the effort among the LSC's member clubs.

### **Requirements**

1. Be a registered non-athlete member of USA Swimming;
2. Successfully pass the required USA Swimming criminal background check;
3. Complete the USA Swimming athlete protection training; and
4. Attend the Local Swimming Community Safe Sport Chair Workshop in the first year in the role and subsequently every other year.

### **Selection and Term of Service**

Selection and Term of Service shall be dictated by each LSC's Board of Directors.

### **Responsibilities**

1. Be knowledgeable about all Safe Sport Program components and generally be able to describe the Safe Sport Program Framework.
2. Work with your LSC webmaster to post Safe Sport materials and/or link to USA Swimming Safe Sport program site and be able to direct members to relevant materials.
3. Work to encourage and increase training opportunities for the LSC, possibly including:
  - a. Implementation of Safe Sport into Swimposium, House of Delegates, or other LSC hosted meetings/workshops;
  - b. Work with meet hosts to include Safe Sport information/fliers in meet information, heat sheets, meet packets, etc.;
  - c. Develop strategy to encourage parents and athletes to take the free trainings provided by USA Swimming for Safe Sport; and
  - d. Share successful ideas with national office staff to share across other LSCs.
4. Serve as an information resource for LSC clubs and membership help to identify and connect them with local educational partners and resources.
5. Solicit and receive feedback and suggestions on the Safe Sport policies and programs from the LSC clubs and membership, and provide that feedback to the USA Swimming Safe Sport Committee and national office staff.
6. Understand the complaint reporting structure and immediately refer all reports of Safe Sport related violations to the national office.
7. Perform other functions as necessary in the fulfillment of USA Swimming's continuing efforts to foster safe, healthy and positive environments for all its members.

## **Club Safe Sport Chair**

**Charge:** The purpose of the Club Safe Sport Chair is to identify, plan, and execute efforts to raise awareness for Safe Sport within the club's coaches, parents, and athletes.

### **Requirements**

5. Be a registered non-athlete member of USA Swimming;
6. Successfully pass the required USA Swimming criminal background check;
7. Complete the USA Swimming athlete protection training; and
8. Attend the Local Swimming Community Safe Sport Chair Workshop in the first year in the role and subsequently every other year.

### **Selection and Term of Service**

Selection and Term of Service shall be dictated by each member club.

### **Responsibilities**

1. Serve on Club Board of Directors/Reports directly to the Owner
2. Be a resource for the club on how to create and foster positive Safe Sport culture.
3. Work with Club Leadership to:
  - a. Update Club Safe Sport website content.
  - b. Include Safe Sport information/fliers in Club meet information, heat sheets, meet packets, etc.
  - c. Coordinate the successful completion of the Safe Sport Certified Club application.
4. Works with new athletes and parents to:
  - a. Educate them about the Safe Sport Program.
  - b. Encourage participation in online Athlete Protection Training.
5. Organize in-person training.
  - a. Secure trainer.
  - b. Coordinate logistics club members: room/location, any refreshments, communicates date/time/location.
6. Solicit and receive feedback and suggestions on the Safe Sport policies and programs from the club's membership, and provide that feedback to the LSC's Safe Sport Chair.



## EXAMPLES OF EFFECTIVE SAFE SPORT CHAIR INITIATIVES

### **Web-Based Efforts**

#### Safe Sport Newsletter

*Example:* Ohio Swimming Safe Sport Newsletter: [safesport@swimohio.com](mailto:safesport@swimohio.com) to subscribe.

#### Safe Sport Blog

*Example:* San Diego Imperial Swimming Safe Sport: <http://si-swimming.com/?cat=34>.

#### Dedicated Safe Sport Link on LSC Website

*Examples:*

- Indiana: Full page with dedicated links to available tools
- Florida Gold Coast: Links directly to parent and athlete training
- Southern California: Uses Safe Sport Shield logo to link directly to [usaswimming.org/protect](http://usaswimming.org/protect)

### **Club Outreach**

#### Safe Sport Week

*Example:* Indiana Swimming hosts a week of Safe Sport program-focused work that rewards clubs for increasing the percentages of their athlete and parents who complete the free athlete protection trainings.

#### Athlete Training Incentive Program

*Example:* Middle Atlantic ran a financial incentive program that rewarded clubs who increased percentage of athletes trained over time: <http://goo.gl/7PrBmc>

#### Parent Cards

Distribute 5 Tips for Parents to Keep Your Kids Safe to parents at LSC or club swim meets or other events. Available at [usaswimming.org/toolkit](http://usaswimming.org/toolkit).



## Swim Meet Initiatives

### Bag Tags

Get art from Safe Sport staff and distribute at meets to raise awareness or as an incentive for completing athlete training.



### Tabling

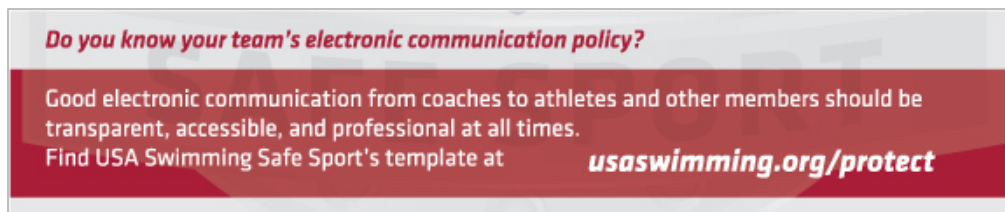
Set up a Safe Sport informational table at a local meet. Reach hundreds of parents with a few hours effort.



### Heat Sheet Inserts

Two options:

- (1) Promote the free Parent and Athlete trainings using full, half, and quarter page heat sheet ads available at [usaswimming.org/toolkit](https://usaswimming.org/toolkit).
- (2) Promote Safe Sport Initiatives by adding banner ads at the footer of the heat sheet:



### Meet Announcements

Provide the Meet Announcements Card available at [usaswimming.org/toolkit](https://usaswimming.org/toolkit) to the PA announcer at a local swim meet to raise awareness on Safe Sport issues:



LSC	LSC	Name	Home	Mobile	Email				
AD	ADIRONDACK SWIMMING	Andre Paradis	(H) (315) 269-3380	(M) (315) 269-3380	(E) ajparadis@yahoo.com				Eastern
AK	ALASKA SWIMMING	Rixa Evershed	(H) 907-488-3145	(M) 907-978-6328	(E) rixa.evershed@foundationhealth.org				Western
AM	ALLEGHENY MOUNTAIN SWIMMING	Heather Patterson	(H) 724-457-6221	(M) 724-466-9243	(E) president@moonaquacub.org				Eastern
AR	ARKANSAS SWIMMING	Evan Johnston			(E) evanjohnston@att.net				Central
AZ	ARIZONA SWIMMING	Tom Oliver	(H) 501-224-1623		(E) Thomas.M.Oliver@gmail.com				Western
BD	BORDER SWIMMING	Michele Key	(H) 915-833-1977		(E) keynero@sbcglobal.net				Southern
CA	SOUTHERN CALIFORNIA SWIMMING	Maureen Lennon	(H) (626) 356-0775	(M) (818) 802-1004	(E) maureen@lennonassociates.com				Western
CA	SOUTHERN CALIFORNIA SWIMMING	Sheri Stoddard		(M) 818-371-5098	(E) sastoddard@pasadena.edu				Western
CC	CENTRAL CALIFORNIA SWIMMING								Western
CO	COLORADO SWIMMING	Linda Eaton		(M) 303-324-9874	(E) coloradoswimmingsafesport@gmail.com				Western
CT	CONNECTICUT SWIMMING	Robert Riccobon	(H) (860) 233-5867	(M) (860) 985-2818	(E) whatcoaches@gmail.com				Eastern
FG	FLORIDA GOLD COAST SWIMMING	Mike Averett	(H) (954) 828-4583	(M) (954) 895-3917	(E) michael.s.averett@gmail.com				Southern
FL	FLORIDA SWIMMING	Cori Welbes	(H) 352-447-1575	(M) 352-817-5440	(E) coriwelbes@gmail.com				Southern
GA	GEORGIA SWIMMING	Ceci Christy		(M) 404-219-6915	(E) ceci30327@gmail.com				Southern
GU	GULF SWIMMING	Paige Sikkema		(M) 832-360-3456	(E) NOCHswimcoachpaige@gmail.com				Southern
HI	HAWAIIAN SWIMMING	Dean Schmaltz	(H) 808-375-7970		(E) deanschmaltz@hawaii.rr.com				Western
IA	IOWA SWIMMING	Greg Temple			(E) gregory.temple@gmail.com				Central
IE	INLAND EMPIRE SWIMMING	Liz Law	(H) 509-924-6105	(M) 509-701-0726	(E) liz.law@comcast.net				Western
IL	ILLINOIS SWIMMING	Ryan Counihan		(M) (708) 828-9888	(E) CoachRyan@lwsagators.org				Central
IN	INDIANA SWIMMING	Paul Stauder	(H) (317) 580-1260		(E) paul.stauder@att.net				Central
KY	KENTUCKY SWIMMING	Kris Humphries		(M) 859-492-2519	(E) doctwindad@twc.com				Southern
LA	LOUISIANA SWIMMING	Courtney Roedel	(H) (225) 769-4323	(M) (225) 769-4323	(E) courtney@crawfishaquatics.com				Southern
LE	LAKE ERIE SWIMMING	Marianne Russell	(H) 330-348-0828	(M) 330-842-2770	(E) gmdmrmrussell@gmail.com				Central
MA	MIDDLE ATLANTIC SWIMMING	Kate Scheuer	(H) 215-540-9256	(M) 610-324-4874	(E) email@udac.us				Eastern
MD	MARYLAND SWIMMING	Lori McArthur			(E) Laura_McArthur@hcpss.org				Eastern
ME	MAINE SWIMMING	Matt Montgomery	(H) 207-460-8471	(M) 207-460-8471	(E) mmontgomery@defymca.org				Eastern
MI	MICHIGAN SWIMMING	Melissa May		(M) 248-807-6253	(E) Milleric@msu.edu				Central
MN	MINNESOTA SWIMMING	Rebecca Binder	(H) 612-810-4789	(M) 612-810-4789	(E) mrbinder@gmail.com				Central
MR	METROPOLITAN SWIMMING	Brian Hansbury	(H) (914) 523-5129		(E) jbansbury@gmail.com				Eastern
MS	MISSISSIPPI SWIMMING	Sherra Shearer	(H) (601) 613-5096		(E) sherra.shearer@rcsd.ms				Southern
MT	MONTANA SWIMMING	Janel McCormick		(M) 406-360-8304	(E) nellybean@aol.com				Western
MV	MISSOURI VALLEY SWIMMING	Candace Pearson	(H) 316-722-2905		(E) candace.pearson@ymcawichita.org				Central
MW	MIDWESTERN SWIMMING	Cristina Murray	(H) 402-541-3236		(E) cristina.murray@cox.net				Central
NC	NORTH CAROLINA SWIMMING	JP Merchant	(H) 248-770-9433	(M) 248-770-9433	(E) jpmerchant@mysticswim.net				Southern
ND	NORTH DAKOTA SWIMMING	Jason Uhler	(H) 218-779-5038		(H) juhler@minnkota.com				Central
NE	NEW ENGLAND SWIMMING	Anne Kaufman	(H) (617) 322-9438	(M) (857) 928-3638	(E) anne.l.kaufman@gmail.com				Eastern
NI	NIAGARA SWIMMING	Leo Gibbons	(H)	(M) 716-515-8052	(E) logjr1953@gmail.com				Eastern
NJ	NEW JERSEY SWIMMING	Marlene Curtis	(H) (908) 351-3784	(M) (908) 377-6558	(E) marlene-bac@juno.com				Eastern



Safe Sport Committee

<b>Name</b>	<b>LSC</b>	<b>Committee Role</b>	<b>Home</b>	<b>Mobile</b>	<b>Email</b>
Anne Kaufman	NE	At Large	(617) 322-9438	(857) 928-3638	anne.l.kaufman@gmail.com
George Geanon	WI	At Large - Chair	(262) 691-0232	(414) 588-4334	gdgeanon@gmail.com
Greg York	PV	At Large	(703) 593-7799	(703) 593-7799	greg@yorkswim.com
Jim Sheehan	NJ	President, Ex-Officio	(848) 229-2079	(908) 239-9009	sheehanjj@optonline.net
John Ingram	CO	Outside Expert		(719) 963-9565	ingramjo@ci.colospgs.co.us
Consi Faling	NE	Athlete		(617) 461-5658	cfaling@bbns.org
Meaghan Murphy	NJ	Coach	(201) 487-2278	(201) 725-5172	Meaghan.murphy@pt.equinox.com
Aidan Cho	MW	Athlete		(402) 609-0481	aidanscho@gmail.com
Michael Yeager	OH	At Large		(614) 284-3997	sports@yeager.cc
Emma Schaez	WI	Athlete			emma.swim18@gmail.com
Paul Lundsten	MN	Coach	(651) 704-0768	(651) 253-0606	starswim@hotmail.com
Trish Martin	NC	At Large		(336) 327-4697	pksmartin@bellsouth.net
Ryan Counihan	IL	Coach			coachryan@lwsagators.org



Child molesters need three things to abuse children: **Access, Privacy, and Control**. There are usually specific red flags displayed when an adult is trying to gain access, privacy, and control. Look for the following:

## Access

- Finds jobs and does volunteer work just to be around children all the time.
- Takes lower paying or less responsible positions just to be around kids.
- Befriends single parents and spends lots of time with the kids.
- Goes above and beyond the call of duty to spend extra time with kids.
- Breaks rules to be around kids.
- Grooms parents and the swim community into permitting increased access to children.

## Privacy

- Looks for opportunities to be alone with children, such as taking them to the bathroom; offering private lessons; meeting in private spaces out of the sight of others; or staying late on a job or premises where there are children.
- Ignores policies and breaks rules regarding privacy with children.
- Discourages other adults from participating in or monitoring his or her activities with children.
- Invites children over to his house without other adults present.
- Communicates privately with children via e-mail messages, instant messages, texting, or social networking sites such as Facebook or Twitter.

## Control

- Becomes overly physical or becomes progressively more physically inappropriate.
- Spends too much time with a child or is overly involved in the child's private life.
- Encourages children to break or "stretch" rules (smoking, drinking, looking at pornography, using drugs).
- Gives special gifts, especially without permission.
- Treats children as if they were peers (uses inappropriate language or swears, tells off-color jokes, talks to kids about personal topics).
- Wants to keep secrets with children.
- Threatens or intimidates a child.

# Vieth Report Progress Update

## September 2017

### INTRODUCTION

In 2013, USA Swimming commissioned Victor Vieth, Executive Director of the National Child Protection Training Center, to conduct a comprehensive assessment of USA Swimming's Safe Sport Program. Vieth conducted his assessment from September 2013 to December 2013 and delivered his report ("Vieth Report") with 39 recommended actions to the USA Swimming Board of Directors in January 2014. Then-President Bruce Stratton formed the Safe Sport Program Review Task Force to evaluate and prioritize the recommendations and produce a plan for implementation.

The Task Force approached its evaluation of the Vieth Report based on the following considerations:

1. USA Swimming must develop and implement strategies, policies, procedures and programs that can operate and thrive with consideration for the requirements of and restrictions imposed by the Ted Stevens Olympic and Amateur Sports Act.
2. USA Swimming recognizes the burden it places on its members when it imposes requirements and the Task Force sought to identify implementation strategies that incentivize rather than mandate.
3. USA Swimming is a member organization and retains jurisdiction over its members. It has little jurisdiction or enforcement mechanism to implore non-members to complete membership requirements.
4. Development and implementation of the strategies, policies, procedures and programs will take a significant amount of time. USA Swimming has not made a one, two, or five year commitment to Safe Sport, but rather a long-term organizational commitment to build and nurture a culture of Safe Sport in the swimming community.
- 5.

The Vieth Report outlined thirty-nine specific recommendations for action by USA Swimming. During the Task Force's initial review, additional recommendations and items categorized as "sub-recommendations" were identified adding to the recommendations. The Task Force identified a grand total of fifty-four items to be evaluated.

### IMPLEMENTATION PLAN PROGRESS

The Task Force returned a report to the Board of Directors in May 2014 with a four-phased implementation plan for the 54 Vieth Report recommendations. Of the 54 items, the Task Force recommended implementation for 52 items, agreed with the Vieth Report not to implement one item (SS4), and did not recommend implementation for one item (RRR2).

In November 2015, Safe Sport Program personnel issued the first Vieth Report Progress Update. At that time, 21 of the 52 recommendations had been implemented in full and the Safe Sport Committee and headquarters staff were at work on an additional 16 items.

Since that time, the Committee and staff have been working diligently on continued efforts to implement the plan. This document is a progress update on the Vieth Report recommendations in the two years since the 2015 update.

- ✓ An additional seven out of the fifty-two items recommended for implementation have been successfully integrated in to the Safe Sport Program.
- ✓ The Committee and staff are currently working on the implementation of thirteen out of the remaining twenty-four items recommended for adoption by USA Swimming.
- ✓ The US Center for Safe Sport opened in March 2017. It is an independent entity serving the USOC and the NGB community and is responsible for adjudicating all allegations of sexual misconduct and providing education and training materials for comprehensive abuse prevention in sport. Six items (RRR9, RRR10, RRR11, OT1, OT2, and OT6) have been identified as tasks best suited for the Center.
- ✓ In Sum:
  - Total Items Recommended for Implementation: 52
  - Items Complete: 28 (54% of total items)
  - Items Currently in Progress: 13 (25%)

- Items Marked for Completion by US Center for Safe Sport: 6 (12%)
- Items for Future: 5 (10%)

This report does not describe those recommendations completed between May 2014 and November 2015. For full detail on those items, please review the 2015 Vieth Report Progress Update attachment to this report.

### **Implementation: Complete November 2015 - September 2017**

The Safe Sport Committee and staff have implemented the Vieth Report recommendations through a series of strategies. Our progress report is organized by strategy with the relevant Vieth recommendation accomplished through that strategy noted therein:

#### **Implementation Strategy: How to Do Safe Sport**

Description:	In the Fall of 2016, Safe Sport staff began work on a new educational strategy intended to provide simple, doable steps for member clubs to create a Safe Sport culture at their club. "How to Do Safe Sport" is the name of this effort and will be the basis for training modules and incentive programs in development in the 2017-2018 Safe Sport strategic plan.  "How to Do Safe Sport" breaks down three steps for engagement: "Set, Direct, Protect," encouraging coaches, parents, athletes, and other members to Set the intention to create a Safe Sport culture, Direct other club members through effective communication and consensus building, and Protect the culture created at the club through ongoing monitoring supervision.
Implementation date:	September 2017
Relevant Vieth Report Recommendations	<ul style="list-style-type: none"> <li>• MS1 - Continually reinforce the rationale behind the importance of the monitoring and supervision rules.</li> <li>• PG1 - Provide equal layers of protection for all abused children within the sport.</li> </ul>

#### **Implementation Strategy: Safe Sport Club Toolkit**

Description:	The Safe Sport Club Toolkit is an online repository for tools and resources clubs can use to create a Safe Sport culture. The Committee and staff frequently create new materials to add to this resource library.  In July 2017, the Safe Sport Activity Book was released. This 12 page Activity Book is designed for 6-11 year olds and includes games, puzzles, and other activities with a Safe Sport theme aimed at bringing awareness of Safe Sport to this age group and their parents.
Implementation date:	July 2017
Relevant Vieth Report Recommendations	<ul style="list-style-type: none"> <li>• ET2 - Develop personal safety materials for younger children – and require parents to review them with all younger athletes.</li> </ul>

#### **Implementation Strategy: Survivor Resources Implementation Strategy: Survivor Resources**

Description:	Safe Sport staff created the "Reporting to Safe Sport: A Resource Guide," a two page pamphlet with information for individuals who are participating in the National Board of Review process as a survivor or witness. The guide outlines the NBOR process, details what to expect, and answers the questions that come up frequently during case management. The brochure was informed by the past experience of survivors and witnesses who have been through the NBOR process as well as existing research regarding the effects of participating in a hearing or other disciplinary process. It will be updated in 2017-2018 to add information relate to the Center for Safe Sport.
Implementation date:	October 2016
Relevant Vieth Report Recommendations	<ul style="list-style-type: none"> <li>• RRR8 - Develop materials that may assist an abused athlete and his or her family in cooperating with an investigator or NBOR hearing.</li> </ul>



### Implementation Strategy: The Center for Safe Sport

Description:	From 2013-2017, USA Swimming staff and athletes participated in various capacities – working group, advisory committee, and Board of Directors – in partnership with the US Olympic Committee on efforts to plan, design and launch the US Center for Safe Sport (The Center). The Center is a first of its kind independent entity charged with the investigation and adjudication of all allegations of sexual misconduct by members in Olympic sport. The Center officially launched in March 2017 and USA Swimming gave jurisdiction to the Center in July 2017.
Implementation date:	March 2017
Relevant Vieth Report Recommendations	<ul style="list-style-type: none"><li>OT7 - An independent entity to oversee the investigation, adjudication and imposition of sanctions in cases of abuse.</li></ul>

### Implementation: In Progress

The following strategies are currently in progress by the Safe Sport Committee and staff:

### Implementation Strategy: Subcommittee Work

Description:	In September 2017, Safe Sport Committee Chair George Geanon will name a subcommittee to review the model policies (travel, electronic communication, bullying, locker room monitoring, and photography) provided by USA Swimming for relevance and any necessary updates. Included in that group's charge will be the direction to update the model travel policies with options for "two deep leadership" on all team travel. Implementation of proposed standards is pending feedback and approval from the Safe Sport Committee.
Relevant Vieth Report Recommendations	<ul style="list-style-type: none"><li>MS2 - Continue to develop options for the "two deep leadership" on all team travel</li></ul>

### Implementation Strategy: Safe Sport Certified Club Program

Description:	The Safe Sport Program Review Task Force recommended that USA Swimming create a "Safe Sport Certified Club" program to motivate and incentivize coaches, teams, athletes and parents to embrace and participate in the Safe Sport Training and enhance the awareness of the Safe Sport Program. A subcommittee of the Safe Sport Committee has been working on the development of required criteria for clubs to achieve Safe Sport Certified status. Program launch is planned for end of year 2018 and LSC Safe Sport Chairs will be trained to assist the clubs in their respective LSC with certification.
Relevant Vieth Report Recommendations	<ul style="list-style-type: none"><li>ET1 - Require children who are athlete members 12-18 to take the Safe Sport training.</li><li>ET3 - Require parents to take Safe Sport training.</li><li>GF1 - Set a goal of a safe sport coordinator in every club – and strive to meet this in 5 years.</li></ul>

### Implementation Strategy: USA Swimming LEARN

Description:	<p>In 2010, USA Swimming passed the Athlete Protection Training membership requirement, mandating online abuse prevention training for all non-athlete members renewed every two years. The Safe Sport Program recognizes the need to provide more education across a broader number of topics in the future. In August 2017, USA Swimming launched USA Swimming LEARN, an online learning platform that will host courses for all USA Swimming programs, including Safe Sport. LEARN launched with three updated Safe Sport courses and Safe Sport staff are currently developing a "Safe Sport Training Library" which will be an online collection of courses on Safe Sport related topics.</p> <p>Starting with the 2017-2019 APT renewal cycle, non-athlete members will be able to choose the online courses that would best serve their needs as a coach, official, or other volunteer to complete their APT certification requirement.</p>
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	Existing courses, such as “Children with Challenges,” which includes instruction for Safe Sport best practices for children with disabilities, will be ported over to the new LEARN platform in 1Q 2017.
Relevant Vieth Report Recommendations	<ul style="list-style-type: none"> <li>• SS3 - Safe Sport training for parents should include info on asking questions about preemployment screening.</li> <li>• ET4 - Develop a version of Safe Sport education accessible to children or parents with a disability</li> <li>• ET5 - Strengthen the physical abuse section of the Safe Sport training.</li> <li>• ET6 (ET6A-ET6D) - Incorporate ACE Research into Safe Sport training.</li> <li>• ET7 - Develop training and written materials pertaining to juvenile sexual behaviors and offenses (peer to peer).</li> <li>• ET8 - Incorporate resilience research into Safe Sport training.</li> </ul>

#### Implementation Strategy: Safe Sport Internal Program Manual

Description:	In 2013, Safe Sport Staff created an Internal Complaints Manual to memorialize its established case management practices. The Safe Sport Program Review Task Force recognized that this document could be expanded into a Safe Sport Program Manual where policies and practices across the Safe Sport Program could be memorialized to increase transparency and program integrity. The following Vieth Report recommendations will be incorporated in to Safe Sport staff practices and the Program Manual will be updated to reflect the same.
Relevant Vieth Report Recommendations	<ul style="list-style-type: none"> <li>• ET3A – Make Safe Sport materials available in Spanish</li> <li>• RRR6 - Develop a pool of medical, mental health, and sex offender treatment experts that can be consulted in cases of physical abuse, psychological abuse, and juvenile sex offenses</li> </ul>



# #1: SET

*Be intentional and learn the risks*

- ✓ Define your team culture
- ✓ Have Clear policies and guidelines
- ✓ Know your people



Define your culture. What kind of team or event do you want to be?

- What value words do you associate with this kind of culture?
  - Fair, positive, growth-oriented, goal-achievement, fun.
- Model this in your own behavior and interactions

Learn the risk areas for child abuse and also things that could crack your culture.

- Know the things that pose a risk to your culture.
- Think about the value words you just came up with and their opposite. What poses a risk there?
  - These are things like locker rooms, travel, electronic communication—the things that Safe Sport has model policies around.
- Also know the things that pose a low-level risk that—when unattended—can turn into a big culture crack. These are things like a lack of communication, no chain of communication, or no behavioral guidelines.

Develop policies and guidelines to mitigate risks. Build your scaffolding.

- USA Swimming requires that all clubs have 3 athlete protection policies: team travel, electronic communication, and an antibullying plan.
- USA Swimming recommends that all clubs also adopt policies around photography and locker room monitoring.
- Take the model policies and make them your own. Work with your board, your staff, and especially your athletes and come up with policies that work for you.
- Take a little time to put your vision into words. What BEHAVIORS support your vision. These are called VITAL BEHAVIORS. There will be just 2-3. Develop guidelines around these.
- Things like:
  - Every single time a coach needs to meet with an athlete, it is deliberately in an open area (yes, you can still have sensitive conversations in an open area) and you pull in another person.
  - Every time we go to a meet, the kids thank the officials and thoroughly clean up the area after each session, even if they didn't make the mess.
  - OR, every single day teammates peer-facilitate dynamic stretching for the first 5 minutes. Maybe there are even guidelines about how that looks/sounds.
- Build habits. Because then if someone acts outside of these behaviors, it sticks out. We'll get to that part soon.

Then, once you've defined your culture, get the right people on board. In our program framework, this is called screening and selection.

- Get people on board who will enthusiastically support your vision. Not just staff, but volunteers and families, too.
- If you're hiring, do reference checks.
- If you're controlling deck access at a meet, check credentials.
- Be intentional about knowing your people.
- Among the families on your team, it's always good to know who the health care professionals are, who's in law enforcement, education...people whose professions could come in handy.

Know who your informal leaders are and seek to engage them in cultivating a Safe Sport culture.



## #2: DIRECT

*Teach and talk about it*



- ✓ Formal and informal communication
- ✓ Practice responding to breaks in culture
- ✓ Talk about the team or on-deck culture

### Talk about your culture and its expectations regularly

#### WHAT AND WHY

- Talk about expectations for club members when they are representing the team at practice, meets, during team travel, online, or representing the team in ANY way (including wearing team gear!), you're expected to follow our policies and behavioral expectations.
- You need to talk about it. Let this be an intentional and regular conversation. The more you talk about "what we do here," the more likely it is that it will happen.

#### WHO

- Leadership should model good communication, but everyone is involved in the conversation. Everyone must embody the values of the team and is responsible for talking about it.
- This extends to parents. Be clear about the role of parents on your team.

#### HOW

- Create an intentional forum for discussion. Get creative!
- Safe Sport Mondays—practice responding to hypothetical situations using "what would you do" scenarios.
- Codes of Conduct for coaches, athletes, and parents
- Clear policies that are reviewed, accessible, and communicated regularly
- Include what happens when the expectations are not met.



## #3: PROTECT

*Tend to your culture*

- ✓ Call out and correct behaviors that threaten your culture
- ✓ Reinforce behaviors that strengthen your culture
- ✓ Debrief after addressing an issue



The positive culture you created took time and effort, it is WORTH taking the time to protect it.

Tending to the culture is something that happens all the time. Do this by holding those accountable whom break the cultural values, and rules.

Tending to your culture can be fun. Include activities that reinforce the positive culture you have created. Ask questions like:

- What makes your team or your event unique and wonderful?
  - What are the vital things that happen (behaviors and skills people use) that maintain positive culture?
  - How do you make sure these things happen regularly and how are you reinforcing them?
1. For small “cracks” in your team culture, respond quickly to restore safety and culture. Apply your policies and response procedures, and communicate with the people involved.
  2. For larger issues, respond immediately and restore safety. Report abuse and misconduct to Safe Sport staff or the Center for Safe Sport and follow your policies regarding communicating with your members and restoring culture. Because you’ve done SET and DIRECT first, you don’t have to make it up as you go along, and your members will be more likely to trust the process of your response.

SET: great planning

DIRECT: great communication

PROTECT: great accountability

Utilize the resources that are already available to you at [www.usaswimming.org/toolkit](http://www.usaswimming.org/toolkit). Don’t make it harder for yourself by trying to recreate the wheel.