

North American Youth Championships

Eventing Manual 101

“There are only 3 team equestrian competitions in the world that you will be selected for. They are the Pan Am Games, the Olympics, and the NAYC!”



yr@bceventing.ca

TABLE OF CONTENTS

	Page #
Purpose of this manual	3
Who Can Go to NAYC's?	4
Horse Trials BC Committee Structures	5
How am I Chosen?	6
Rider Selection Issues: What about / what if?	7
Candidates Responsibilities leading up to NAYC	8
The Commitments	9-11
The Financials	11-16
NAYC funding and funding criteria	16-18
Fundraising + Sponsorship for Young Riders	18
Groom Selection for the NAYCs	19
Team Responsibilities	20-25
• Rider Responsibilities	
• Groom Responsibilities	
• Parent and YR Committee Responsibilities	
• Coach's Responsibilities	
• Chef d'Equipe Responsibilities	
Resources	26

PURPOSE of NAYC 101 HANDBOOK

Welcome to BCEA's sixth edition of **NAYC 101**, which was compiled by the Young Riders Committee to clarify for riders, parents, coaches, and committee members what is required to compete at the North American Youth Championships (formerly the North American Young Rider Championships or NAYRC)

The mandate of the Young Riders program is to prepare riders 25 years old and under, for their first taste of international team competition. In terms of commitment, time, energy and money, it is a quantum leap from our local event scene to the NAYCs. The intent of this manual is to help you decide first, **IF** you want to go and, second, **WHAT** is required to take the first steps toward international exposure.

It is crucial that this document be used only in conjunction with a knowledgeable coach who can verify handbook information and support you through the whole NAYC process. In the meantime; input, suggestions, and corrections will be gratefully received for future editions. The other sources of information you will **NEED** to refer to throughout this process are the FEI website and online EC Omnibus, where qualification requirements and required documents can be found. The BCYR Chair and Coach Leader are good resources and can help you find these.

Who Can Go to NAYC's?

Young Rider Championships are an International Championship competition. There are two main authorities who determine who can compete at the NAYCs. Riders must meet both FEI and EC qualifying standards to compete at NAYC. Nominated Entries are submitted by BCEA (your **provincial organization**) in March and riders may be nominated without being fully qualified yet but will not go forward to declared entry unless full qualifications are met.

- 1. FEI + EC** - The NAYC currently offers a CCI3***L, a CCI2**L, and CCI1*L Event, run under the auspices of the FEI, thus is subject to international standards, regulations and requirements of eligibility as outlined on the EC web site.
CCI3L riders aged 16-25
CCI2L riders aged 14-21
CCI1L riders aged 14-18
- 2.** Qualifying criteria can be found on the EC website. Ages are based on a riders age as of January 1st
- 3. BCEA- All riders wishing to compete at NAYC MUST be nominated by their province.** The BCEA Young Riders Committee will designate an NAYC Sub-Committee which will assume the responsibility for facilitating planning, entries and staffing for riders who have expressed an interest in attending NAYC in the current year. The Provincial Selection Committee will be responsible for actual selection of riders and horses.

BCEA Committee Structures

BCEA Board of Directors

BCEA YR Committee

YR Selection Committee

NAYC Sub-Committee

The BCEA YR Committee has overall responsibility for all decisions.

The BCEA YR Selection Committee has the responsibility to ensure that the selection criteria are met by applicants.

The NAYC Sub-Committee will assume the responsibility for facilitating planning, entries and staffing for riders who have expressed an interest in attending NAYC in the current year.

The NAYC Sub-Committee will also select the Team Coach as well as the Chef d'Equipe if needed.

How Am I Chosen?

Application Process:

Riders who are hoping/planning to ride in the current years NAYC competition will be required to submit an application to the YR Committee by February 15 of that year, regardless of whether you are fully qualified at that time or not. For example, if you ***think/plan*** on achieving qualification, then submit your application. The application form and process will be posted on the BCEA website. The Provincial Selection Committee will choose teams from the pool of declared + qualified horse/rider combinations, based on Canadian Minimum Eligibility Qualifications as stated in the current Canadian Eventing on Equestrian Canada website and BCEA criteria listed below.

Performance:

Consistency and results: Candidates will be observed in competition as much as possible so selection committee members can become familiar with them and evaluate their preparedness for competition at their appropriate level.

Soundness History of Horse:

Horses are subject to Veterinary Soundness Inspections prior to team selection, as determined by the YR Selection Committee, with a final vet check before team departure

Rider Citizenship

Competitors and grooms bear significant responsibility as ambassadors of eventing for both BC and Canada and must have demonstrated both the willingness and maturity to ensure this. Riders must have a valid Canadian Passport.

Program Involvement

Qualified riders from within BC must meet the YR program involvement requirements in order to be considered for NAYC funding. Riders from another province who join the BC Team, who have met the Qualifying Criteria, **but have not met** the NAYC Funding Criteria, may be Nominated and Entered, but will not qualify for funding from the BCEA-YR Committee. See NAYC Funding Criteria section for more info!

Residency

Riders and grooms must be Canadian Citizens (or landed immigrants) and members in good standing of BCEA. They must be current residents of BC or have resided in BC within the past three years. Riders who join the BC team are exempt from this when a rider trains outside of BC. Expectations of rider/parents will be clearly outlined by the YR Committee by March.

Rider Selection Issues: What about/what if?

1. The YR Committee also has the Right to **NOT** nominate a team/rider if it considers qualifying horse/rider combinations marginal, or for any other reason. Candidates meeting criteria may not necessarily be chosen. **Selection is not automatic even if the team is not filled.** Such issues could be, but not restricted to: horse and/or rider soundness, decline of performance, safety concerns. Selection thresholds and selection procedure is intended to yield the greatest # of qualified riders and sound horses.
2. **Effects of “Upgrading” before Team Selection.** Team candidates who upgrade to Intermediate or Advanced HT's prior to the NAYC and do poorly, may jeopardize their candidacy; and may be required to re- establish confidence by completing another Preliminary/Intermediate HT to the satisfaction of the Selection Committee. Positive results at the Intermediate or Advanced level would, however, clearly enhance NAYC candidacy.
3. **YR Candidates Training Outside of BC.** BC YR's living and/or training and competing outside of the province may still be considered for NAYC teams or as individuals. Candidates may reside out-of-province for a maximum of three years. After 3 years, candidates are no longer considered residents of BC.

Candidates Responsibilities leading up to NAYC

- **Application:** Candidates must utilize the application process, timelines and forms as posted on the HTBC website.
- **Candidates Duty to Communicate:** it is in the best interest of the candidate to submit as much information as possible and to keep in regular touch with the YR Coach Leader. It will be the rider's responsibility to maintain the required communication.
- **Coaching:** A summary report must be submitted by the candidate's coach identifying rider/horse suitability for the level of competition being considered.
- **Conditioning Program:** A summary of the candidate's fitness and horses conditioning program for their horse must be submitted
- **Competition Results:** Ongoing reports of competition results must include scores for all 3 phases and discussion of problem areas encountered.
- **Soundness:** Horse evaluation reports are to be submitted in writing by a Veterinarian appointed by the YR Selection Committee.
- **Program Participation:** Riders must submit an outline of their earlier participation in the BC Young Rider Program in order to qualify for any BCYR funds.

The Commitments

Parent/Adult Commitments

No Young Rider under the age of 19, can expect to attend the NAYC without a parent (or surrogate) in tow! ***It is possible that exceptions could be considered for competitors, 19 and older.***

- The responsibility of moving animals, riders, grooms and gear at the championships requires a reliable supply of vehicles, drivers and support - leading up to and throughout the competition. Parents of long-listed riders are encouraged to contact the chair of the YR committee if they are confused about potential demands on their time, vehicles, or pocketbooks.
- Parents of declared riders are asked to attend Young Rider meetings at camps and events. Parents should be willing to assist with fundraising and involve themselves with the YR support committee whenever possible.
- **NAYC Meetings** may be held at specific events/locations to provide information updates for candidates and have discussion regarding NAYC. Details of meetings will be emailed to candidates by the YR Coach Leader.

Rider Commitments

- Time for Fundraising – Fundraising is part of any team these days, equestrian or otherwise! **SEE FUNDRAISING CRITERIA in this document.** *The YR fundraisers are listed on the HTBC website under the YR tab.*
- Vet Checks at Events - Vet checks and jog ups for declared YRs will also be held at designated shows on direction of the YR Selection Committee.
- **NAYC Meetings** may be held at specific events/locations to provide information updates for candidates and have discussion regarding NAYC. Details of meetings will be emailed to candidates by the YR Coach Leader.
- Riders must attend the BCEA AGM / Awards Banquet in the year of participation and deliver a presentation on their NAYC experience. ***(The aim of the presentation is to provide others with an insight into a team competition at this high level. It is a way of giving back to the Eventing BC community).***
- Mailed thank you notes to sponsors.
- Mailed thank you notes to YR committee for any funding received.

Time Away Commitment

NAYC Time: This depends on location

***The actual Competition runs over 6 days which includes mandatory in-barn Inspections

4 - 7 days Return travel time, depending on your preferred style of driving and the location of NAYCs that year (Montana/Colorado or maybe Kentucky)

2 - 7 days Depending on location for adjustment: settling in is imperative that horses arrive with enough time to recover from the trip and acclimatize somewhat. It is the rider responsibility to make vet care arrangements and stabling arrangements prior to opening of show grounds.

The Financials:

We have done our best to itemize most expenses that are involved with NAYC below. The expenses have been recorded from our most current experiences; with help from our YR committee, sub-committee, parents and participants.

It is important to understand that there is a substantial financial commitment required from families, to get a rider to NAYC!

- First, we will outline the costs expected for families.
- Secondly, we will explain the potential for BCYR funding that may be available (depending on funds available) to offset expenses

Financial Requirements from Families

Once candidates have met the EC and FEI requirements as well as the BCEA requirements and have been selected as part of the BC NAYC team, a deposit *from the candidate and/or the candidate's family*, must be provided to BCYR. This deposit is due no later than June 1st and is fully refundable up until the time that final entries have been made and paid for by BCYR. The amount of the deposit is determined each year by the YR Committee and can be found on the YR NAYC page of the BCEA website along with the list of associated costs it will be used to cover. A full accounting of the use of the deposit will be provided to each family after the NAYC competition or upon request. The deposit amount is variable from one year to the next and is based on fundraising efforts from previous years, location of NAYCs and number of riders attending NAYCs. Candidates will be notified by May 1st of the amount of the deposit required for that year.

The intent of the deposit to BCEA YR is to cover the following types of rider costs as a minimum, but not limited to:

- NAYC entry fees
- Team coach or portion of
- Team clothing (including rider and groom)
- Horse team attire, ex. Saddle pads with logos

Listed below are NAYC other expected expenses for candidates (expenses NOT covered by the NAYC deposit to BCEA). **Most likely all these costs have increased.**

The following expenses were incurred for Kentucky NAYC - 2015

- | | | |
|--------------------------|----------------|----------------|
| • Platinum EC Membership | | \$270 |
| • FEI Passport | | \$348 |
| • USEA memberships | Senior \$95 US | Junior \$70 US |

- USEA Full Horse Registration \$150 US

Pre-Departure Veterinary Costs – depending on individual horses needs

- Health Certificate, Coggins, VS, border inspection, \$200 to \$300
- Adequan Series (7 doses) \$350 US
- Legend Series (7 doses) \$630 US
- Omeprazole 500 ml (generic Gastroguard) \$180

Competition Veterinary Costs

- Administration of fluids & electrolytes on arrival inc call charge \$400 US
- IV fluids post XC \$325 US
- Traumeel Inj \$100 US
- Other Vet costs – pre-FEI jog exams and admin of meds \$150 US
- Unanticipated Vet Costs (eg, pre competition ultrasound) \$200 to \$400 US

Transportation Costs

- Large horse trailer fuel to Lexington one way (horse, rider & groom) \$1200 CAN
- Stabling costs 'on the road' - fair grounds \$20/night
- Stabling costs 'on the road' – Bale & Breakfast \$75/night
- Stabling for early arrivals not covered by entry (Kentucky Horse Park).
\$100/night
- Stabling for early arrivals at B&B near horse park (pasture or stall) \$25US to
\$45US/night
- Camping for Trailer at B&B \$50/night

Expenses at Competition

- Rider & Groom accommodation – stayed in horse trailer on grounds \$220 US
- Rider & Groom breakfast and lunch – included with entry for NAYC
- stabling fees included with entry (at NAYC site)
- Shavings costs \$10 US/bag
- Ice Costs \$6 US/bag
- Stall Fan purchase \$50
- Feed \$18 US/bale
- Shoeing - approximately \$350 US
- Golf Carts
- Team shirts for riders, grooms, coach and chef with embroidery came to approximately \$800 CAN in 2019 (4 shirts/person) this included, jackets supplied by BCYR – a minimum of 4 team shirts/person is required! ** the past few years we have reused our team shirts when possible
- Some Logo wear is provided by Equestrian Canada – hats & shirts for example

Other Rider Purchases

- Jog up/Vet Check outfit - approx: \$200 each - matching jog outfits for teams are highly recommended.
- Health Insurance x 20 days – annual Travel Insurance through BCAA comes in at \$175/year for the whole family
- Thank you and gift cards – photo cards from London Drugs run about \$53 for 24 cards (including taxes and shipping)
- Photo/video costs – Video \$535 US – Photography \$295 US
- other costs - tails can be borrowed but good Pikeur tails run \$425 - \$550 US

*** **In the past**, the total NAYC costs have been reported as ranging anywhere from \$2000 to \$5000, depending on your luck, your vehicles, and your budget motivation.

Coaching

Riders choosing to take a coach of their own choosing do so at their expense. The expectation is that this coach will agree to work with the designated Team coach. Remember this is a **TEAM** competition first and foremost

Transportation

Team Riders and Parents are responsible for moving their horse, their feed and hay and equipment, their groom, and their grooms gear to and from the NAYCs, as well as themselves (and groom) to and from the camping venue to the competition site on a “several times a day” basis. It is highly recommended that riders rent golf carts, and this should be done early as they sell out quickly. **Riders sending their horses in other rigs, are likely to still require a vehicle and driver to achieve this.**

BCEA YR Committee recommends Sharing Travel Costs when possible -

Determine who and what vehicles are going and for what purpose

- Horse transport vehicles
- Groom/Stuff/Support Vehicles
- “On site” team travel - airport trips, travel between accommodation and barn venues.

Cell Phones

Check your cell phone plan before you leave. You want an “Anywhere” plan of some sort or experience has shown cell phone charges in excess of \$600. This also applies to those on YR team functions other than NAYC,

Groom Costs

Transportation

Provided without cost to the groom via rider vehicles. If another means of transport is chosen for reasons of personal preference, the cost is expected to be covered by the groom.

Accommodation

Rider responsibility

Food

Riders are responsible for their grooms' food costs.

In years when the BCEA YR account can afford it, a nominal monetary grant will be made to each groom attending a BCYR supported function.

*** Potential grooms are expected to participate and contribute to fund-raising activities

NAYC Funding

Funding is available from the YR Committee of BCEA. All funding criteria must be met in order to be eligible for funding. For a list of the funding criteria, please see the YR NAYC webpage. Funding will be disbursed at the AGM held in November each year.

NAYC Funding Criteria for BC Riders

BCYR Program Participation Incentive Funding for NAYC RIDERS – when funds are available (entry fees, stabling, team clothing, travel funds etc.)

Requirements are as follows:

- 1) Riders must attend the BCEA AGM / Awards Banquet in the year of participation and deliver a presentation on NAYC experience. (The aim of the presentation is to provide others with an insight into a team competition at this high level. It is a way of giving back to the BC Horse Trials community).
- 2) Riders must participate at one of the BCEA clinics **and** any YR activities offered at that clinic, in the current year.
- 3) Riders must volunteer at one of the BC Young Riders Fundraisers in the current year.
- 4) Riders must have a Record of 6 Completed BCYR Volunteer hours in the current year, completed by the AGM.

******Exceptions for items 2,3 and 4 may be made for riders that have a record of participation in the BCYR program but are studying and/or training out of province.***

Looking for how to get involved in the BCYR program in the above ways?

Please contact your BC YR Coach Leader or BC YR Committee Chair.

yr@bceventing.ca

Fundraising + Sponsorship for Young Riders

All money collected under the auspices of “Young Riders” is expected to be submitted to the collective YR fund and is not to be directed toward individual YR expenses.

Permission from the YR committee must be obtained for use of the BCEA logo in any fundraising activity.

YRs must follow up with thank you's to donations & sponsors post competition. The YR who initiated or obtained the sponsor may not be the one forwarding thank you correspondence, but they are responsible for ensuring that it does indeed happen!!

Everyone's time, location and situation are different. Distinction is not made between those who generate \$50 vs. those who produce \$500. The Young Rider Committee is not interested in directing their energies as fundraising police. The expectation is that everyone will do, organize, and contribute what they can

Young Riders may be asked to outline their past fundraising activities as part of application to the Selection Committee.

It is considered that Young Riders and grooms who were benefactors from the collective fund, but who managed minimal fund raising themselves in a given year, have the obligation and opportunity to offer their time and energies to future YR teams and activities.

Distribution of YR funds is at the discretion of the YR committee, according to funds available, and the NAYC Funding Criteria.

The Young Rider Fund will attempt to leave a year end minimum balance of \$2000 to cover coaching fees for the upcoming year.

Groom Selection for the NAYC

Grooms will be required to submit an application to groom at NAYC. Grooms will be selected by the NAYC sub-committee in collaboration with the riders, which will ensure optimum rider/groom compatibility. It is expected that this person will also be a contributing member of BCYR. It is crucial for grooms to understand that their 'fortunes' are tied to those of 'their' rider. If the rider is not named to the team or has a last-minute problem and is dropped from the team, so goes the summer plans for the groom as well.

Groom Selection Guidelines

Application Form available on BCEA website or contact yr@bceventing.ca

Age

Grooms should be at least 15 years of age.

Experience

- Current Riding/Competitive Level
- Cool-out procedures
- Involvement in Traveling with Horses
- Ability to do quick and professional wool braids
- Practice with Spit and Polish Turnout
- Knowledge of Barn Management

Maturity and Citizenship

- Ability to assume a Supportive Vs a Starring Role
- Participation with other Team Sport

- Ability to work in peer groups
Must have current Canadian passport

Involvement with Young Rider Activities

- Meetings, **Fundraising**, Clinics, etc.

Availability and Time Commitment

- Attendance at Final Training Camp if available is required.
- Availability to make the “road trip” with the horses is preferred but not always essential.
- Attendance at the AGM is expected.

Team Responsibilities

Riders’ and Grooms’ Responsibilities:

Provide an FEI passport

Validated by EC for competing in the North American Young Championships

Provide the coach with the following before departure

Individual goals for the trip and competition.

Qualities they intend to bring to the group/team

Conditioning plan in use (*riders only*)

Feeding plan (current and for the trip) (*riders only*)

Veterinary Maintenance plans (prior to trip, upon arrival and during competition)

To accept coach involvement and the need for team priorities

To support, participate and communicate with the coach

To utilize lines of communication as outlined by the Team Coach, for conflict resolution

To generate team cohesiveness and to provide support to team members

This can come in many forms: Informational, Emotional, Physical, Inspirational, Nutritional, Recreational etc. Practice at least one method daily.

To ensure one has all needed information in a timely fashion

Information may not be spoon-fed on an individual basis. Riders and grooms are responsible for “hearing” and understanding all announcements and details. Write it down or have it repeated, but make sure you get it.

To recognize your obligation to provincial organizers, your country, and your sport.

To accept a leadership role and to always conduct yourself as ambassadors. Time and energy must also be set aside for thank-you’s to NAYC organizers, and for developing a presentation at the BCEA AGM.

To provide all necessary equipment in good working order

Riders who combine with BC riders to form a team will have been provided this manual and agree to participate fully in team functions, including but not limited to daily jogs, course walks as organized by BC Chef/Coach.

Warmups in conjunction with the individual coach and team coach

Parent and YR Committee Responsibilities:

To assist with team transport and accommodation

Each parent (or rider) is responsible for providing vehicles for their rider, their horse, a groom, and all associated feed and equipment, by one means or another.

To support the coach’s decision making and authority

To support team cohesiveness

Team Coach's Responsibilities:

The Team Coach is responsible for coordinating all team activities and is expected to support riders in making decisions that will enhance both group and individual goals. Since the coach likely has had minimal (if any) input into the horse and rider's overall development prior to team selection, his/her role (simply stated) is to get the most out of the team he/she has! As well, the Team Coach will establish lines of communication and a working relationship with any riders' Personal coaches that have been brought in for the competition. **All riders are expected to attend all Team functions as directed by the Team Coach**, regardless of whether riders have their Personal coach in attendance or not. The designated team coach will be responsible to connect with any and all coaches of riders who join the BC rider to form a team. The purpose being to ensure logistics, organization and expectations are clear prior to arriving onsite.

The NAYC Team Coach is also responsible for:

Conducting a training camp if practical/possible

With the primary goal being to initiate team identity and to ensure that all riders have adequate information on

- Travel plans and recommended shipping practices
- Jog-up protocols and expectations.

- Cool-out routines and practices
- Barn security routines
- FEI rules and lines of communication at an international event.
- Riders as provincial ambassadors and general Codes of Conduct.
- Roles of grooms, Chef d'Equipe.

The coach is also responsible for establishing the lines of communication to be used for problem solving and conflict resolution amongst team members and for handling any rider/coaching disputes should they occur.

Providing expert opinion

The coach is the most knowledgeable and experienced resource on the trip. All decisions and rider choices must be done in consultation with him/her.

Generating team cohesiveness

Many decisions may be made based on what is best for the group rather than serving individual interests. While each coach is entitled to his or her own style and interpretations, rider/group consultation will be an expected part of the process. It is always the expectation of BCYR that the coach will conduct themselves in a professional manner, adhering to the EC Coaches Code of Conduct.

Failure to do so will result in immediate removal from the position of BC - NAYC coach

Safeguarding rider safety and equine health/soundness

This is a shared responsibility between coach/rider/grooms and parents.

Exercising authority as required

The coach does have the authority to remove any rider from the team due to Breach of Code of Conduct or for other failures to meet BCEA standards.

Chef d'Equipe Responsibilities:

- The primary role of the Chef d'Equipe is that of Team Manager. He/she is to coordinate the practical details of entries, accommodation and travel arrangements; and assist with any other "housekeeping duties" or rider/groom/parent support as designated by the coach.
- The Chef is critically important as the liaison person between the Ground Jury and the Team. He/she should understand FEI rules and procedures and attend all official meetings at the NAYC competition. He/she is generally the one to ensure the posting of notices, starting orders, rule adjustments, and general team information.
- The Chef and the Team Coach work together in the making of team decisions, the communication of competition plans, and the organization of barn, camp, and social activities.
- The Chef has the right to exercise his/her authority to ensure team functioning and cooperation and is also authorized to initiate disciplinary action in breach of conduct situations.
- Unless an obvious Chef presents him/herself earlier in the season, he/she will be officially named after team selection has been finalized and it becomes clear which adults will be making the trip and attending the competition. The role of Chef usually falls to the most qualified adult attending the NAYC. The "job" can also be viewed as a learning opportunity for someone keen to involve him/herself further in YR or FEI structures. In this situation, it should be shared with a more experienced individual. There may be years when the "Team"

coach will be assigned Chef duties as well. Individual coaches going will be encouraged to attend Chef meetings as well. The Chef will be aware of arrangements made between BC coach and any other Provincial coaches to enable them in meeting obligations prior to departure, as well as maintain open and effective channels of communication during the competition.

- Prior to the competition, Chef duties are handled by the *NAYC Sub-committee*, or its designate.
- This position is an unpaid, volunteer opportunity. Perks would include a team uniform and lunch tickets as supplied in competition packets.

Resources

It is important to never rely on anything other than the **Equestrian Canada Web Site** <https://www.equestrian.ca/> and/or the <https://www.fei.org/> your primary sources of official and updated information.

- ***Both FEI and National Qualifying Standards change from year to year. It is important to make sure you know the current year's qualifications.***

FEI Passport Application

<https://www.equestrian.ca/programs-services/horseid/fei>

FEI Rider & Horse Registration

<https://licence.equestrian.ca/feireg/login.aspx>

Declaration of Intent to compete in a CCI

<https://licence.equestrian.ca/ccicic/login.aspx>

USEA Membership

https://useventing.com/resources/documents/USEA_Member_Application.pdf

USEA Horse Life Registration

<https://useventing.com/safety-education/forms-documents/usea-horse-life-registration-form> or

https://useventing.com/resources/documents/USEA_HLR_Form_2020.pdf

FEI Clean Sport

<https://inside.fei.org/fei/cleansport>

Equine Medications Control

<https://www.equestrian.ca/programs-services/equine-medications>

North American Youth Championships

<https://www.usef.org/>

USEF Rider Code of Conduct

<https://www.usef.org/forms-pubs/O9XeYLoMq9k/attachment-c---code-of-conduct>