

Staff Manual



Camp Kawanhee for Boys
Weld, Maine
www.kawanhee.com

Updated in 2024 by Robby Ray

Camp Kawanhee for Boys – Staff Manual

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Section 1: WELCOME TO CAMP KAWANHEE

The directors of Kawanhee are pleased to welcome you as a member of our staff for the upcoming camp season. You will not only have the opportunity to instruct campers in one of a variety of scheduled activities, but you will also have daily chances to help in the character development of many young men. This is one of the strong points of Kawanhee's program, and one of its unique opportunities for you as a staff member.

You will be spending seven weeks with the campers in the close intimacy of camp life. During this time you will be able to advise and help them in improving habits of conduct and in gaining confidence in themselves and their abilities. Your responsibility is awesome. It is important to remember that your conduct in all phases of camp life, whether it be in your activity, at the dining hall, or during your free time, will exert an influence on the campers, even if you are not working directly with any of them at the time.

Camp was built and is run for the benefit of the campers. You will quickly find that the more you put into making the program fun and beneficial for the campers, the more you will get out of it yourself. There follows in this manual procedures and policies which attempt to be comprehensive, but may not cover every situation that may arise. The manual is meant to be a guide to help you understand the framework and atmosphere we try to create each summer to foster the positive growth and development of the campers. Our success in accomplishing this will depend both on your individual enthusiasm and dedication, and on your friendly cooperation with other staff members.



CAMP KAWANHEE'S MISSION STATEMENT

The Frank Foundation's mission is to provide boys and young men with experiential educational opportunities designed to encourage self-sufficiency and teamwork and an appreciation of the natural world. Our program consists of a summer session of seven weeks that promotes cooperative living in a safe and nurturing environment. We offer a rustic camp setting on the shores of a pristine lake surrounded by mountains, together with a staff sensitive to the needs of boys and a liberal arts philosophy that has stood the test of time, and yet continues to evolve. It is our hope that members of the Kawanhee community will return to their everyday lives as better, more productive citizens of the world.

OUR VALUES

A Caring Community: A network of supportive interpersonal relationships are the foundation for all we do. We show the value we place on succeeding generations by establishing for them an environment of acceptance and belonging and by mentoring in the values of fellowship, mutual respect, and service to others.

Character Development: We do not preach leadership; we practice it. We consciously strive to enhance the self-awareness and self-esteem of all whom we serve. We provide opportunities for the kind of personal growth, leadership development and personal enrichment that comes from prudent risk-taking, good sportsmanship and perseverance toward the achievement of a worthy goal.

Integrity: We accept personal responsibility for our words and actions. When we give our word, we honor it. We finish what we start. We treat each other directly and fairly. And we build trust in the community of those we serve by delivering on our promise to provide quality in everything we do.

Environmental Consciousness: Our programs reflect our belief that to appreciate the natural world one must experience it, directly, personally and authentically. We are committed to fostering a sense of personal responsibility toward the natural world and, when appropriate, to taking a hand in preserving what we can.

Freedom Within a Framework: Personal safety is our priority. Within this framework we provide a flexible, open environment rich in self-challenge and self-discovery where all are encouraged to seek out, find and gain acceptance for their own personal best. The lessons learned are for life, and we recognize that some of life's best insights and memories come from so-called idle hours spent in ideal settings in the company of close friends.

Financial Stability: Financial stability is our way of securing our traditions in perpetuity. Our financial health provides the freedom and the resources to focus on quality programming, share our offerings with those less fortunate, and protect our pristine setting from possible threat.

CAMP KAWANHEE'S GOALS

The basic purpose of Camp Kawanhee is to give every boy a happy, healthy summer. The Kawanhee mottos, established by the Frank brothers, remain alive as a vital part of Kawanhee's spirit. "Fun With a Purpose", "Learn To Do By Doing", and "Finish What You Start" still serve today as motivating forces in the lives of Kawanhee campers and counselors.

Kawanhee's program consists of 20 activities, both athletic and non-athletic. Each boy progresses in general areas, and as he improves and develops new skills, he grows in self-esteem.

The program at Camp Kawanhee strives to:

1. Provide an opportunity for each camper to achieve growth in independence and self-confidence through a progressive system of achievement levels which lead to a mastery of each activity.
2. Provide an opportunity for each camper to develop a realistic and positive attitude about himself through recognitions in each activity and at weekly campfires and the final Awards Ceremony.
3. Provide an opportunity for each camper to have fun and adventure and to appreciate the out-of-doors through the broad-based programs offered by the Tripping, Campcraft, and Ropes departments.
4. Provide an opportunity for each camper to develop socially acceptable behaviors toward his peers and others with whom he is living and working through opportunities for lodge responsibilities.
5. Provide an opportunity for each camper to be accepted in his lodge and to be appreciated for his special interests and accomplishments by participating in the lodge Vespers program as well as at other quiet times within the lodge.
6. Provide an opportunity for each camper to develop a sense of belonging to his lodge group as well as to the entire camp group through participation as a lodge group in meals, activity periods, overnights, special events, and through participation in Grey/Maroon competition as a member of one of the teams.
7. Provide an opportunity for each camper to achieve success and recognition through advancement in the various activities through participation and practice in each activity at least once per week.
8. Provide a setting in which each boy has maximum opportunity to grow in mind, in spirit, and in body through a well-balanced variety of activities designed to stimulate the mind as well as the body, and by making available a wealth of opportunities for meditative and spiritual growth.

CAMP ACCREDITATION BY THE AMERICAN CAMP ASSOCIATION

The American Camp Association (ACA), founded in 1910, is a 5,000 member, not-for-profit education association committed to the continuing values and benefits of camping. ACA's mission is to enhance the quality of the camp experience for youth and adults, to promote high professional practices in camp administration and to interpret the values of camp to the public. For almost fifty years ACA has sponsored a voluntary, peer-administered accreditation program. The accreditation process or evaluation is based on a system of standards that camp professionals have determined to be desirable program practices. Camps are visited at least once every three years while in operation by trained visitors who compare the camp's practices against the standards established for the industry. Camps must comply with all mandatory standards and earn a minimum score of 80 percent to become accredited.

Camp Kawanhee has been accredited since 1979 and upholds the standards for accreditation throughout all aspects of the camp operation. Activity Heads are asked to review the standards applicable to their program and provide suggestions for program improvement.

Section 2: PROGRAM OF ACTIVITIES

THE DAILY SCHEDULE

At Kawanhee, we use the large bell behind the Dining Hall to keep time. Program Directors are responsible for ringing this bell at the appropriate times. The following is the schedule for a “typical day”.

7:00	First Bell and Polar Bear Swim
7:30	Second Bell
7:45	Flag Raising
8:00	Breakfast
8:30	Lodge Inspection/Clean-up
9:00	First Activity Period
10:00	Second Activity Period
11:00	Free Time
12:15	Lunch
1:00	Rest Hour (and a half)
2:30	Third Activity Period
3:30	Fourth Activity Period
4:30	Free Time
5:45	Dinner
6:30	Evening Activities and Free Time
8:30	Tattoo
9:00	Taps

The Saturday schedule varies slightly. The morning schedule remains the same, but the afternoon is spent with all-camp Grey/Maroon activities and competitions.

Sunday morning’s bell-schedule is half an hour later. The first bell rings at 7:30 and breakfast is at 8:30. The all-camp gathering happens at council point at 10. Vans to the local Catholic service leave shortly after breakfast. The noon meal is a traditional turkey or steak dinner, and the evening meal is a cookout. Sunday afternoons are spent doing special activities with out of camp guests or large carnival like events.

THE ACTIVITY LEVEL SYSTEM

The Activity program is designed so campers can go from a beginner in any given activity to an expert in the given activity. The levels are broken down into 4 categories. The Categories are as follows:

Beginner
Intermediate
Advanced
Expert

Kawanhee's program consists of activities to which lodges are assigned to and campers attend on a daily basis. The Achievement Level is the common unit for evaluating accomplishment within these activities. Progress in each activity is divided into three levels, with the first level purposely designed to be quite easy to allow a camper to discover if a particular activity interests him. Levels two and three are progressively more difficult. Each of the categories has a different set of 1-2-3 level requirements, so that a camper's level challenges will match his ability.

LIST OF ACTIVITIES

Archery	Art
Baseball	Basketball
Canoeing	Campcraft Kayaking
Nature	Rifle Range
Ropes Course/Climbing	Sailing
Soccer	Swimming
Tennis	Trips
Water-Skiing	Wood Shop

* Additional activities may be implemented as the need and interest arises.

CAMPER SUPERVISION RATIO REQUIREMENTS

Staff/camper ratios are based on the recommended ratios set by the American Camp Association and by the needs of our program. Camp Kawanhee requires a minimum of the following supervision ratios for staff to campers during all programs and events:

Camper Age	Number Staff	Overnight Campers
6-8 years	1	6
9-14 years	1	8
15-18 years	1	10

At least 80% of the staff/camper ratios established need to be staffed by persons age 18 and older. Junior Counselors cannot be included as adult supervision in the staff/camper ratios.

When at all possible, there should always be a minimum of two staff members with a group of campers. Exceptions to the above ratios are noted in the procedures for waterfront, trips, and specialized activities.

All staff are expected to supervise and instruct campers while on duty. This means that campers are number one and should be attended to during that time – it is not time for personal interests or affairs. During Free Time Periods, staff are responsible for the rotational coverage of their respective activity and lodge, and are encouraged to be accessible to the camper population. See activity descriptions and job descriptions for specific program procedures and more information.

Camper Supervision Ratio Exceptions

- A ratio of one counselor per every six campers will be maintained at all times in the following specialized activities: Archery, Campcraft, Rifle Range, and Waterfront Activities.
- A ratio of 2 approved instructors per 12 participants will be maintained at all times on the Ropes Course.
- A ratio of one lifeguard per every 10 campers will be maintained at all times during free swim periods.
- A ratio of one counselor per every 10 campers will be maintained during Swimming activity periods.
- A ratio of one counselor per every four campers will be maintained on all mountain trips.
- A ratio of one counselor per every six campers will be maintained on all river

trips.

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STAFF ROLES AND RESPONSIBILITIES IN ACTIVITIES

General procedures operate for every activity department in the camp. It is the responsibility of each Activity Head and the corresponding assistants to adhere to the following regular requirements (within each activity there may be additional expectations):

- Participate in pre-camp training and orientation to discuss departmental procedures, routines and safety precautions with all staff.
- Adhere to the general camp rules and procedures outlined for the staff.
- Open the department, inventory equipment, request and order new supplies if needed, maintain equipment, and properly close down the department at the end of the season.
- Maintain and care for the area of instruction (ex. docks, playing field, beach, courts, etc.).
- Coordinate the departmental program with other camp activities and plans.
- Cooperatively work as a department for the welfare, happiness, and general learning experience of each camper during activity periods and free time.
- Start periods on time and keep campers constructively occupied until the period ends.
- Teach campers and encourage their enthusiastic participation in the assigned activity.
- Organize and supervise tournaments, Grey/Maroon competitions, Games, and free-time offerings of the department.
- Adjust the level-passing requirements when a camper has a learning disability, language barrier, or other limitation.
- Maintain a record of each camper's progress in the activity during the camp season.
- Report campers' progress at weekly campfires, to the Camp Scorekeeper, to the WIGWAM editor, and present special awards at the Awards Ceremony at the end of camp.
- Assist and mentor Junior Counselor members of the department to help them become knowledgeable in all facets of running the department, including experience in instructing campers.

AWARDS

Each activity department is responsible for designating campers to receive awards for the end-of-the-season Awards Ceremony. A meeting will be held the last week of camp to discuss awards and their recipients, with the hope that each camper will receive at least one award. Activity Heads are to submit a list of camper names and awards received to the Camp Secretaries at the close of the camp season.

BEACH GUARDS

The Boating/Canoeing, Kayaking and Swimming department members are assigned to a rotating schedule of Beach Guard for Free-Time periods. When on duty as a Beach Guard, it is the staff member's responsibility for the safety of all campers on the water that are in watercraft. The Beach Guard must be a certified Lifeguard. The following procedures ensue:

- Be punctual in reporting for duty. If there is a conflict in the schedule and you are unable to cover your assigned period, find a substitute and inform the Program Directors. Do NOT just not show up – camper's are counting on you!
- Check records to be sure campers have swum the cove or lake. Non-swimmers are not permitted to go out in a boat unless with a staff member.
- Be sure all campers in watercraft are wearing a lifejacket.
- Remind campers to stay within sight and sound of the cove.
- Record campers and boats out on the proper charts/binders/boards.
- Monitor splash-fights, boat-ramming, and any other inappropriate boating behavior.
- There should always be at least one of the two rescue launches available for use in case of an emergency.
- Be on the lookout for boats in trouble. Should a boat capsize, go out and assist, but be careful of kids in the water as you approach the capsized boat.
- At the end of Free-Boating check for camper accountability and have campers return all boats, paddles, and lifejackets to the appropriate racks.

COACHES

With the number athletic leagues that take place throughout the summer, there is a need for coaches for these teams. Some staff members may be asked to help coach a Little League, Softball, Soccer, or Basketball team. Remember, the emphasis is on skill development and fun. All campers on the team should have an opportunity to play, regardless of skill level. Good sportsmanship is to be displayed at all times.

FISHING

Fishing is an informal activity that is sponsored from year to year by those staff members that are most interested, or who are hired with that specialized interest in mind. The camp purchases a group fishing license from the Department of Inland Fisheries and Wildlife from the State of Maine for all campers under the age of 16. Staff members will need to acquire their own fishing licenses. Fishing is permitted from the fishing dock floats in the cove and from boats.

FREE TIME ACTIVITIES

Free Times at Kawanhee are 11:00 a.m. – 12:00 p.m., 4:30 – 5:30 p.m., and after dinner. For many campers this time is taken up with athletic league games and practices. Counselors will be assigned 1-2 free time placements throughout the day by the program director. These assignments will be posted daily to the whiteboard in the directors office as well as to the camp google drive for easy access. In addition to the regular activities of the camp, the Library and Rec Hall will be open for various activities. When fields or courts are not in use, pick-up games (Ultimate Frisbee, Volleyball, Touch Football, etc.) can take place. A Weight Room is available for staff and older campers. The emphasis for free time is to give campers a choice of many activities that they can either practice their skills in, or just have fun with friends. Counselors should encourage campers to make wise choices for the best use of their free time.

GREY/MAROON COMPETITION AND EVENTS

During the first week of the camp season campers are assigned to either the Grey or the Maroon team, each captained by a Junior Counselor. Points are earned for the respective teams when campers earn or pass set levels in the activities or any other point-designated event such as swimming the lake, swimming Bass Rock, passing LGT, or passing JMG. The point system is a valuable tool in creating interest in activities and as an incentive to doing a good job and finishing a project or level. The stress should remain on the learning experience and the actual accomplishment rather than on the points earned. Team Captains are chosen during the first week of camp and they generally have several years of exceptional Kawanhee experience. Captains choose their teams, help organize Saturday competitions, and lead their team in cheering and winning points. Team spirit stimulates all campers to feel they belong and are making a definite contribution to their team through individual participation or as a team member during Grey-Maroon events and competitions. Counselors and Staff members may be asked to help organize and run Saturday Grey- Maroon Events. Common events include Capture-the-Flag, All-camp Athletic Competition, Swim Meet, Woodsman Meet, Counselor Hunt, Track-and-Field, and Flag Rush.

NON-LODGE STAFF RESPONSIBILITIES

Staff participation in all program areas is expected. All staff, whether they have a cabin or not, are expected to attend weekly campfire, Sunday Service, Vespers, and special events. Non-lodge counselors are encouraged to sit among the boys during these events. Since your attitudes and behaviors influence those of the campers, and since most of these activities depend on audience participation for their success, it is essential not only that you attend, but that you also actively and enthusiastically participate. Little League games, water meets, etc. are important, however attendance is not mandatory. It is hoped, however, that whenever possible you will involve yourself in these activities either by volunteering to assist in them or by attending and displaying an interest. All staff may be asked at various times during the season to help organize and/or direct different activities on Saturday or Sunday afternoons.

POLAR BEAR CLUB

The Polar Bear Club is a voluntary group of campers and staff members who take part in an early morning 'dip' in the swimming area at first bell (7:00 a.m.). To become a Polar Bear and earn a white stripe on your paddle, you must go to Polar Bear for 10 mornings during the camp season.

RAINY DAY ACTIVITY PERIODS

In the event of rain days or severe weather, some activities cannot meet outside. These activities should arrange for activities to take place in the Rec Hall, Ketahdin, or the Dining Hall. The activity department members are responsible for all campers assigned to their activity, regardless of weather. Ideally an activity can take place that still pertains to that department and programming can continue, however indoor space is limited and that may be difficult if other activities are vying for the same space. Any camper scheduled for an activity is to stay with those activity counselors, regardless of location, for the entire assigned period.

Developing Curriculum

Occasionally you may be asked to develop new curriculum for your activity. When doing this it is important to understand how to create a progression for learning. This process can be summarized in four words: **Static, Simple, Complex, Freeplay.**

Static: A static drill is one where the complexities of a full task are taken out and you only focus on one joint's or a set of joint's movements while doing the task. For example: while teaching the J stroke in canoeing you could have them practice it while sitting on the dock with a paddle in the water instead of having them learn it in the boat. This makes it simpler for them to focus on the task of the J stroke and not have to worry about keeping their balance in the canoe or paddling in any certain direction. It also makes it easier on you, the instructor, to be able to see what each of your students is doing and give them prompt feedback.

Simple: Simple tasks only have one new part to them. To continue our example from last time. A simple task for the J stroke would be to have the student get in a boat and use the J stroke to paddle in a straight line. Assuming they already know how to balance themselves in the canoe, the only new task they are using is the J stroke.

Complex: A complex task take multiple Simple tasks and puts them together. Prior to getting to this stage you need to have introduced many new simple tasks to your students before giving them a complex tasks. For example if a student had learned A C stroke, D Stroke and J stroke recently you could give them a task which includes all three and challenges them to use them all in succession.

Freeplay: This is the MOST IMPORTANT part of building a progression. Once your students have mastered the complex task give them an opportunity to play with it! This could be via competition or a game which involves the day's task or even just giving

them the freedom to explore the new skill they just learned. Research shows that students can learn a skill 4x faster when play is involved in the learning process. [\(Click here to return to the Table of Contents\)](#)

Developmental Stages

When working with children it is helpful to understand the ways they learn at different stages. This topic can encompass entire masters programs but a brief chart of developmental stages can be found here to aid in your instruction

Age	0-2 years old	3-6 years old
Cognitive: How children think and perceive		
	Sensorimotor	Pre-Operational
Characteristics	Aware of sensory stimuli	- Language use is beginning - Is egocentric ("Me"). - Can only process one thing at a time. - Unable to reverse directions. - Learns through play and use of fantasy. - Has a short attention span.
Point-of-View	Eats snow	"Look at ME!" "Your space is MY space." - Prefers to tackle one thing at a time. - Doesn't think in concrete concepts. "I can get there, but not back." - Doesn't know why things are the way they are.
Affective: How children react and socialize, process emotions, and communicate		
Play/Humor	- Plays alone. - Tests abilities. - Plays "Peek-a-boo."	- May play beside (not with) each other. - Learns through play. - Social play with few rules. - Slapstick and basic silliness
		Pre-Conventional
Morals/Social	"It's my own world."	- Punishes others (to avoid punishment). - Thinks "good is good, bad is bad." - May ask, "What's in it for me?" - May want their mom or dad. - May need reassurance.
Physical: How children's bodies are built, how they grow and move, and how they develop motor skills and coordination		
Growth & Physical Development	- Large head in proportion to their body. - Higher center of mass. - Body moves as a unit.	- Large head in proportion to their body. - Higher center of mass. - Body may move as a unit. - Uses skeletal bracing. - Large muscles develop first. - Similar strength in boys and girls. - Motor skills: Gross (Locomotor). - Planes of motion: Frontal. - May tire easily.

7-11 years old	12-13 years old	Teens+
Cognitive: How children think and perceive		
Concrete Operational	Formal Operational	
- Sees the world from more than one point-of-view. - Can process more than one task at a time. - Appearance vs. Reality. - Starting to judge space, distance, and time. - Directionality & Reversibility. - Over-estimates abilities.	- Abstract thinking is developing. - Is starting to visualize. - Peer acceptance is important. - Over-estimates abilities.	Uses problem-solving skills.
- Look at US! "Your space is YOUR space." - Considers "What if?" - Is ready for multiple directions. "I can get there and find my way back." - Wants to know why things are the way they are.	- Wants to know why things are the way they are and can understand the reasons why. - Can visualize well.	"I am like others." - Distinguishes right from wrong. - Can think in abstract terms and understand complex concepts."
Affective: How children react and socialize, process emotions, and communicate		
- Cooperative play. - Social play with rules. - Wants to have fun and play games. - Seeks approval. - Likes "Knock-knock" jokes and "toilet" talk.	- Competition. Wants to compare their achievements to their peers. - Asserting independence. - Parody and sarcasm.	- Can laugh at themselves. - Not keen on competition because they prefer to blend in with their peer group.
Conventional	Post-Conventional	
- May think they're "clever as a fox" (cognitive conceits). - Seeks consensus ("All in favor say 'Aye.'") - Is developing awareness of others' feelings. - Likes to know when they've done something well.	- Tests authority. "Fitting in" is important. - Self-esteem is important. Wants to be treated with respect and not talked down to.	- Listen to their conscience. - Seeks peer acceptance. - Understands universal ethics.
Physical: How children's bodies are built, how they grow and move, and how they develop motor skills and coordination		
- Center of mass is moving lower, toward the core. - Strength and coordination may not match growth. - Motor skills developing: Gross More than Fine (Manipulatives). - Beginning to develop arm/leg movement independence.	- Rapid growth and body changes. - Strength and coordination may not match growth. - Planes of motion start to change: Frontal More than Lateral/Diagonal. - Can move body parts independently of one another.	Growing into an adult body.

SPECIAL EVENTS

Opening and Closing Ceremony– This is a traditional ceremony that marks the starting and ending of the summer camp season. Counselors and campers are asked to take the ceremony seriously and listen to and respect the message that is presented. Lodges are to sit together as a group and there is to be no talking.

Game Night – This event is held twice throughout the season. Lodges are put head to head in an assortment of different competitions. The evening usually culminates in an all camp swim or a fireworks show on the lake.

Skit Night – Skit night is held during the first half of camp. Each lodge prepares a skit to present in front of the entire camp. Skits are judged by a panel of staff members (usually the kitchen staff). Winners and runners up will be announced at the end of skit night.

Open Mic Night — Anyone wishing to perform for open mic night will be allowed to perform given there is enough time. Musical acts are regular occurrence but this event is open form and any and all talents that can be performed on stage are welcome as long as they are rated E for Eagle lodge (the youngest lodge in camp)

Mr. Kawanhee Night – Mr Kawanhee night takes a bit of skit night and a bit of open mic night and puts into a competition which in the end will decide who is Mr Kawanhee. Each lodge must prepare a group and solo performance. The solo performer will be dubbed Mr Kawanhee. The lodge will win the event as a team.

Carnival - This event is held twice a season on Sunday afternoons. Musical performances either in the form of Sonic Steves Jambulance or an electronic music festival will take place in tandem with games run by counselors which earn campers tickets and prizes.

THE LEADERSHIP TRAINING PROGRAM

The Leadership Training Program is designed as a two-year program for 16 and 17 year-old participants. Participants in this program will have the opportunity to experience extended wilderness trips, to observe and work in selected activities, to live and assist with camper supervision, to participate in community service projects, and to explore personal leadership characteristics of role modeling, instructional techniques, and nurturing skills for campers in their care. Candidates may participate in one or both years of the program.

GOALS:

- To help young men aged 16 and 17 to develop leadership skills.
- To sharpen communication skills.
- To learn to work as a member of a team.
- To assist in the transition from experiencing camp as a camper into the role of caring for campers and developing awareness of their safety and welfare.
- To begin to learn how to relate effectively to children both in a teaching/instructional environment and as a positive role model.
- To foster an appreciation of Kawanhee's traditions and culture.
- To foster an appreciation of nature.
- To better understand conflict and ways to resolve it.

YEAR ONE – LEARNING ABOUT LEADERSHIP

The first year of the program will emphasize learning about leadership by observing different styles and exploring how leadership works in the camp setting. Participants will live together with the program director for the first two weeks. They will be assigned to a lodge of campers for meals and other daily routines. They will also be assigned to at least two activities (of their choosing) to assist with instruction. Participants will explore the “behind the scenes” aspects of camp, how the kitchen works by participating in preparation of a meal for the camp, and helping to organize a lodge overnight or hike, for example. Participants will be allowed to participate in regular camp activities as time allows, but will also travel on a multi-day wilderness adventure and perform community service within camp. They will also apply for various leadership roles within camp that include, but are not limited to: Grey & Maroon captains, sports team captains, service project leaders, event & free time coordinators, and music assistants.

YEAR TWO – DEVELOPING A PERSONAL LEADERSHIP STYLE

The second year of the program will emphasize developing a personal leadership style. Participants will live in a lodge with campers, and will be assigned to a major and secondary activity to work in as an assistant. Regular meetings will be scheduled to discuss participants' growth. This year will include community service activities both within the camp community and beyond, as well as a multi-day wilderness adventure. Participants will be part of the planning and organizing of this trip.

Section 3: PERSONNEL POLICIES

Camp staff members are the primary means through which the objectives, goals, and philosophy of Camp Kawanhee are transmitted to the camper. Each staff member is expected to be aware of and abide by the following personnel policies:

HIRING POLICY

All candidates seeking employment at Camp Kawanhee must apply in writing. The Camp Director and/or the Executive Directors, as the case may be, shall only offer a position to a candidate after conducting a personal interview, in person or by phone, with that candidate and securing consent for a criminal background check. Job offers should be explicitly conditioned on satisfactory reference checks and criminal background checks. Hiring policies and practices shall meet standards adopted by the American Camp Association and comply with regulations promulgated by Maine's Department of Health and Human Services. Camp Kawanhee provides equal employment opportunities to employees and applicants without regard to race, color, religion, sexual preference, gender, national origin, age, or mental or physical disability (except in limited instances when age or gender considerations are occupational requirements - i.e. cabin counselors and minimum age requirements for accreditation).

PRE-CAMP STAFF TRAINING

A mandatory seven (7) day session for all camp personnel prior to the opening of camp as scheduled by the Camp Director will be held. Some personnel may be asked to report several days earlier to assist with the preparations and opening of camp facilities and/or to take part in additional training and/or certifications.

SALARY/BENEFITS

Your salary, as noted on your contract, will be paid in 5 installments at two week intervals. The first and last paychecks will have 1 weeks worth of pay while the middle 3 will have 2 weeks worth of pay. As required by law, Social Security and State and Federal Income Taxes will be withheld from your salary. In addition to your pay and established value for room and board, you may plan on the following benefits:

1. Workmen's Compensation Insurance is carried by the camp on each employee for work related injuries/illnesses.
2. Health Services: Access as needed to the registered nurse on duty at camp.
3. Laundry facilities.
4. Use of all recreational facilities when not used by campers.

Each staff member's salary is determined individually by experience and by training. Professional confidentiality regarding these individual arrangements is expected of all staff members.

Tips/Gratuities: In an effort to promote the equal treatment of all children, staff members are asked not to accept any tips or gratuities from the parents or relatives of campers. If parents are interested in thanking the camp for the services provided to their child, contributions can be made to the George and Raymond Frank Foundation.

TIME OFF and LEAVES OF ABSENCE

Whether it is a day off, or a night out, it is expected that staff members gauge themselves in both the activities and in the time of return so that you may successfully perform your duties the next day. The camp administration believes that 12:00am is a reasonable time to expect staff members to have returned from their nights out.

Days Off

Beginning the first weekend of camp, each staff member will be granted one day off per weekend (Saturday or Sunday). Days off generally begin at first bell (7 am) on the given day off, however special permission may be granted for days off to start earlier if needing to travel a distance to a particular destination. The Program Director will be in charge of scheduling all time off. All requests and schedule changes must be cleared with the Program Director.

Nights Out

Nights out Begin at 4:30 PM. Nights out will be scheduled by the Program Director and are subject to change if there are coverage needs that require such changes to happen. All staff will receive the same amount of time off each week.

Leave of Absence and Sick Leave

In some circumstances it is necessary for staff to take a leave of absence from the camp season to attend to personal matters. As soon as possible, staff should inform the Program Director of the situation so that necessary adjustments can be made in lodge and activity coverage. Dependent of the situation, an adjustment in salary may be made. In cases of staff illness, the Leadership Team will make sick leave decisions on a case by case basis in consultation with the Camp Nurse or Physician.

Terminations and Resignations

Over the years, Kawanhee has been fortunate in securing responsible and dedicated staff members. It is with regret that we mention that there have been instances in which contracts have been terminated during the season. Dismissal may result after a serious violation including:

1. Not fulfilling the position for which you were hired.
2. Leaving the lodge unsupervised at night when you are on duty.
3. Abuse of alcohol.
4. Possession or abuse of drugs or narcotics.
5. Abuse of campers or other staff members.

Any employee resignation should be brought to the immediate attention of the Camp Director so that a reasonable period for obtaining a replacement is possible.

WORK RULES AND PERSONAL CONDUCT

As a Camp Kawanhee employee, you must be prepared to adjust your personal habits and actions to the customs, policies, and ideals of the camp. You must conduct yourself at all times, both in camp and away from camp, in a manner that will be a credit to yourself and to Kawanhee. Staff members are asked to be sensitive to the people in the communities around camp and to refrain from any involvement in acts which might reflect negatively upon the camp program.

Harassment: Camp Kawanhee recognizes that a person's right to freedom from discrimination includes the opportunity to work and play in an environment untainted by harassment. Offensive speech and conduct are wholly inappropriate and intolerable to the harmonious relationships necessary for the operation of the camp program. Harassment has the potential to create an intimidating, hostile, or offensive work environment and may unreasonably interfere with an individual's work performance, which could adversely affect an individual's employment opportunity. Harassment includes all unwelcome advances, written or verbal innuendos, threats, insults, or disparaging remarks concerning a person's gender, national origin, race, creed, color, ancestry, age, sexual orientation, veteran status, physical or mental disability, or religious beliefs that are offensive to a person associated with the camp program. Examples include verbal harassment, physical harassment, and visual harassment.

Sexual Harassment: In addition to the above, sexual harassment is defined as unwelcome sexual advances, requests for sexual favors and conduct of a sexual nature when submission to such conduct is made wither explicitly or implicitly a term or condition of employment AND/OR submission to, or rejection of, such conduct is the basis for or a factor in any employment decision affecting the individual. Any employee who has a question or concern regarding any type of discrimination or harassment is encouraged to bring it to the attention of their immediate supervisor or the Camp Director. Any individual who is found to have harassed another individual, will be subject to discipline. Persons that have been exposed to harassment are encouraged to report the harassment to an appropriate supervisor. Supervisors who become aware of unlawful harassment or inappropriate behavior must report the incident to the Camp Director.

Alcohol/Tobacco/Controlled Substances

Alcohol and controlled substances are not allowed in any area of camp which campers have access to. In addition, employees are not to return to areas of camp where campers have access to under the influence of alcohol or controlled substances. Drinking or the use of controlled substances is not permitted anywhere in camp where campers are present, or while on duty with campers either in camp, or off camp premises. Smoking and chewing tobacco is discouraged, but is permitted in the designated area in the staff parking area. Smoking is not permitted anywhere in camp where campers are present, or while on duty with campers either in camp, or off camp premises.

Vehicles

Staff members may bring their own vehicles to camp, but they must be properly insured by the owner who must also show proof of a valid driver's license. Staff will use the designated parking area on the Kitchen Entrance Road. A speed limit of Ten (10) MPH on all camp roads is to be observed. No personal vehicles will be driven into the center of camp while camp is in session. The Kitchen Entrance parking area must remain free of obstacles for emergency access and dining hall deliveries.

Camp vehicles are for official camp use only. Use of any camp vehicle must be cleared through the Program Director. *Camp Kawanhee does not permit the transport of campers in private vehicles except in emergency situations.*

Motorized Boats & Watercraft

The ski boats and launches are maintained and operated by the respective waterfront activities. Use by any other trained boat operator must have the approval of the Waterfront Director. All use of boats, by campers, staff, alumni, and friends, is to be done only during staffed free boating periods. All established waterfront regulations, including the wearing of a PFD by all persons at all times, will be followed.

Personal Equipment & Pets

Personal equipment such as canoes/kayaks, special sports equipment, boats, bicycles, archery equipment, and other valuable possessions may be brought to camp with permission of the Camp Director. Instruction for storage and use of such items will be given at the time permission is granted. The camp assumes no responsibility for any loss, damage, or theft of personal equipment. Prior permission must also be granted to bring pets into the camp.

**Personal firearms and ammunition are not permitted on camp property (either in personal vehicles or in camp buildings).*

Under certain circumstances, Camp Kawanhee's Directors reserve the right to search and confiscate, if necessary, a camper or staff member's personal belongings with or without their permission. The circumstances may include suspicion of theft, possession of illegal substances or materials which may bring harm to others, to camp or personal property.

Guests/Visitors

Staff members may receive guests in their private quarters when not on duty or in the general social areas up until Taps (9:00pm). Since Kawanhee is a character-building organization for boys of all ages, all staff members, male and female, are expected to exercise discretion in the use of their private quarters when entertaining. Guests are not permitted to stay overnight in camp facilities.

EVALUATION

In an effort to help the staff member perform his/her duties at an optimum level, each staff member will be evaluated on a regular basis. Camp administration will evaluate the performance of each staff member periodically throughout the summer season as well as at the conclusion of the season. A written evaluation will be shared and maintained in the staff member's personnel file.

Grievances: Should there be a disagreement over the interpretation of camp policies or a grievance related to one's duties or relationships with fellow staff members, it should be reported to one's supervisor promptly. Should the supervisor be the source of the grievance, the staff member may report the grievance to the Camp Director. Additionally the grievance can be brought to the attention of the Staff Representative who can help guide staff through the conflict resolution process.

Camp Kawanhee Personnel Policies – Staff Verification Form

These policies are designed to clarify, generally, the employer/employee relationship and should not be considered as a contract or a guarantee of employment. Before you sign this personnel policy, be certain you have a complete understanding of what it will demand of you. Proper expectations and communications are a must for a successful and enjoyable experience. Please contact the Camp Director with any questions.

ACKNOWLEDGMENT

I acknowledge receipt of Camp Kawanhee's Personnel Policies and understand that this document supersedes all prior documents and any other verbal or written agreements. I have read and understand the camp policies. I also understand and agree that my employment is at-will, which means I have the right to terminate my employment at any time and for any reason and the camp has the same right.

I shall endeavor to understand and faithfully interpret the camp philosophy, objectives, and goals in my relationship with campers and all staff.

I shall conduct myself in an exemplary manner, recognizing that I am an adult role model for my campers. By my behavior, I will always try to demonstrate high moral values. I recognize that my conduct when I am away from camp premises also reflects on the camp.

I shall always seek to be truthful, honest, and fair in my communication and interaction with campers and all staff, including directors.

I accept the challenge of helping my campers increase their awareness of an responsibility to others and to the world of nature, helping them gain in self-confidence and self-concept, and of teaching them new skills.

I shall refrain from abusive language and any form of corporal punishment, intimidation or embarrassment, or ridicule or humiliation in my dealing with campers and other staff.

I shall be accepting of the diverse racial, national, religious, and cultural background of my campers, and not seek to impose my own particular views.

Employee Signature _____

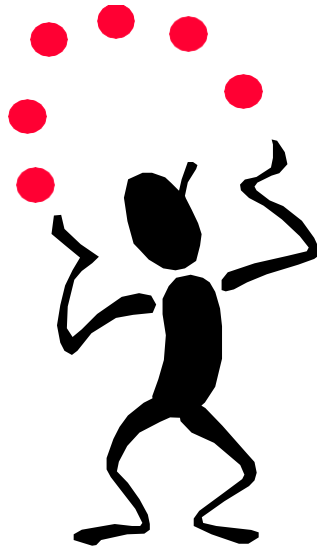
Date _____

Section 4: THE LODGE COUNSELOR

Throughout the summer the lodge counselor will be required to juggle a number of different responsibilities. The ideal counselor is a parent, teacher, friend, and leader. Perhaps above these duties, however, the counselor is a role model. The knowledge you possess and the experiences you have had can be very powerful influences upon the campers. By showing respect for other staff, and the campers themselves, they will pick up on your lead, whether they realize they are doing it or not.

The lodge group is a vital component of the camp experience. The relationship between campers in the lodge and between campers and counselors in the lodge will have a direct influence on the kind of summer the campers, as well as the staff members will have. A camper's lodge-mates are his summer family. As counselor to the campers in the lodge, you will help them to learn to work together and to be aware of the needs of others. You will secure their confidence and make them feel you are one of their best friends in camp, always available to help with their problem-solving. Getting to know all of your campers well will also help you at the end of the summer when evaluations of each camper must be written.

The relationship between the counselors in the lodge is also very important. Good communication will help maintain a good lodge spirit and avoid troublesome situations which can occur when campers attempt to play one counselor against the other.



LODGE COUNSELOR RESPONSIBILITIES

Lodge counselors are responsible for the supervision and facilitation of all aspects of the lodge's activities. It is expected that there is adequate lodge coverage by qualified counselors and that these counselors are fulfilling their duties when on duty. Counselor participation in all program areas is expected.

- Provide camper leadership, assistance, and supervision required to insure the health, welfare, and safety of all campers assigned to the lodge and activity.
- Maintain the safe physical condition of the lodge structure.
- Supervision of all facets of each camper's daily activities, including attendance at meals, activities, and special events.
- Make phone calls to parents of all NEW campers within a week of camper's stay at camp, and respond promptly to all parent requests for information.
- Supervision of the general health of each camper including sickness or injury and personal hygiene.
- Supervision of the lodge laundry schedule and lodge inspection (clean-up).
- Demonstrate a sincere interest in the individual camper and reflect an intent to be available to each lodge member as much as possible.
- Work in an assigned activity.
- Assume responsibility for the care of facilities and equipment used by the lodge group. Guide campers in the care of equipment and serve as an example.
- Participate in the camper/staff planning process and encourage growth of campers in decision-making, acceptance of responsibility, self-confidence, goal-setting, and self-reliance. Together with other staff, strive to insure that the cabin group experiences the spirit of happiness, companionship, sharing adventure and the spiritual growth inherent in the wholesome group living in an outdoor setting. Provide a time for weekly discussions with each camper in the lodge group.
- Attend weekly Staff/Counselor Meetings.
- Supervise and direct the Junior Counselor(s) assigned to the lodge.
- Complete counselor reports no later than one week after a camper departs camp. In the case of 7-week campers, all reports must be submitted before final paycheck is dispersed.
- After campers have departed for the season, clean in and around the lodge and complete end of the season reports.

Camp Kawanhee for Boys

Child Abuse and Neglect Prevention Plan

At Camp Kawanhee, safety is our paramount concern. We understand that child abuse and the inappropriate contact of young people is a societal problem that must be managed proactively if we are to protect those in our care. Camp Kawanhee's leadership and the Frank Foundation's Board of Directors have enacted the following plan to manage our programs and minimize the potential for an incident involving abuse to occur. The policies that follow will be shared with, and applied to, all staff and volunteers.

I. Description of How the Program and Children Are Managed to Prevent Abuse or Neglect

A. Hiring Practices & Screening

1. **Applications.** All prospective staff and volunteers will complete an employment application that requires information about the candidate's history about criminal conviction, past employment and education. The application will include a statement that Camp Kawanhee applies a zero-tolerance policy with respect to abuse. Applications will be signed by the candidate and retained by Camp Kawanhee.

2. **Interviews.** Prospective staff and volunteers will be interviewed by a camp director or other senior staff member, and the conduct of such interviews will be noted and confirmed in Camp Kawanhee's files. A copy of this Child Abuse Prevention Plan (the "Plan") will be made available to prospective staff and volunteers. Those hired will be expected to confirm that they have read the Plan and will abide by its provisions.

3. **Criminal Record Checks.** Camp Kawanhee will conduct a search, or cause a search to be conducted by entities that provide such services, for criminal activity by any prospective staff member or volunteer, including veteran staff members and volunteers previously engaged by Camp Kawanhee. Such searches may include the examination of local, county and state records and registered sex offender lists. All such searches shall comport with criminal record check regulations promulgated by Maine's Department of Health and Human Services.

Not all criminal convictions shall be disqualifying as a matter of policy. However, felony convictions and convictions involving violent acts such as child abuse, assault and domestic violence shall be disqualifying.

4. **Reference Checks.** Kawanhee personnel will contact at least two references for each prospective staff member and volunteer. References may include in each case a veteran staff member

or family member who knows the candidate well but should also include a past employer or supervisor. Written and electronic references will be accepted; oral reference checks shall be noted by the person conducting the check.

5. Retention of Records. Employment applications, reference checks, criminal record checks and interview notes will be retained by Camp Kawanhee in electronic or paper form and be readily accessible.

B. Training & Education

1. Child Abuse Prevention Training. All staff members will participate in child abuse prevention training during pre-camp staff orientation. Such sessions shall include training about sexual abusers, child-on-child abuse, and mandated reporter training as required by Maine law. Training sessions may be offered in-person in a group setting and/or electronically so staff members may satisfy requirements on their own schedules.

2. Social Media/Electronic Communication Policy. Camp Kawanhee has adopted a policy addressing staff members' use of social media and electronic communication. See Appendix A. Its purpose is to establish parameters governing electronic communication between staff members and campers and camper families and generally to avoid exposing campers and camper families to content that may for one reason or another be inappropriate or unwelcome, may be invasive of camper privacy and/or may reflect poorly on staff members and thus reflect poorly on Camp Kawanhee. The social media and electronic communication policy will be reviewed with staff members during pre-camp training.

3. Code of Conduct. Staff members will be expected to review and sign a statement by which they agree to abide by and support the policies to prevent child abuse contained herein, including social media and electronic communication policy. See Appendix B.

C. Program Operation

1. Reporting Inappropriate Behavior and Abuse. Staff members are required to report abuse, sexual and otherwise, as a matter of Maine law and will agree to do so. In addition, staff members are expected to report to a camp director suspicious behavior involving a fellow staff member and suspected child-on-child abuse or hazing.

2. Avoidance of One-on-One Unobservable Behavior Between Staff Member and Camper.

For the protection of campers and staff members alike, a staff member should use best efforts to avoid being alone with a camper where no one is in view and no one could be reasonably expected to come into view. This guidance is not intended to stifle healthy one-on-one relationships/conversations or interactions between staff and campers, but rather to minimize possible misunderstandings or allegations of improper activity. Examples of where and how staff can be comfortable creating and maintaining those special moments with individual campers and the importance of those will be discussed during our pre-camp staff trainings. In structuring its programs, Camp Kawanhee will make its best efforts to eliminate the potential for problematic situations. Even so, there may be times when staff members will have to remove themselves from the environment or insist that campers do so, assuring that the single camper's safety is not compromised by this response. In the event of an emergency, the affected camper's safety and well-being should always be the first priority. Staff members should also be mindful of the potential for child-on-child abuse in situations where two campers are alone in an unobservable location.

3. Physical Contact with Campers. Camp Kawanhee recognizes that appropriate physical contact is important in the emotional development of young people. Accordingly, staff members are encouraged to offer campers healthy physical contact if both the staff member and the camper are comfortable with it. Handshakes, high-fives, fist bumps and hugs are all acceptable physical gestures unless a camper protests or is clearly uncomfortable with the contact. Tickling of campers, holding campers on one's lap, and engaging in giving or receiving backrubs are behaviors that are not appropriate.

4. Bathroom & Shower Room Policy. The common bathroom and shower facility (the "Fort") is shared by male staff and campers, and ongoing supervision is a byproduct of this shared use. Campers are scheduled for showers by lodge group, and at least one lodge counselor is encouraged to supervise those scheduled showers. During popular shower times (for example, in the evening, after evening activities are concluded and campers are getting ready for bed), the Fort will be supervised by the person assigned to night duty. The person supervising should be stationed at or near the entrance to the Fort and be mindful of the privacy of those campers and staff using the Facility.

II. Reporting of Suspected Abuse or Neglect or Other Violations to the Appropriate Designated Authorities

1. Reporting by Staff Members. Camp staff are required to report any incidents of child abuse to the Camp Director or any leadership team member, in accordance with Camp Kawanhee's licensing requirements and training.

2. Reporting to DHHS. The Camp Director or a person designated by the camp director shall then report the suspected child abuse to DHHS' Mandated Reporter Hotline (1-800-452-1999) in accordance with 22 M.R.S. §4011-A(1)(A)(14).

3. **Referral to DHHS Office of Child and Family Services.** The Office of Child and Family Services (“OCFS”) will refer reports of suspected child abuse to the OCFS Out-of-Home (“OOH”) Investigation Unit, which will conduct child abuse investigations at youth camps pursuant to 22 M.R.S. Ch. 1071, Subch. 18.

4. **Investigation of Suspected Child Abuse.** Pursuant to Maine statute, the OOH Unit will work with the Maine CDC Health Inspection Program (“HIP”), which will undertake follow-up steps to ensure that the camp is in compliance with Maine camp licensing rules pertaining to the hiring of staff, ratios of staff to campers, staff training requirements and confirmation that Camp Kawanhee has established policies designed to protect its campers from abuse and trained its staff about those policies.

5. **Reporting to Frank Foundation President.** Camp leadership shall report any incidents of abuse involving a camper to the president of the Frank Foundation’s Board of Directors.

III. Camp Kawanhee’s Course of Action if Allegations of Abuse or Neglect Are Made Against Camp Kawanhee or Its Staff

1. **Staff Members’ Duty to Report.** Staff members are trained about their responsibility to observe their peers’ interactions with campers and to report violations and suspected violations of Kawanhee’s policies, and to report suspicious behavior generally, to the Camp Director or leadership team member. Upon further inquiry from a reporting staff member, the Camp Director or leadership team member, as the case may be, shall be obliged to provide an accurate accounting of the steps taken to investigate the matter since the report. If the reporting staff member believes the response to be inadequate, the reporting staff member shall, upon notice to the Camp Director or leadership team member to whom the report was originally made, refer the matter to the Executive Director.

2. **Mandated Reporting.** Staff members are trained in their responsibilities as mandated reporters under Maine law and are trained in the identification of different kinds of abuse. Pursuant to state law, evidence of potential child abuse will be reported to Maine’s DHHS.

3. **Suspension of Alleged Offender.** A staff member who is alleged to have abused a camper will be suspended with pay and removed from camp premises pending the outcome of an investigation by Kawanhee and appropriate authorities. If the allegation is substantiated or if Kawanhee’s leadership deems that the risks of retaining the staff member are unacceptable for any reason, the staff member will be terminated. If an allegation is brought against a camper, he will be removed from his cabin group pending the outcome of an internal investigation. Depending upon the severity of the behavior, the camper may be removed from camp for the balance of the season.

4. **Investigation of Allegations.** Kawanhee will investigate any allegation of child abuse by a staff member or camper, calling upon its liability insurance carrier and appropriate authorities and agencies, as appropriate, to interview staff members, witnesses and alleged victims.

5. **Insurance Company and Board of Directors Contact.** Immediately following an allegation of abuse, Kawanhee leadership will notify its insurance carrier and the president of the Frank Foundation's Board of Directors of the allegation.

6. **Retention of Records.** Following an allegation of abuse against a staff member, that staff member's personnel file, including any notes, memos and findings prepared during an investigation of the allegations, shall be secured and retained by Kawanhee.

IV. Camp Kawanhee's Grievance Procedures for Staff and for Children and Their Parents or Guardians Regarding Alleged Abuse or Neglect

1. **Campers.** Upon their arrival at camp, both veteran and new campers will attend an orientation session during which the Camp Director and the leadership team will introduce essential camp policies (mandatory pfd use in boats, swimming only during prescribed times, etc.) and guidance about mundane "housekeeping" matters (laundry services, introduction of camp personalities, etc.). Included in this orientation will be (i) a discussion of a camper's right to privacy and bodily autonomy, (ii) a description of what constitutes inappropriate touching and other offensive conduct, including bullying and hazing, (iii) guidance about the use and supervision of the bathroom and shower facility, and (iv) specific instructions about how campers should respond to situations that make them uncomfortable. This will include an introduction of the key people in camp to whom campers can go to express their concerns (for example, the cabin counselor, the Camp Mom, the Camp Director or leadership team member).

2. **Parents.** Parents will be informed of the content of the camper orientation described above pertaining to camper privacy and bodily autonomy. They will also have access this Prevention Plan, to the Social Media Policy (Appendix A) and to the Code of Conduct (Appendix B) governing staff members. Prior to the beginning of the camp season, parents will be reminded to review the Parent Handbook, which contains instructions for reporting parental concerns about camper privacy, bullying, hazing and other related topics.

3. **Staff Members.** Staff members are expected to arrive for the summer season nine days before opening day, during which time they will participate in staff orientation. That orientation will include discussion of the importance of respectful and fair dealing among staff members, and avoidance of sexual harassment and offensive conduct. During staff orientation, the persons to whom offensive staff conduct should be reported will be identified.

Camp Kawanhee for Boys
Child Abuse Prevention
Staff Code of Conduct

- For the protection of Kawanhee's staff members and campers, a staff member should use best efforts to avoid being alone with a camper in a location where no one is in view and no one could be reasonably expected to come into view. In the event of an emergency, the affected camper's safety and well-being should be the first priority.
- Under no circumstances will staff members abuse campers, physically, sexually, verbally, psychologically or otherwise. One incident of abuse shall be grounds for dismissal and possible referral to law enforcement authorities.
- Staff members will be attentive to the wellness of campers in the staff member's cabin group or activity periods each day. Cabin counselors will check each of their campers for evidence of ticks each day and shall report tick concerns to the camp nursing staff promptly.
- Using, possessing or being under the influence of alcohol, cannabis or illegal drugs during working hours is prohibited. Working hours include any hours during which staff members are not on a day-off or have been granted a night-out for the evening.
- Smoking in the presence of campers or parents during working hours is prohibited. Smoking shall only occur in designated smoking areas and is strictly prohibited inside any cabins or other camp buildings.
- Profanity, inappropriate humor and sharing of intimate details of a staff member's sexual experiences, alcohol and drug use, discussions of self-harm or other similar personal information is strictly prohibited. During pre-camp staff training, examples of both inappropriate and appropriate information will be identified and explained. Additional trainings are offered to help staff differentiate between when the sharing of personal information is of benefit to the camper and when it is not or can be harmful. This policy is not meant to over-regulate healthy relationships, but instead intends to offer parameters to ensure that these relationships offer campers positive mentorship.
- Staff members observing troubling conduct by a camper or another staff member shall immediately report the conduct to the Camp Director or leadership team member.
- A staff member who has made a mistake or is unsure about how to respond appropriately to a situation should seek help as soon as possible.

Social Media Policy for Kawanhee Staff

At Kawanhee we understand that the internet and social media platforms are constantly changing and always alluring, but there are certain principles that remain constant. While it is your right to use social media (Twitter, Facebook, Snapchat, Instagram etc.), everything you post and share can be viewed by others and is a reflection of Kawanhee. To ensure that Kawanhee remains an emotionally safe and supportive environment for all staff, members, volunteers and participants—and specifically to create an environment where sexual abuse and bullying are not tolerated—the following policies are in place. Failure to comply with the policies listed below may result in disciplinary action, including termination of employment and/or legal recourse.

APPROPRIATE CONDUCT

Everything is Public

Staff should keep in mind that whatever is published on their social media sites is public, regardless of privacy settings. The opportunity for followers to take screenshots makes even private accounts—or deleted posts—susceptible to being shared publicly. Parents and members will often search online for staff profiles, so be mindful of how your online presence may be perceived.

Staff Represent Us

All content included on a staff's social media profile is a reflection of Kawanhee and should align with Kawanhee's policies and expectations, regardless of whether or not staff members identify themselves as Kawanhee employees on their profiles. Staff are personally responsible for editing and managing their social media profiles to ensure that they do not contain inappropriate content. This includes posts made prior to employment.

Inappropriate Content

Examples of inappropriate content include (but are not limited to):

- Photos/content that could be considered violent or threatening.
- References to/photos of illegal use of alcohol, illegal drugs/illicit substances.
- Photos/content that is sexually suggestive or revealing or could be considered objectionable.
- Photos/content that may be considered insulting, offensive, defamatory to individuals/organizations.
- Participant/staff/guests' confidential or private information.
- Comments or communications that could be considered to be bullying or demeaning of any individual or group.
- Any other content that is inconsistent with Kawanhee's policies, code of conduct, or mission statement.

Factual Content

Information can spread quickly online and can easily be misinterpreted or taken out of context. Any posts that reference Kawanhee or include a link to the organization's website, should reflect the organization in a positive light and include only accurate, public information. Obtain prior written approval before citing/referencing staff, participants, partners or suppliers. Do not use social media to expose the organization's internal policies, programs, strategies, financials, products, etc. Staff must specify, when necessary, that any content they post is their own view/belief, and not the stance of the Kawanhee.

Discretion Around Campers & Setting an Example

During your time in the presence of, or plainly visible to, campers, please exercise discretion in your use of cell phones, laptops, etc. Please do not use cell phones during meals, during your work in activity periods or in camp's public places (the Rec Hall porch, the Dining Hall porch, Katahdin, the beach, etc.). Ideally, staff members should limit cell phone use to their free time, when they are not visible to campers. Staff members using laptops in lodges are expected to be mindful of what is age-appropriate content and what is not. Guidance is available from any member of the leadership team.

PREVENTING CHILD SEXUAL ABUSE

Public Communication Only

We know from several investigations into real-world child sexual abuse that predators will often use social media to gain access to or groom children prior to abuse. That's why connecting with children on any of your social media platforms is strictly prohibited. This prohibition includes private messaging, the sharing of social media accounts, the exchange of cell phone numbers, e-mail addresses, as well as physical mailing addresses. "Good intentions" and "harmless gestures" do not excuse private communication with underage children, as such actions can be misinterpreted.

Report Communication/Connections/Contact

If you already have an outside connection with a child within the organization, or a child tries to initiate an outside connection, report this to your supervisor immediately and discuss appropriate next steps, (e.g. block the request, parent communication, or privatizing account settings).

LODGE SUPERVISION

GENERAL LODGE RULES

1. Burning of candles, incense, gasoline, lanterns, or any other flammable materials is prohibited at all times.
2. Campers are not permitted to be in the lodge rafters at any time unless they are being supervised while retrieving belongings.
3. Each lodge is equipped with a fire extinguisher and fire alarm. Campers are not to tamper with either of these items.
4. Camper and counselor belongings should be stored in a neat and orderly fashion. Valuables should be locked up or given to the office for proper storage.

LODGE ACTIVITY SCHEDULES

During the first two weeks of camp each lodge will be scheduled to attend all activities so that campers can receive a good introduction to each of the offerings. Around the third week of camp sign-outs begin, at which point campers have the opportunity to sign out of their assigned activity and into an activity of their choosing (if room permits). Lodge counselors are responsible for seeing that campers attend activities on time. **It is also the responsibility of each activity head to know at all times the whereabouts of their staff and their assigned campers.** Schedules for activities and camper/lodge assignments will be provided by the Program Director and will be posted in the main office, and in the gazebo in the center of camp.

LODGE INSPECTION

Lodges are inspected on a daily basis. Lodge inspection (cleaning) time is immediately after breakfast from 8:30 until 9:00. Counselors should supervise and assist the campers in cleaning the lodge and making sure that duties are shared equally amongst lodge-mates. In addition to cleaning the inside of the lodge, the surrounding area outside of the lodge should be checked. Inspection results will be announced at the noon meal and posted at the Camp Store.

REST HOUR

Rest Hour is a QUIET time (1:00-2:30) after the noon meal. Campers and counselors are to be in their lodges and resting quietly during this time. This is not a time for counselors to take lodges for special outings.

Occasionally Rest hours will be extended an additional hour to allow for planning of skits for skit night.

Letters Home – Campers are required to write at least one letter home per week. Sunday afternoon Rest Hours are generally used for this. Counselors are responsible for seeing that every camper in the lodge writes a letter home each week.

COVERAGE AT NIGHT

The 'Tattoo' Bell rings at 8:30 to signify that it is time for campers to return to their lodges and get ready for bed. During the time between Tattoo and Taps it is important for counselors (particularly those of young lodges) to be sure that campers are brushing their teeth, showering, dropping off laundry, and generally cleaning themselves up for bed.

It is imperative that the lodge is properly supervised throughout the night by a qualified counselor. The Night Person on duty will check in with all lodges to see who is on duty and will monitor camp activity after Taps until 11:00. In the event of an emergency after the Night Person goes off duty, counselors should make immediate contact with the most readily available of the following persons: the Night Watch Person, Leadership team members, the Camp Mother, or the Camp Nurse.

MOVIES & PIZZA PARTIES

Lodges can earn Movie nights/pizza parties by receiving 10 special mentions or Mr. Clean awards. If a lodge receives 10 mr cleans in a row they will earn a trip to the narrow gauge cinema in Farmington as well as a trip to the ice cream shop of their choice on the same outing.

OVERNIGHTS

It is expected that each lodge take at least two overnight camping trips during the season. One should occur within the first two weeks of camp, with the second one occurring within the last 3 weeks of camp. Skookumee Lean-To, the New Moose Lean-to, and the treehouses are common in-camp sites for these to occur, but they can also take place in other areas of camp, as well as on local mountain tops.

CAMPFIRES

Weekly campfires are held on Friday evenings. The program includes an assortment of activities that includes singing and storytelling, as well as the recognition of camper accomplishments. Counselors are required to sit with their lodges and encourage participation. Counselors on a night out will be allowed to leave once all lodge counselors have done their activity presentations at campfire.

LODGE VESPERS

The first and fifth Tuesday evenings of the camp season are designated as Lodge Vespers. The evening meal is a boxed meal for lodges to take to their chosen location. This is an important time for counselors and campers to set parameters for lodge behaviors and expectations. This is also a valuable time for campers to be given the opportunity to set and assess their goals for the upcoming weeks at camp. Heads of Residential Life are great resources for helping to determine approaches and topics to draw campers into meaningful vespers discussions. Lodges may choose a site in camp, or a site out of camp for their vespers evenings. Lodges must sign-up in the office with their location and transportation needs.

DINING HALL PROCEDURES

The Dining Hall is one of the most important community spaces in camp. During this time we role-model all kinds of lessons about food, etiquette, conversation, and community while indulging in our meals. Combine this with the logistics of feeding the entire camp population, and there should be an understanding of the need for some protocols for life in the dining hall.

Lodges are to gather for flag-raising and flag-lowering prior to the breakfast and evening meals. Counselors and staff are expected to be present for all meals which they are not scheduled to have time off. It is the responsibility of each counselor to see that campers enter and leave the dining hall in an orderly fashion. Shoes and shirts must be worn and each camper should look relatively neat and clean. Upon entering the dining hall, everyone goes directly to the hand-washing station before reporting to their tables. Acceptable table manners are expected at all times.

Each lodge is responsible for the setting-up, serving, and cleaning of its table along with the sweeping of the floor around their area. Food is served family style and counselors are expected to monitor the distribution of food until it gets completely around the table.

General Expectations

- Everyone is to remain seated until the main food serving arrives at the table. Those with special dietary needs should be the first to get up for alternate food options.
- Pass food, plates, etc. with care and consideration.
- Do not allow eating contests.
- Please try to keep the noise and activity level down.
- Do not bang on the tables with forks and knives in hand. They were hand made by Rees Tullos and should be treated with the utmost respect.

Announcements

As the meal-time comes to an end, hands are raised to signal quieting down. Counselors are asked to keep their tables quiet during this time so that everyone can hear announcements.

Birthday Celebrations

When a camper in a lodge has a birthday during the camp season, the bakery makes a special cake for the camper and their lodge. Counselors report to the bakery for the cake and then make an announcement to the entire dining hall signifying the camper's age and the number of claps needed.

Section 5: TRANSPORTATION POLICIES

Camp vehicles are for official camp use only. Use of any camp vehicle must be cleared through the Program Director. The Tripping Department Staff Members are responsible for the care and maintenance of the vehicles during the camp season. It is required that each driver complete the vehicle log before and after each use – completing the vehicle safety check list, recording mileage, destination, and any problems. Breakdowns, necessary repairs, or any concerns should be reported to the Tripping Department and the Camp Director immediately. Upon return to camp, it is the responsibility of the driver/staff member to be sure to clean and remove trash, and fill all gas tanks with fuel. The vehicles should be parked in their designated areas and keys should be returned to the camp store mail slot.

Transportation of Campers

It is camp policy that campers be transported only in camp vehicles and only by identified staff members that are at least 21 years of age. Drivers must hold a valid vehicle operator's license and be verified by a background check through the DMV. When transporting campers, the following **SAFETY PROCEDURES** apply:

- The number of occupants in a vehicle should not at any time exceed the number of seats/seatbelts available.
- All trips going out of camp must carry a list of individuals on each trip along with health forms and permission to treat forms for each camper. This list must also be provided to the camp office.
- Before each trip a **VEHICLE SAFETY CHECK** must be performed and recorded in the vehicle log book. This includes:
 - Lights
 - Fluid Levels
 - Windshield and wiper condition
 - Tires
 - Emergency Flashers
 - Mirror Adjustments
 - Horn
- Each vehicle used to transport campers and staff will be equipped with a first aid kit, fire extinguisher, and reflectors.
- All passengers should remain seated, with seatbelts fastened, at all times with hands and arms inside the vehicle.
- Staff members supervising the trip are to carry a cell phone in the vehicle in the event of an emergency.
- If more than one vehicle is traveling to the same destination, each vehicle should have maps and complete directions to the destination as well as necessary phone numbers for communication.
- Always follow the legal guidelines of the road and stay within designated speed limits.
- Make sure that all passengers have been oriented to the safety procedures before each trip.
- **Supervision Ratios:** The minimum staff ratio in a van will be 2 staff members to 10 passengers. At least one staff member must have the minimum training of CPR/First Aid.

Camp Kawanhee does not permit the transport of campers in private vehicles except in emergency situations.

Passenger Orientation

All passengers should be instructed in the following safety procedures prior to transporting:

1. Passengers should remain seated at all times with hands and arms inside the vehicle.
2. Seatbelts should be fastened at all times when the vehicle is moving.
3. The noise level should be such as to not distract the driver. There should be no throwing of objects or other disruptive behavior.
4. Passengers should enter and leave the vehicle under the direction of a staff member and/or driver. If the vehicle makes an emergency stop, passengers should follow the directions of the staff member and/or driver.

Accident Procedures

1. Attend to any ill or injured passengers. If medical care is needed call 911.
2. Place reflectors or emergency flashers as appropriate.
3. Instruct passengers to exit vehicle, when appropriate, using the buddy system. Group uninjured passengers together in an area safe from oncoming traffic to await instructions and/or new pick-up. Campers must be supervised by a staff member at all times.
4. Contact Camp Director or designated emergency contacts.
5. Obtain names, addresses, and telephone numbers of any witnesses and location where any police reports will be filed.

Vehicular Breakdown

In the event of a vehicular breakdown, move off of the road as far as possible and turn off the vehicle. If the vehicle must stop in a non-designated parking area (i.e., the side of the road), place reflective triangles in the following places:

- On the traffic side of the vehicle, within ten feet of the front or rear corners.
- About 100 ft. behind and ahead of the vehicle, upon the shoulder of the lane you are stopped in.
- Back beyond any hill, curve, or other obstruction that prevents other drivers from seeing the vehicle within 500 feet.
- If stopped on or by a one-way or divided highway, place warning devices 20 feet, 100 feet, and 200 feet toward approaching traffic.

If safe to do so, unload passengers and move them well off the roadway away from the vehicle. Campers must be supervised by a staff member at all times. Contact the camp to arrange for assistance.

Section 6: EMERGENCY PROCEDURES

ACCIDENT PROCEDURES

In case of an emergency involving campers either within the camp property, or off-campus, the following procedures will be adhered to:

On-site:

1. The staff member on site must assess the situation immediately and seek additional help.
 1. Check for scene safety and remove non-injured campers from the immediate area.
 - a. Designate a person to call for additional help (report to the closest building - office or health center - for 911 calls and on-site nurse assistance). Notify camp administration.
 - b. Delegate another staff member to supervise other campers.
 2. Administer the appropriate first aid as required. The staff member with the highest level of appropriate certification is delegated the lead person in aiding to the injured. Determine if emergency services must be called, or if the person needs to be transported to the hospital.
 3. Acquire information about the accident – including events leading up to the event, how it happened, when, where, people involved, witnesses, etc.
 4. The camp director/camp administration will contact parents/guardians by telephone to inform of events.
 5. Complete Accident Report forms within 24 hours of the event.

Off-site:

1. If the emergency is life-threatening, call 911 first and be prepared to give information on your location and the nature of the emergency. Contact camp as soon as possible afterwards. If the injury/illness is non-life threatening, contact camp first. Refer to cards with emergency contact information.
2. Cooperate with the public emergency personnel at the scene. Get the name, badge number, and jurisdiction of the officer taking the report. If possible, get the report number.
3. **Do NOT** issue any statements to the public or media. Indicate that you are not authorized to speak for the camp and refer them to the Camp Director. Under **NO** circumstances reveal the name of the victim or other persons involved.
4. Contact the camper's parents only if you have authorization from the Camp Director.
5. Complete Accident Report forms within 24 hours of the event.

Copies of medical histories, emergency medical release forms, special medication requirements, emergency telephone numbers, and information regarding the nearest hospital or emergency treatment center is available to both on site staff as well as to the Trips Department.

EMERGENCY PHONE NUMBERS

Fire/Police/Ambulance	911
Camp Kawanhee Infirmary	(207)585-2585
Franklin Memorial Hospital (Farmington)	(207)778-6031
Pine Tree Pediatrics.....	(207)778-0482
Central Maine Power	800-696-1000

FIRE PROCEDURES

Fire drills will be held at the beginning of each session. The safety of campers and staff depends on everyone performing their job efficiently. All fire procedures are reviewed and approved by the local fire chief.

The emergency signal is a constant ringing of the bell.

All campers and staff are to report to the Athletic Field and line up by lodge (if during meals, lodge time, or free time), or activity if during activity periods. If in the Dining Hall, exit as quickly as possible through the nearest available exit and proceed down the stairs in an orderly fashion. Staff/Counselors are responsible for escorting campers to the field and doing a head count. Report any unaccounted campers immediately to the secretaries and camp administration. When moving to the Athletic Field, walk quickly, but do not run; stay to the side of the road; remain calm. Members of the Kawanhee Fire Department will be responding with the portable pump to help contain any fire. The road must remain clear for emergency vehicle/fire truck access.

If you see a fire . . .

1. RING THE BELL FIRST
2. Designate a person to call 911.
3. Inform Kawanhee Fire Department members of the location of the fire.
4. Help with crowd control.

Kawanhee Fire Department Procedures

1. The first person goes to the bell ringer to identify the location of the fire.
2. The next two people take the pump to the lake to get it started.
3. The next person pulls the hose with the nozzle from the shed roof and takes it to the fire.
4. The next person pulls a yellow hose section off the shed roof and takes the Male end toward the fire. The hoses are arranged such that the proper end protrudes slightly from the shed roof.
5. Each successive person takes a hose section toward the fire until they are lined up.
6. Connect the hoses from the fire back to the pump.

EMERGENCY WEATHER PROCEDURES

In the event of a severe electrical storm/hail storm, participants will be instructed to take shelter either in their lodges or in the Recreation Hall.

In a situation involving a severe weather alert for Franklin County, including tornado warnings, all campers and staff will be signaled to assemble in the living quarters under the dining hall if necessary.

EVACUATION

In the event that it becomes necessary to evacuate camp, campers will assemble by lodge groups and will be loaded into all camp vehicles. The Kawanhee Inn is walking distance away and if necessary campers can travel with staff by foot to this location before determining if an alternate location is necessary. Weld's town hall is approximately 2 miles from camp and may be used as an alternate rendezvous point.

UTILITY FAILURE

Water:

1. Loss of pressure and/or flow of water is a sign of a problem in the system. Immediately notify the camp office/administration and on-site maintenance director of a suspected problem.
2. If a major leak or break in a line is identified, locate and close the closest shut-off valve. Inform the on-site maintenance director and/or the camp office/administration.

Electric:

A power loss may occur from sources inside or outside of the camp. An electrical fire is an emergency that must be dealt with immediately by calling 911 and shutting off the main breaker (located on the telephone pole on the backside of the dining hall) as pre instructed during staff training. Notify CMP, stay clear of all downed power lines, and never use water on an electrical fire – only approved fire extinguishers.

EMERGENCY PROCEDURES FOR HIGH RISK ACTIVITIES

In some 'high-risk' activities (Archery, Riflery, Campcraft, Shop, Ropes) special procedures need to be considered and taken care of when administering help or initiating a rescue. The following considerations should be addressed in the event of an emergency:

- Send for additional help (particularly the Camp Nurse) immediately.
- Check the scene safety and take measures to control additional injuries and additional victims.
- With all victims, check for life-threatening conditions (Airway, Breathing, Circulation) and administer the proper First Aid or CPR if necessary.
- Use protective barriers (latex gloves, face shields) when caring for victims – especially when body fluids (blood, saliva, vomit) are involved.
- The possibility of shock exists with all injuries. When caring for a victim of shock, it is important to treat the underlying cause.
- If the emergency is a result of fire or burns, remove the source of the heat immediately and then cool the affected area.
- If there has been an electrical injury, be sure that the power source has been removed before administering help.
- If machinery is involved, be sure to turn off the power to the machinery before initiating help.
- Heat and Cold related injuries can become life-threatening if not treated at the onset.
- If there is a suspected spinal injury (any fall from a height, any head/neck/or back trauma, or any unconscious victim), do not move the person and check and monitor Airway, Breathing, and Circulation.
- If there is a penetration wound, do not remove the object and try to control bleeding around it.

Upon the arrival of the Camp Nurse, an evaluation will be made whether or not it is necessary to seek further medical assistance and the Camp Director will be notified.

EMERGENCY PROCEDURES FOR WATERFRONT ACTIVITIES

Staff members working in waterfront activities will be trained as certified Lifeguards, which includes training in CPR and First Aid. Each waterfront activity has a first aid kit and pocket mask in its designated area. A Backboard is located in front of the beach at the swimming area. **A minimum of 2 staff members must be on duty at all times while overseeing an aquatic activity.**

Two Lifeguards on Duty:

One guard will initiate the rescue after alerting the other guard of the problem. The first guard will also administer any necessary First Aid, Rescue Breathing, or CPR. The second guard will clear the swimming area and take measures to alert the Nurse and the camp office. The second guard will then assist the first guard as needed.

One Lifeguard on Duty:

The guard will initiate the rescue and administer the appropriate First Aid as above. The guard will assign a camper or other staff member to get the Nurse and alert the office.

Any accident involving the Boating, Kayaking, Sailing or Skiing departments will require the use of the rescue launches and/or ski boat.

MISSING PERSON PROCEDURE

In the event that a camper has been determined to be lost, missing, or runaway use the following procedures:

1. Determine when and where the camper was last seen. Stay calm to avoid frightening other campers. Check the sign-out sheets in the office.
2. Do a search of the immediate area with available staff. Ask nearby campers and staff if they have seen or know the whereabouts of the camper. Do not leave other campers unattended – be sure there is proper supervision by another staff member before going out to search.
3. Check any known accomplices (lodge mates, friends, etc.).
4. Check all common areas (bathroom facilities, dining hall, rec hall, other cabins).
5. Notify the Camp Director or other administrative personnel. Include the name of the missing camper, when and where they were last seen, and any additional descriptors as possible.
6. The Camp Director/administrative personnel will organize an extended search and determine when the local emergency authorities need to be notified. Parents will be contacted at the same time as emergency authorities.
7. Complete an Incident Report and any other reports as requested.

INTRUDERS/UNWELCOME GUESTS

Unfamiliar persons on the camp property may range from someone lost and looking for directions, to a person with intent to do harm to persons or property. Some judgment must be made on the part of staff. Be observant as to the make, model, and license number of the car. Persons should be questioned to ascertain who they are and why they are here. Do not antagonize the intruder. Be polite, give assistance if possible, refer the person to the camp office where they must sign-in and obtain a visitor name tag, or ask them to leave. Observe to ascertain that the person leaves the site.

If you see an unfamiliar person, introduce yourself and escort them to the camp office.

If the person seems threatening in any way or does not respond well to your approach, do not take any chances. Remove yourselves and the campers from the area, notify the camp office, and observe the whereabouts of the person.

If you see or suspect an intruder in camp at night, immediately and quietly notify the Night Staff Person and other staff members as possible. Check all camper sleeping areas with a head count.

If you are off camp property, keep a staff member with the campers while two other staff members go to notify a park ranger or law-enforcement officer if someone seems to be behaving suspiciously or inappropriately around your area.

Notify the Camp Director immediately of any intruders. Complete an incident report and any other reports requested.

ACTIVE SHOOTER POLICY

In the unlikely event that there is an active shooter on campus the leadership team has developed a policy based on the FBI guidance for active shooters in educational settings. This policy can be summarized in three words: **Run, Hide, Fight**. The signal for an active shooter on campus is a loud electronic siren coming from the Fort. The signal for an all clear will not be published in this manual for the safety of the staff and campers.

Run: The first thing you should attempt to do is take yourself and all campers in your vicinity and get as far away from the assailant as possible. A knowledge of surrounding areas is helpful in this eventuality. East of camp is the road which heads into town. If you make it to the road head North until you reach the Kawanhee Inn and take shelter there. South of camp are several neighbors who would provide shelter and support in an emergency. In either case, be sure to identify your self as a Kawanhee staff member.

Hide: If you cannot run because your path is unsafe or you just don't know where to go, hide somewhere inconspicuous. Help any campers with you to hide and encourage them to stay hidden and quiet. Have them hide with something which they can fight with if they are found by the assailant.

Fight: In the worst case scenario where you both cannot run from or hide from the assailant your only option will be to fight. Kawanhee is not short of large heavy objects which can be used as improvised weapons. Paddles, baseball bats, and axes would all be useful in this scenario. Small children probably cannot fight a full grown adult but they can throw things quite well, and camp is also not short of rocks. If you have time to prepare encourage kids to pick up rocks or anything of similar heft and then give them a signal on which to throw their objects at the assailant while you attempt to take them out. Go for the head, it is your best shot at knocking them unconscious.

CAMPER SECURITY

Camper Releases

Minor campers may not be released to the custody of anyone other than a parent or guardian without written permission from the parent or guardian. All persons leaving camp, whether it be campers with staff members or campers with parents, must sign-out in the office.

Verification of Absentee Campers

In the event that a camper does not arrive according to their scheduled arrival time, verification of the reason for their failure to appear should be determined by telephoning parents or guardians or the agency responsible for their travel.

Section 7: THE TRIPS PROGRAM

As a traditional boys' camp, it has been established that the bond made between campers is solidified by their experience in the woods. In general terms, the tripping program is designed as an introduction to the wilderness and as a classroom for the development of trust, self-confidence, communication, leadership and cooperation. The hope is that the campers enjoy their time in the woods, learn about the delicate nature of the system, and have a healthy respect for our environment and want to return. Each camper will have an opportunity to climb a mountain and paddle a lake or river. In addition they will have the option to sign up for unique experiences such as deep-sea fishing, backpacking, cliff jumping, and whitewater rafting.

GENERAL TRIP PROCEDURES:

- ☐ A certified/trained Maine Trip Leader will be on all wilderness trips and those involving 2 or more overnights.
- ☐ The Trip Leader is responsible for planning all aspects of the trip. This includes travel destinations by vehicle, foot, or boat; menu and equipment needs; health and safety needs; and personnel needs.
- ☐ The Trip leader is responsible for planning the menu and food list for the trip. This information must be given to the Kitchen 24 hours in advance of the trip (sooner if there are special food requests/needs).
- ☐ Trip leaders are responsible for checking and preparing all equipment necessary for the trip 24 hours in advance of departure. Depending on the trip, this may include:
 - Tents, Cook Stoves, Fuel, Water Filters and Containers
 - Adequate First Aid Kits/Supplies
 - Lifeguard equipment (rescue tube, pocket mask and gloves)
 - Canoes/Kayaks, Lifejackets, Paddles, Safety Throw-Bags
- ☐ The Trip Leader is responsible for acquiring camper health and medical release forms, as well as any camper medications from the Camp Nurse.
- ☐ Trip leaders must be familiar with Emergency Procedures for trips – including information on the location and contacts for emergency services in the area of travel.
- ☐ The trip leaders are responsible for providing campers with a Pre-Trip Orientation that includes trip safety procedures and packing lists.
- ☐ The Trip Leader will complete a vehicle safety check and fill gas tanks.
- ☐ The Trip Leader will provide the office with a complete itinerary that includes dates and destination, planned activities, camper and staff names, and staff cell-phone contact numbers.
- ☐ Upon return, the trip leader will clean vehicles, clean and return equipment, return first aid kits and medications to the nurse, AND provide a Trip Report to the Program Director.

Drinking Water Treatment:

- ☐ All drinking water from “non-tested sources” (i.e. natural bodies of water) must be treated with one of the following methods:
 - Iodine Treatment
 - Bring to a full boil
 - Ceramic Filter Pump
 - Chlorine Treatment
- ☐ Filter pumps are to be used only by staff and only after training and practice.

Food Preparation and Storage:

- ☐ Food must be prepared and stored under safe and sanitary conditions; maintaining food at proper storage temperatures.
- ☐ Food dishes and utensils must be cleaned and sanitized after each use. Use a three step approach: warm soapy wash, cold rinse, hot sterilizing rinse.

Sanitation, Trash, and Fires:

- ☐ All trash is to be carried out.
- ☐ All washing should be done well away from bodies of fresh water and only biodegradable soap should be used.
- ☐ No soap or scraps should be put into or drain into any body of fresh water.
- ☐ When privies are not available a person should be at least 100 feet away from campsites and downstream from water sources. Holes should be 6-8 inches deep and completely covered when finished.
- ☐ Campfires should stay within reasonable size and only occur in designated campfire rings.

Equipment:

- ☐ Stoves are to be used only by trained staff and campers.
- ☐ Tents are for sleeping in. Food, backpacks, and knives do not belong in the tents.
- ☐ Place tents in designated campsite areas only.
- ☐ Sawing and splitting wood must be supervised by a trip leader and should follow Kawanhee guidelines.

In the event that a participant is unable to continue on a trip (i.e. illness, injury, etc.), the Trip Leader will contact the Program Director to determine whether or not the entire group will return to camp, or whether alternate pick-up arrangements can be made utilizing other staff members.

In addition to the above procedures, Camp Kawanhee strives to lead by example by following and teaching Minimum Impact backcountry ethics and practices. In doing so, we practice a carry-in/carry-out policy with all materials, we keep our group sizes small, and we instill respect for the natural environment. All staff members will be introduced to the Leave No Trace guidelines to facilitate their knowledge of these practices.

TRIP ORIENTATION

Safety Rules:

1. When on a trail the group will stay together
2. Those participating in mountain hikes must wear appropriate footwear such as hiking boots.
3. Those participating in river trips must wear appropriate water footwear that has straps or laces to keep the footwear in place (flip-flops are not acceptable).
4. Any time there is a junction in a trail, the lead hikers must wait until the entire group is together before advancing.
5. All participants on river trips of any nature must wear an approved lifejacket. Helmets are required for all kayak trips.
6. All swimming must be supervised by a certified Lifeguard that is stationed on land.
7. Participants are responsible for informing trip leaders of issues that may arise and impact participation. This may include illness, injuries, and personal comfort issues.
8. Leave No Trace principles will be instilled throughout the trip.
9. In the event of an emergency, trip leaders will organize the group and provide direction as to the best course of action.
10. Proper conduct is expected at all times. Staff and campers represent Camp Kawanhee when off-campus and interacting with the public.

TRIP SUPERVISION RATIOS

- ☐ A ratio of one counselor per every six campers will be maintained on all mountain trips.
- ☐ A ratio of one counselor per every 5 campers will be maintained on all river trips.
- ☐ A ratio of one lifeguard per every 10 campers will be maintained at all times during off-campus swim trips.

TRIP SPECIFICS

TRADITIONAL MOUNTAIN DAY TRIPS

- Planned and executed on a daily basis by the registered Trip Leaders.
- At least one registered Trip Leader is assigned to the group and is accompanied by additional staff members for every six campers.
- Level of difficulty of trips is determined by the age and abilities of the groups.
- Campers are expected to make a lunch in the dining hall morning of at first bell with Trip Leaders and counselor(s)/staff on trip.

EXTENDED MOUNTAIN TRIPS

- Planned and executed by registered Trip Leaders.
- A minimum of two registered Trip Leaders per group is required.
- For campers 12 years of age and older.
- Mandatory pre-trip trek
- Mandatory pre-trip meetings for equipment & clothing lists.

COASTAL, LAKE, & RIVER TRIPS

- Planned and executed by registered Trip Leaders.
- A minimum of two registered Trip Leaders per group is required on multi-day trips.
- Consult with the Boating department when arranging for boats.
- Packed cold lunches are provided for day trips.
- All general trip procedures and leave-no-trace principles will be followed.

Coos Canyon Swimming Trips

Lodge swim trips are run by the Trips Department on Sunday afternoons after rest-hour.

The area has cliffs for jumping and/or rapids/small falls for sliding. It is best to have someone familiar with the falls describe those areas which are safe to jump from and slide in as they vary with location and conditions.

Safety Rules:

1. Trip Leaders will assess current conditions of the swimming area before any activity takes place. In the event of high or low water conditions, activities may be altered or even cancelled.
2. All swimming must be supervised by a certified Lifeguard that is stationed on land.
3. Before any swimming takes place, participants will be oriented to the location boundaries and safe jumping/sliding/swimming areas.
4. Trip Leader Lifeguards will position themselves in an area that provides total vision for all campers. If the swimming area provides obstructions for total coverage, multiple lifeguards will be required.
5. Participants that have not passed the Lake Swim test at camp must wear a lifejacket to participate in these swim trips.

Camp Kawanhee for Boys
58 Kawanhee Lane
Weld, ME 04285

Phone: (207)585-2210
Fax: (207)585-2620
Executive Directors: Mark and Elizabeth Standen

CAMP KAWANHEE DAY TRIP ITINERARY

*To be filed in the office prior to the departure of all day trips.
A copy of this itinerary is to be kept in each van used for each trip.*

Trip Leader		Mobile Phone #'s	
Additional Staff Members			
Lodge/Group		Date of Trip	
Campers		Departure Time	
		Retu rn Time	
Destination			
Planned Route/Trail			
Inclement Weather Plans/ Planned Alternate Route			

**If any of these plans change during the course of the day, the Trip Leader should contact the camp office as soon as possible to indicate changes.*

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CAMP KAWANHEE MULTI-DAY TRIP ITINERARY

*To be filed in the office prior to the departure of all multi-day trips.
A copy of this itinerary is to be kept in each van used for each trip.*

Destination		Date/s	
Trip Leader		Mobile Phone #	
Additional Trip Leaders/ Staff			
Campers			Total # of Participants
Directions to Destination:			
Planned Events/Activities/Route of Travel:			
Emergency Services Contacts for Area of Travel:			
Hospital		Phone #	
Warden/Park Ranger Service		Phone #	
Camp Kawanhee Insurance Information found on insurance cards located in the vehicle glove boxes.			

CAMP KAWANHEE – POST TRIP REPORT

To be filed in the office after each extended trip is completed.

Trip Description:

Dates of the Trip:

Trip Leaders:

Medical/Health Report:

Conflicts/Challenges:

Notes on Specific Campers:

Post-Trip Equipment Maintenance Needs/Repairs:

Suggestions for Next Year's Trip:

Staff Member Filing the Report:

Date:

CAMPERS AND THE PUBLIC

The following guidelines apply when campers go to “public” sites like parks, or participate in events where other non-campers are present.

General:

- Wear something to identify group members which will make supervision and counting easier.
- Maintain the regular ratio (generally 1:8) with a minimum of two adults.
- Make sure that a first-aid certified staff member is easily accessible – within voice distance.
- Use the buddy system and teach campers “why” it is used.
- Take a head count regularly, before and after moving from one area to another, and more often if the activity or situation involves crowds or other distractions.
- Make sure campers know what to expect and what the rules are in general, include expectations for unusual circumstances, such as using playground equipment or spending money.
- Make sure that everyone is aware that camp policies on behavior carry over to out of camp trips.
- Explain the plan to all campers and staff to address potential emergencies or situations, such as illness, extra bathroom trips, being approached by strangers, or meeting someone the camper knows. Campers should tell a staff member right away.
- If a camper gets lost or separated from the group they should go immediately to one of the site’s information areas (show the campers how these areas are designated).
- Instruct campers to tell staff before going to the bathroom and to check back in when they return.
- Keep belongings with the group OR have someone stay with them.
- Do not invite others to join the group without the knowledge and consent of a staff member. Report uninvited guests or suspicious circumstances to staff immediately.
- Define the area in which campers are to stay unless specific permission is obtained from their assigned staff member.
- If leaving the boundary area, require all campers to go with a buddy.
- When in a stationary area, like at the park, staff should spread out within the group, remaining visible, accessible, and attentive to the needs of the campers.

When Walking:

- Walk in pairs, on the right, to allow others to pass comfortably.
- Have a staff member lead and another follow, in most instances.
- Suit the pace to the slowest person.
- Keep the group together.
- Cross streets as a total group at designated crossings only.
- Obey traffic signals.
- Count heads before crossing and at regular intervals.

Section 8: STAFF JOB DESCRIPTIONS

The following job descriptions should be considered a snapshot of responsibilities. Please see full job descriptions (located in the appendixes section) for a more detailed account of each position. Remember that camp is a community where everyone is involved and expected to contribute in many facets of the program. Refer to these guidelines not as boundaries, but as minimums. All staff serve as role models for the camp population.

GENERAL JOB RESPONSIBILITIES

Lodge Counselors:

- Live in a cabin with 6-10 boys and one other staff member.
- Supervise all facets of each camper's daily activities, including attendance at meals, activities, and special events.
- Make a personal and positive connection with each of your campers every day.
- Organize lodge activities like overnights, pizza parties, and group challenges.
- Help maintain a physically and emotionally safe environment for all participants.
- Be responsible for running assigned activity area.
- Assist with the implementation of evening activities and special events.

Activity Heads:

- Organize 4 daily activity periods for campers.
- Organize a schedule and/or events to keep activities open during free-time periods.
- Supervise the safe use of equipment and facilities by staff and campers.
- Educate campers and staff about the safety rules and procedures of the activity.
- Keep activity areas and equipment clean and in good working order.

Waterfront Director:

- Supervise the safe operation of all waterfront activities.
- Educate staff and campers about safe use of the waterfront.
- Provide opportunities for in-service training for lifeguards/waterfront staff.
- Manage the physical facilities and equipment in the waterfront program area.
- Ensure adequate coverage of all waterfront activities during activity and free-time periods.

Athletic Director:

- Supervise a safe and fun operation of all athletics programs.
- Facilitate league/team try-outs for all campers in all athletic programs.
- Organize in-camp and out-of-camp league play.
- Manage the physical facilities and equipment in the athletics program area.
- Coordinate activities offered during free-time offerings when fields are not being used for league games.

Specialized Activities Directors:

- Supervise the safe operation of assigned specialized activity (archery, rifle range, ropes course, campcraft, woodshop, nature, arts).
- Educate staff and campers about safety procedures and boundaries for specific activity.
- Manage the equipment and facilities of independent activities.
- Ensure adequate coverage for area is provided during activity and free-time periods.

Trips Director/Leader:

- Plan and prepare for all aspects of off-site wilderness trips.
- Educate staff in Minimum Impact/Leave No Trace principles.
- Ensure that camp staff and campers follow established safety guidelines while on trips.
- Manage all equipment in the trips department.

Program Director:

- Coordinate all aspects of the camp's program.
- Ensure that camp staff and campers know and follow safety and educational procedures during camp programs.
- Assist in the management and care of the physical facilities and equipment in all program areas.
- Supervise and evaluate program staff to develop and implement all facets of camp program activities.
- Develop and implement schedules and records for all areas of camp program and facilities.

Leadership Training Director:

- Assist in the direction, supervision, and organization of the campers in the Junior Counselor Program.
- Plan instructional workshops and activities, extended wilderness trips, special projects, and day off excursions for junior counselors.
- Facilitate campers in establishing goals, sound work ethics, and personal skills.
- Evaluate campers and provide feedback regarding personal growth throughout the summer.

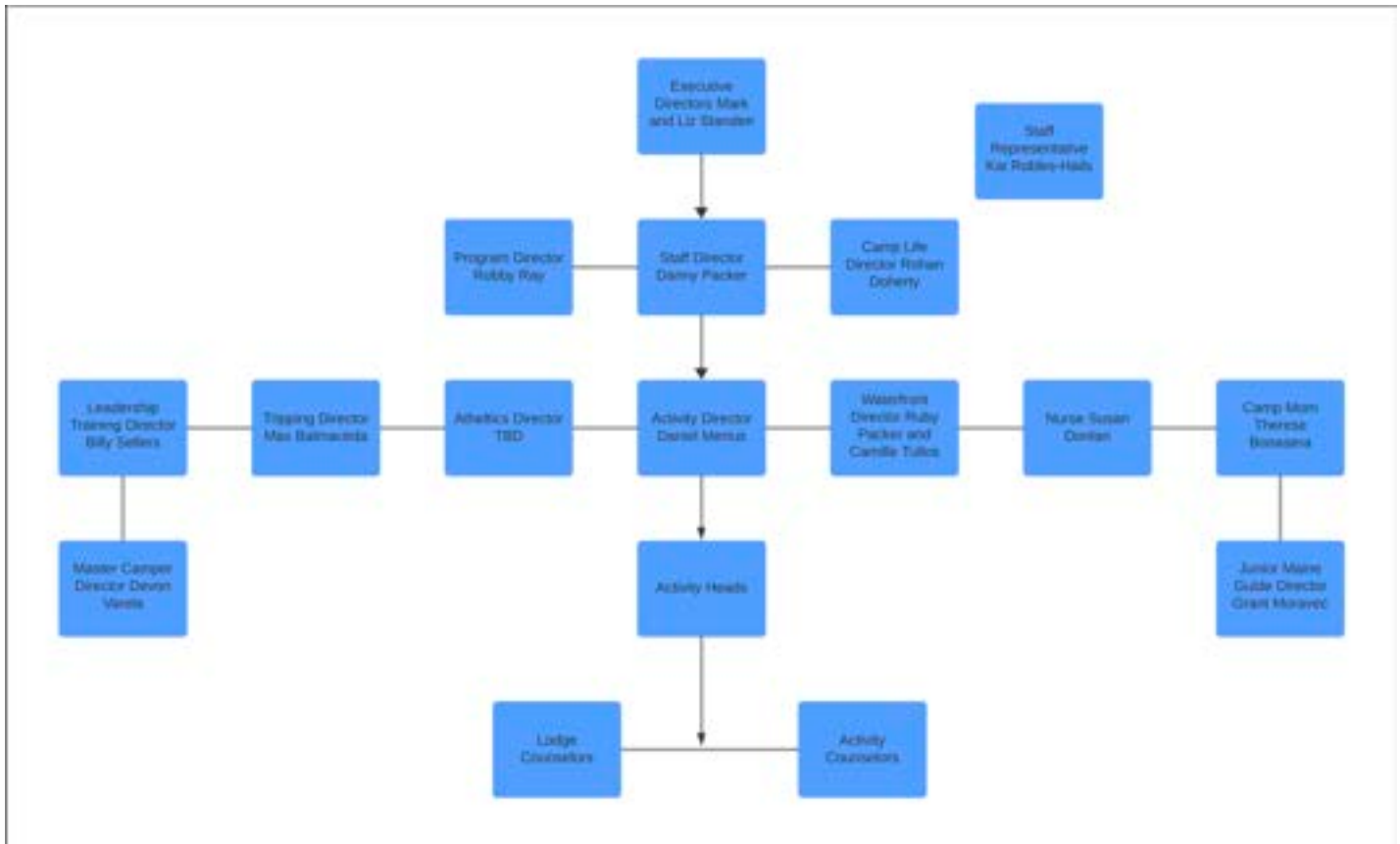
Heads of Residential Life:

- Oversee lodge life/environment for campers.
- Serve as a resource to lodge counselors on counseling and management techniques.
- Contact new campers and parents before camp to welcome and field any questions.
- Act as a direct line for parent communications.
- Assist in the planning and preparation of programs and activities which augment the normal daily scheduled periods.

Support Staff:

- Fulfill the responsibilities of their specific job descriptions/roles within the camp program (i.e. Nurse, Secretaries, Camper Accounts Manager, etc.)
- Assist program staff in their roles and responsibilities to provide a safe, fun, and meaningful experience for the camp population.
- Serve as role models, mentors, and advisors for all program staff and campers.

ORGANIZATION FLOW CHART



Section 9: CAMP COMMUNITY ODDS & ENDS

COMMUNICATION

MAIL

Staff mail will be distributed daily in the office mailboxes. Camper mail will be distributed at lunchtime to the lodge tables. Anyone wishing to receive mail at camp should use the following address:

**Camp Kawanhee
58 Kawanhee Lane
Weld, ME 04285**

PHONES

The office phone is for official camp use only. In emergencies, and in case of special needs, staff may use the phone for personal calls. Staff are asked to inform people that may wish to contact them to do so before 8:30 p.m. The main camp phone number is (207)585-2210.

Mobile phones may not be used in lodges nor in or around campers and program areas.

COMPUTERS AND TECHNOLOGY

Computer use in camp is limited. There is a staff computer area with internet service in the office adjacent to the Rec Hall. The computers are available to staff/counselors during the evenings and free periods. Staff are asked to please take into consideration the number of people that may wish to use this as a means of communication or as a means for doing camp related business. Viewing or sharing of inappropriate materials is forbidden.

Staff are not permitted to have lap-top computers or tablets visible in their lodges. Kawanhee has made a significant effort to provide campers with an “Unplugged” experience and counselors are expected to model this effort.

Campers are not permitted to have mobile phones, or tablets during their stay at Camp Kawanhee. It is requested that parents leave these items at home or take them with them after travel arrangements are completed. Campers arriving in camp with any of these items are asked to turn them in at the office for safe keeping throughout their stay at camp. Counselors are asked to assist in making sure campers do not maintain possession of these items during their camp experience.

CAMP SERVICES

CAMP STORE

The camp store provides such things as toothpaste, batteries, soap, stamps, postcards, cameras, and fishing poles. In addition to these items the store offers camp clothing such as t-shirts, shorts, sweatshirts, and hats. The store is open every day except Sunday after the evening meal for about one hour. Candy, fruit, and popcorn are available on rotating nights.

KITCHEN

Only kitchen personnel and staff involved in the preparation of foods are allowed in the kitchen before and during meals. As a general rule, the **kitchen is off limits to all personnel** unless there is a valid reason for their presence in the kitchen.

LAUNDRY

All camper laundry is cleaned by the laundry staff. Campers should have their names on all articles of clothing, including their laundry bag. A schedule will be posted and distributed to all lodges. Lodge members are responsible for taking their laundry to the laundry room at Tattoo the night before their scheduled laundry day. They will be able to pick up their laundry by 4:00 the following day.

Staff and Counselors may use the camp laundry facilities once the daily camp laundry is completed.

LOST AND FOUND

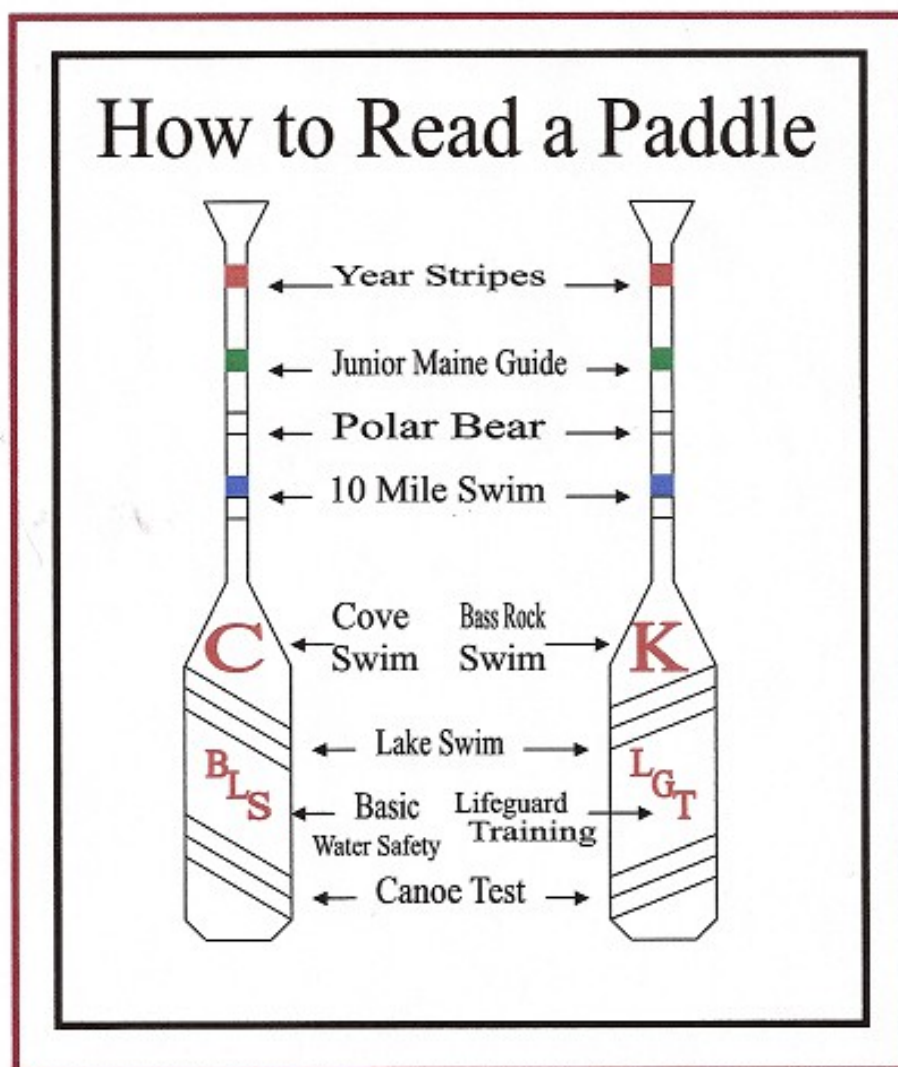
Camper clothing and assorted items lost or left around camp are generally taken to the laundry room where they will be cleaned and placed on the lost and found table. Valuable items that have been found should be taken to the office.

TUTORING

At the request of parents, tutoring can be provided by qualified staff members. The fee charged is published annually in the brochure and is payable directly to the tutor assigned. Coordination of tutoring requests is done through the Executive Directors.

PADDLES

All new campers receive a paddle with symbols of accomplishment painted on the blade and shaft. Staff have the opportunity to purchase their own paddle. The following diagram represents accomplishments that are painted on paddles.



KAWANHEE COLORS AND CHEER

Kawanhee Colors: MAROON and GREY

Kawanhee Cheer:

K-WAN-H-DOUBLE-E
KAWANHEE
KAWANHEE
RAH, RAH, RAH, RAH, RAH, RAH, RAH
KAWANHEE
KAWANHEE
Greys/Maroons, Greys/Maroons, Greys/Maroons
YEAH

Acknowledgment of Receipt of Staff Manual

I, _____, hereby acknowledge that I have received a copy of the Camp Kawanhee for Boys.

I understand that it is my responsibility to read and familiarize myself with the policies, procedures, and guidelines outlined in the Staff Manual. I agree to comply with these policies and acknowledge that failure to do so may result in disciplinary action, up to and including termination of employment.

I acknowledge that the policies, procedures, and guidelines outlined in the Staff Manual are subject to change at any time at the discretion of the camp directors or management. It is my responsibility to stay informed of any updates or changes communicated to me through official channels.

I understand that the Staff Manual is a confidential document and is the property of Camp Kawanhee for Boys. I agree not to reproduce or distribute its contents without prior authorization from the appropriate authority.

By signing this acknowledgment, I confirm that I have received a copy of the Staff Manual, understand its importance to my employment with Camp Kawanhee for Boys, and acknowledge the possibility of policy changes.

Employee's Signature: _____

Date: _____