

# WILLIAM LAWRENCE CAMP

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## *Our Mission Statement:*

*“Through a fun, balanced program, in a camp family atmosphere with positive role models, William Lawrence Camp encourages the intellectual, social, emotional, and physical development of the whole boy in a caring, nurturing, spirited, challenging, yet safe environment.*

*While allowing a kid to be a kid, the camp seeks to enhance positive values and skill development leading to a productive and responsible adulthood. The camp experience builds character and fellowship, provides new and different experiences, improves group living skills, provides an opportunity to meet people from different backgrounds and countries, and fosters an appreciation of nature and the environment. Each camper is encouraged to increase self esteem, realize his potential, share and develop his personality, develop lasting friendships, and become a part of the camp family, which many consider a second home.”*

## 2024 STAFF HANDBOOK

The William Lawrence Staff Handbook has been revised for the 2024 season. This document provides a general framework and specific guidelines for life in the camp community. Please read this document carefully. **YOU ARE EXPECTED TO KNOW ITS CONTENTS UPON YOUR ARRIVAL AT CAMP.**

This document also outlines expectations for you as an employee of William Lawrence Camp. It can serve as a handy reference when questions or issues arise. Always remember that camp is for the campers. **In signing your employment contract, you will be agreeing that you will abide by the camp's policies and expectations of you.**

During staff training week, we will review the contents of the Staff Handbook. As a document such as this is never totally complete, it can be expected that it will be amended as issues arise and as clarification is needed.

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# I. INTRODUCTION

## WILLIAM LAWRENCE CAMP

Since its founding in 1913, the purpose of William Lawrence Camp has been to provide a safe, wholesome atmosphere where each boy can safely and happily live, work, and play together with his fellow campers. Four words symbolize the William Lawrence Camp Spirit. Taking the first letter of these words we have W.L.C.S., which stands for **Willingness, Loyalty, Comradeship and Sportsmanship**. These ideals are consistently stressed throughout camp life. All staff have an obligation to promote these ideals and to act in the best interests of the campers. The cornerstone of camp is the relationship between camper and staff. For that reason, it is important to outline what is expected of you as a leader and staff member. A leader's job is a real job, filled with opportunity and one that enables you to use your knowledge and abilities to benefit the lives of growing boys.

“Campers are watching your life much more than they are listening to your counsel.”

## HISTORY, PHILOSOPHY AND MISSION

Founded in 1913, William Lawrence Camp is incorporated as a not-for-profit institution to serve the needs of youth. We are amongst the oldest camps in the United States. Located on over 250 acres of woodlands and fields and a half-mile of shore frontage on Lower Beech Pond, William Lawrence is a relatively small camp serving boys from ages 8 through 16. We strive to offer a well-balanced program where a boy can participate in a variety of outdoor activities not readily available in their day-to-day lives at home.

Originally a religious camp affiliated with the Episcopal Church, the camp was named in honor of the renowned Episcopal Bishop William Lawrence. Bishop Lawrence was an early advocate of camping and was committed to providing healthy opportunities for youth. Campers were recruited from Episcopal parishes throughout the northeast. Bible study and Sunday services were a regular part of the program. Still embracing a philosophy of teaching the importance of commonly shared values and ideals, in the late sixties the camp discontinued its affiliation with the church and modified the program accordingly.

The essence of our present philosophy and purpose is set forth in our current Mission Statement as drafted by the camp's Board of Trustees.

## PLEASE RE-READ THE MISSION STATEMENT ON THE FRONT COVER.

It is absolutely critical that we understand the essence and meaning of our mission. The Mission Statement is our guide toward the implementation of an effective camp program. It is the basis on which we are able to attract campers to William Lawrence Camp and is clearly evident in the content of our brochure, the camp video and our website.



## **GOALS AND OBJECTIVES**

From the Mission Statement, we can develop more specific goals and objectives for our campers and, in many cases, for ourselves. These are not necessarily in any order of importance and the list is not necessarily all-inclusive. You may wish to suggest others.

Our goals and objectives include:

- Allowing campers to develop self-confidence, self-respect and an appreciation for one's self-worth as an individual.
- Providing good fellowship and an environment that promotes the development of new friendships.
- Creating an environment in which there are opportunities for understanding people with various backgrounds and experiences.
- Providing opportunities to develop a sense of world-mindedness and to work for worldwide understanding and fellowship.
- Realizing the worth of all persons and striving for cooperative inter-group understanding and inter-personal relationships.
- Providing opportunities for campers to take initiative and develop leadership skills as well as 'followership' skills.
- Providing an environment for growth as a responsible member of a community.
- Achieving and maintaining physical fitness, mental well-being and spiritual awareness.
- Developing an appreciation of and respect for natural resources and the environment.
- Creating an environment in which imaginative thought can be practiced.
- Sharing in the responsibility for the success of the camp program and the well-being of its people.

## **BILL OF RIGHTS FOR CHILDREN**

Camp is for the campers. As staff, we have a tremendous responsibility toward our campers. A lot is at stake. How we handle ourselves in the camp community and how we deal with campers is extremely important to the quality of the child's total camp experience and their overall development.

We, as staff, therefore pledge to the campers:

- That we will preserve their right to be children, while they are still children and to let them progress at their rate...not ours.
- That they will have respect from adults and be kept free from physical, sexual and emotional abuse.



- That we will function within reasonable boundaries; that we will know, learn, and abide by the policies and procedures of camp and that we will communicate expectations to campers so that they can perform properly.
- That we will allow them to learn new things and to achieve new skills: to risk, to dare, to try something new without the stigma of failure because from this comes enhanced self-esteem (having good feelings about oneself).
- That they have the right to make new friends amongst those who may be different.
- That we will attempt to have a successful group experience, with give and take, coupled with cooperation and competition.
- That all children will have the opportunity to have value-forming experiences.
- That all campers will have the opportunity to play, to have a good time, to laugh, to sing and to tell stories.
- That they will learn the value and dignity of meaningful work and to accept the responsibility of doing the very best that they can.

## TRADITIONAL SONGS & CHEERS

Singing is an important part of camp life. Please learn the following traditional William Lawrence Camp songs.

### FOR LAWRENCE WE STAND

For Lawrence we stand,  
It is the best camp in the land.  
Loyal and true,  
Are the boys of White and Blue.  
And when the game is at its height,  
You'll see them fight with all their might.  
Three cheers for Lawrence Camp,  
And for its spirit and it's might.  
Rah! Rah! Rah!

For Lawrence we stand,  
It is the best camp in the land.  
Loyal and true,  
Are the boys of White and Blue.  
And when the sun is sinking low,  
Then you'll see the campfires glow.  
Three cheers for Lawrence Camp,  
And for its spirit and its might.  
Rah! Rah! Rah!

### L-A-W-R-E-N-C-E

L-A-W-R-E-N-C-E, Boom!  
Lawrence, our Lawrence, we'll sing to thee.  
Fairest of summer camps,  
Give her the three times three.  
Oh! Fellows. Long may we cherish her,  
Faithful we'll be.  
Lawrence, our Lawrence,  
For you and for me.





## GLOSSARY OF TERMS USED

Throughout this handbook and your time at William Lawrence Camp (WLC) you will read and hear terms that may not be familiar to you. Here is a list of **some** of the WLC terms you may encounter.

<b>BROG</b>	Blue, Red, Orange, Green teams that campers and staff are drafted to when they arrive at camp. Integrated into many of the program areas of camp.
<b>Cabin Leaders</b>	All staff members living in a cabin.
<b>Central Staff</b>	The core administrative group of the camp and includes the Executive Director, Assistant Director, Office Manager, Business Manager, Head Counselor, Program Director, and the Camp Nurse.
<b>Chapel</b>	Area behind the Farmhouse containing benches overlooking the scenic view. Non-denominational.
<b>CQ</b>	The Counselor Quarters, a semi-private area located in the back of the camper cabins for staff members only.
<b>EP</b>	Evening Program designed and executed by staff for the campers.
<b>Farmhouse</b>	The building that houses the administrative offices, the library, the rec room, the art room, the staff laundry area, the staff lockers and the staff lounge.
<b>Free Swim</b>	Two hour period in the afternoon in which campers are allowed to “roam” camp and choose their activities at will.
<b>Hole Digging</b>	Manual labor around camp.
<b>Junior Leaders</b>	Also called JLs. Counselors that are 17 or 18 years old (summer after their LIT summer).
<b>The Knoll</b>	The large grassy area connecting the Farmhouse, Lodge, Dining Hall, Barn and Flagpole.
<b>LIT</b>	Leaders in Training. Part camper, part staff, they are typically 16 yrs old.
<b>Password</b>	A thought for the day given as a speech or skit by staff and/or campers each morning in the chapel.
<b>Super Secret</b>	Staff parking area located behind the maintenance area.
<b>Support Staff</b>	Staff members that work primarily in the kitchen and/or maintenance.
<b>Taps</b>	Music played to signify lights out in all cabins.
<b>Wayside</b>	The bath and shower house.



## II. THE CAMP ORGANIZATION

### CAMPERS

Campers are divided into three groups primarily according to their grade in school as follows:

<b>JUNIORS</b>	entering the 3rd, 4th, 5th or 6th grades (8, 9, 10 and 11 year olds)
<b>MIDLERS</b>	entering the 7th or 8th grades (12 and 13 year olds)
<b>SENIORS</b>	entering the 9th, 10th, and 11th grades (14, 15, 16 year olds)

Each group is assigned to a unit, or a group of cabins. Centrally located within each unit is a wayside (bathhouse).

Most years, fourteen cabins are utilized at camp for housing campers. Each cabin generally has eight campers and two leaders making the total number of campers in camp at any given time approximately 112. A typical breakdown of cabin groups will have four junior cabins, six mid-dler cabins and four senior cabins. Leaders are assigned to cabins by the central staff according to background, observations made during staff week and logical pairings of leaders.

### ORGANIZATIONAL STRUCTURE

The organizational structure for the 2024 season will be outlined in detail during staff week. Each year the structure is refined for the purpose of maximizing the strengths of the particular staff.

The office includes the **Office Manager**, **Office Assistant** and **Business Manager** and handles issues such as camper accounts, payroll, purchasing and the camp store.

Health Care is overseen by the **Camp Nurse**.

Food service is handled by our **Food Service Director**.

The **Operations Manager** is responsible for facility maintenance and transportation.

The **Assistant and Associate Directors** oversee the camper's living situation and their program activities, in conjunction with the Head Counselor, Program Director and Athletic Director.

The **Head Counselor** is responsible for managing the cabin staff in the context of monitoring the general well- being of each camper.

Each unit is assigned a **Unit Leader** to work in conjunction with the Head Counselor. Unit leaders also work in conjunction with the Program Director on unit-specific activities such as evening programs.

Activities, whether they are morning instruction, afternoon program, evening program, unit days, trips, etc. will be generally planned, scheduled and managed by the **Program Director** in conjunction with the leaders of the various program areas.

The **Athletic Director** will assist activity staff in the implementation of sports programs, secure necessary equipment, organize teams for inter-camp games, handle camper's personal sports equipment, provide vehicles and drivers as needed, etc.



## THE “CHAIN OF COMMAND”

A cabin leader has responsibilities both in the cabin and in activities therefore, there are two lines of command.

### For the welfare of your campers:

First speak to your Unit Leader, your Unit Leader will bring the issue(s) to the Head Counselor.

### For activity program issues:

First speak to your Activity Head, your Activity Head will bring the issue(s) to the Program Director.

If either the Head Counselor or the Program Director are unavailable, all issues should be brought to the Associate Director.

**All issues eventually come to the attention of the Executive Director.**

### CENTRAL STAFF

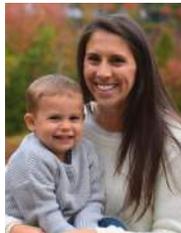
This is the core administrative group of the camp and includes the Executive Director, Associate Director, Business Manager, Office Manager, Head Counselor, Program Director, the and Camp Nurse

### LEADERSHIP TEAM

Includes the Central Staff, Unit Leaders, Trip Program Coordinator, Athletic Director, Waterfront Director, Food Service Director and Operations Manager.

### MEET THE 2024 CENTRAL STAFF

**Nat Crane** is the **Executive Director** of William Lawrence Camp. Originally from Dover, MA, Nat is a 1976 graduate of the University of New Hampshire and also holds a Masters in Business Administration from Boston University. This is his *thirty-fourth* year as a camp administrator and *thirty-first* as the *Director of William Lawrence Camp*. Nat is currently a member of the New Hampshire Camp Directors Association. He was previously the chairman of the Tuftonboro Conservation Commission and is a licensed Justice of the Peace and Public Notary. An avid outdoorsman, Nat lives in Tuftonboro with his wife Lara, daughter Hannah, son Chilly and Yellow Lab, Moxie.



**Jessica Paquette** joined us as our Camper Development Coordinator part-time starting summer 2018 and became a full-time employee in early 2020. She is now our **Associate Director**. Jessica holds a Masters in Childhood Education from Hunter College. Jessica started in the camp industry as a resident camper at the age of 9 and since then she has only spent 1 summer away from camp. Former Assistant Director of a non-profit day camp in Manhattan and former Assistant Director of a resident camp in Freedom, NH, this is Jessica's *fifteenth* year as a camp administrator. Born and raised in NY, Jessica now lives with her husband, two bonus kids and 1 year old in Tamworth, NH.

**Anne Bullitt** has been with camp since 2005 serving originally as our Office Manager and most recently as the Business Manager. She graduated from Smith College and has a Masters in Engineering and Computer Science from the University of Pennsylvania. Anne is a Notary Public, she lives in nearby Sandwich, NH, with her husband Jim, who is the camp's seasonal Operations Manager, and several Golden Retrievers.



## 2024 CENTRAL STAFF CONTINUED

**Joel Magic** makes his fourth return to camp from Durban, South Africa, and joins us as **Head Counselor**. Back in South Africa he worked as a coach in private schools for 4 years while, studying his BCOM Degree. He now runs a digital marketing company. In 2016, Joel attended WLC for the first time as the Senior Unit Leader, waterfront program leader and head of tripping for seniors. In 2019, Joel returned to the knoll with 2 more Durbanites, 1 of whom won the acclaimed Giessler Award. Joel was Middler Unit Leader and head of boating for the summer. Last summer, Joel was our Program Director.



**Tom "Rah" Oxtoby** returns for his 10th summer at William Lawrence Camp and for the 6th time joins us as the **Program Director**. During his previous tenure at William Lawrence camp he has also been the Senior Unit Leader and the Waterfront Director. Tom currently resides with his family in the Highlands of Scotland where he works as Chief Instructor at an Outdoor Education Centre. Tom gained his Degree in Outdoor Education back in the day when Nat Crane was still using Word Perfect. He has spent his career working with children and adults in the outdoors and loves sharing his passion for the outdoors with

everyone that he meets. In his spare time Tom enjoys mountain biking, canoeing, snowboarding. Tom hopes to rekindle his Rahness this summer.

**Samantha Thompson** will be completing her nursing duties as our **Camp Nurse** this summer. She has earned a Bachelor of Arts in Psychology, a Minor in Education, and an LPN licensure. She was a Registered Behavior Technician, working with children with autism, before becoming a Licensed Practical Nurse and has taught students with disabilities at the college level. Samantha grew up in North Miami Beach, Florida and now lives in Hollywood, Florida. She enjoys being outdoors riding her bike, taking walks and hiking. Samantha is passionate about health and fitness.



## LEADERS IN TRAINING (LIT) INTERNSHIP

The Leader in Training (LIT) Internship will have the same format as the past two years. While primarily a program to train younger members of the camp community to be future leaders and teachers, LITs will retain some of the benefits of being a camper. A seven week commitment, LITs begin on Saturday June 22 and the program ends on Saturday August 10. LITs, who are generally those entering the 11th grade, pay tuition to be at camp.

LITs will be assigned to cabins in the Junior and Middler Units. During this assignment, the LIT is learning the basics of camper care and it is important that the cabin counselors give them the necessary guidance and feedback to be an effective cabin leader. LITs will also be rotated through activity areas to learn how activity areas are expected to operate. They will also play important roles in the kitchen and maintenance, become lifeguard-trained, and go on a camping trip. **At no time are LITs to be left with primary camper supervision responsibilities.**

The Central Staff manages the LIT Program, working closely with all staff who have LITs assigned to them. We rely on the LITs both in their LIT year and as our future counselors. Therefore it is expected that we will all help the LITs learn about their role at camp and give them the guidance and encouragement to be successful.



## III. EMPLOYEE RESPONSIBILITIES

### HEALTH EXAMINATION

#### ALL FORMS MUST BE FILLED OUT ON CAMPDOC.COM.

Email camp if you do not have access to campdoc.com

#### HEALTH HISTORY:

In completing the health history form, staff members must provide emergency contact information, sign the permission to treat, record all allergies and enter the dates of all immunizations in the following categories: hepatitis B, mumps, rubella, polio, tetanus (booster within last 10 years), diphtheria, measles. The staff member is also required to provide all data necessary to clarify any health factors which will limit or exempt their participation in any camp activity, as well as information on any/all medications being taken which might impair their ability to perform the essential functions of their position. Completion of any additional areas of the form is optional.

#### PHYSICAL:

As required by the State of NH, each staff member must have a physician's statement of health status written within two years of camp entrance that must have been updated within six months prior to the start of camp. In addition, should a staff member arrive at camp without having the physical examination completed, he or she will be referred to the camp doctor for prompt completion during the staff member's free time and at his/her expense.

#### MEDICATIONS:

All medications\* (both prescription and over-the-counter) must be kept under lock and key at all times while on William Lawrence Camp property. Staff members are required to turn their medications in at the infirmary

There are only 2 exceptions to this requirement: Epi-pens and Emergency Rescue Inhalers. If you require either one of these, they must be either locked in your locker or on your person (i.e. under your control) at all times.

**Should there be any questions about the general health of an employee before or during the camp season, the camp reserves the right to require further examination by a physician of the camp's choosing.**

All staff must also show evidence of health insurance coverage.

### SOCIAL SECURITY CARD

All employees of the camp must have a social security number. This regulation also applies to our **International staff**. International staff will be brought to the local social security office to complete the process. Please go to this website to complete an online application BEFORE departing your home country: <https://www.ssa.gov/number-card/request-number-first-time> When asked about a US mailing address, say YES and use camp's address: PO Box 52 Ctr. Tuftonboro, NH 03816. PRINT and WRITE down your "O Number" at the end of the application. Please make sure you have your original passport and original DS-2019 when you arrive for pick-up by the camp. You will need all 3 documents to get your social security number.

### BEDDING

Bring a sleeping bag and/or blanket, bed sheets, pillow and pillow case to the camp with you. If you are international staff and are unable to bring some of these items with you, you may request these items to be on loan to you for the summer. It will be your responsibility to return them (washed) at the end of the term of your employment. If you fail to do so, the cost of the items will be deducted from your pay.



## **TRAVEL TO CAMP (International staff)**

Most of the staff will be **arriving on either June 5th or 14th**. Those arriving early will be coming to attend certification courses offered. **Staff training begins on June 15th**.

Staff traveling to camp via public transportation will be **arriving either by bus to Concord, NH or by plane to Manchester, NH** on the 5th and 14th. The camp will provide transportation on these days from Concord Transportation Center and Manchester Airport to camp. Flights should be arranged to arrive in Manchester in the late afternoon. Following the airport pick-up, we will proceed to Concord to meet the 7:45 pm bus. We can expect to be in camp by 9 pm.

**Those traveling to camp on dates other than those mentioned and who would like travel assistance must coordinate their travel plans through the camp office.** We will ask that travel plans be arranged such that you will arrive in either Manchester, Concord or West Ossipee, NH.

**No pick-ups will be made in Boston, MA, unless specific arrangements have been made.**

## **EMPLOYMENT ELIGIBILITY VERIFICATION DOCUMENTS**

For the purpose of completing the I-9, a form which verifies you are eligible for employment, staff members should **bring the following documents**:

- Documents that satisfy either list A or lists B AND C in the LISTS OF ACCEPTABLE DOCUMENTS table which accompanies the I-9 form.
- Everyone should bring their state or country-issued driver's license if they have one.
- New staff need to bring their original social security card bearing a municipal seal, if they have one.
- International staff need to be sure to bring the appropriate visa (J-1) and the DS-2019 along with their passport.**

## **YOUTH EMPLOYMENT CERTIFICATE**

If you are under the age of 18, you must come to camp with the parents' signature form signed by your parents or legal guardians, two references from non-family members, as well as identification as required for the I-9.

The state of New Hampshire requires that the permission letter be secured prior to the start of employment.

**If you do not bring the waiver form, you will be unable to begin employment.**



## THINGS TO KNOW ABOUT YOUR PAYCHECK

### FEDERAL WITHHOLDING ALLOWANCE (W-4)

Federal withholding allowance is required by federal law and subject to the rules and regulations outlined on the standard federal W-4 form.

**Most students** will be “exempt” from federal withholding. Staff members who are not exempt will receive salary checks that are adjusted for withholding tax based upon current IRS (Internal Revenue Service) guidelines. Such amounts are paid directly to the federal government for you in anticipation of your year-end federal tax liability.

Virtually **all international staff with a J-1 visa** are classified as nonresident aliens and are subject to US tax laws. As of 2007, international staff may no longer claim exemption from federal withholding, and income taxes will be withheld from their paychecks. However, most staff members will receive all of this money back at the end of the year by filing an income tax return. A Form W-2 reflecting the withheld tax will be mailed to each paid staff member in January for this purpose. International agencies (such as CCUSA) will assist their counselors with the paperwork if desired.

### SOCIAL SECURITY TAX (FICA) AND MEDICARE

William Lawrence Camp is required by law to withhold FICA and Medicare taxes based on a percentage of your gross salary as a direct employee contribution toward the federal programs. The camp matches FICA and Medicare amounts. **Your net summer salary will reflect the FICA and Medicare deductions.**

**Most international staff, due to their visa status, are exempt from withholding of FICA or Medicare taxes.** However, if you qualify as a resident alien you will be responsible for these taxes. A resident alien is defined as a non-US citizen who has remained in the United States for more than 183 days during the prior 3 years.

## HEPATITIS B VACCINATION

Your responsibilities at camp may expose you to blood or other potentially infectious materials, thus putting you at risk of acquiring Hepatitis B Virus (HBV) infection. Vaccination against the Hepatitis B virus involves a series of three shots; two within thirty days of each other and the third six months after the second. You may choose to be vaccinated during your term of employment at the camp’s expense.

If you chose not to be vaccinated and you have occupational exposure to blood or potentially infectious materials during your term of employment, you may elect to be vaccinated with the Hepatitis B Vaccine at no cost to you. The shots must commence within 24 hours of exposure.

**If you elect to undertake the series of Hepatitis B vaccination shots, you must notify the camp in writing by May 15.** Bear in mind that should you choose to have the series of shots, you will be fully and completely responsible for those shots administered after the expiration of your term of employment.



## STAFF DEVELOPMENT

Each week during the season, there will be an on-going training component facilitated by the Associate Director and Program Director for cabin leaders. **Training seminars will generally take place on Wednesdays, usually with half of the leaders meeting during periods 4 and 5 and the other leaders meeting during Free Swim.**

During these meetings, we will update campers' weekly reports. These meetings provide staff the opportunity to share a variety of concerns with central staff as they relate to camper issues. This will likely include discussions on how to handle certain situations such as home-sickness or bed-wetting. You will get coaching on writing an effective camper monthly, preparing for pick-up days and more.

## ADDITIONAL ASSIGNMENTS

During the season, staff are regularly assigned to areas outside of their primary area of responsibility. Camp is a relatively fluid operation with shifting needs. Often, a person has skills that are better utilized in a different capacity than that for which they were hired and are re-assigned on a permanent basis. Perhaps enrollment is down during a particular session and re-assignments are necessary. Thus, **over the course of the summer, one may have a number of different supervisors.**

Both food service and maintenance are functional areas of camp that are often in need of assistance during selected times of the day and to which staff will be assigned. **Cabin leaders should expect assignments both in the dining hall (the dishroom in particular) and the daily cleaning of waysides.** There may also be a need for drivers to help with transportation. Those with valid driver's licenses and who are at least twenty-one years of age will often be called upon to assist with transportation needs.

**Being flexible and willing to enthusiastically accept a variety of assignments is important to your success at camp and to the smooth operation of the camp.**



## IV. EMPLOYMENT BENEFITS

### SCHEDULE OF SALARY PAYMENT

Salary is earned on a weekly basis and **paychecks are issued each Wednesday** during office hours based on the prior week's work. Often, staff do not wish to receive a paycheck weekly but would rather receive all earnings at the end of the season. If so, you may request that the office keep your paycheck(s) safely locked in the office. However, **we recommend that you open a no-fee bank account at a bank in Wolfeboro, where you can have a debit card for depositing checks and withdrawing cash.**

Unfortunately, the office will not be able to cash your paycheck or issue cash in place of a check. However, checks are drawn from a nearby Wolfeboro bank and therefore can be cashed locally with proper identification. **Please note: this applies both to domestic and international staff.**

Salaries are a personal matter between each employee and the Executive Director and are not to be discussed with other employees.

### FREE TIME/TIME OFF

#### ***DAY OFF: Cabin Leaders and Support Staff***

- \* **one day** off per week
- \* total of **seven days off** during the seven week camp season
- \* begins at **12:15pm** (end of 3rd period)
- \* expected back in camp prepared for work by **12:15pm** the next day
- \* if sleeping at camp, must be back in camp by 10:45pm and in cabins by 11pm
- \* staff divided into four groups for days off

Your day off is a time to get away from camp and recharge your batteries.

**Staff may not return impaired in any way.**

**The consumption of any substance which causes impairment is strictly forbidden. Upon returning, staff are required to check in at the office before proceeding to camper areas. The camp reserves the right to administer a drug and/or alcohol test.**

#### ***EVENING OFF: Cabin Leaders and Support Staff***

- \* **one evening** off per week
- \* beginning at the **7:30pm** bugle
- \* must be back in camp by **10:45pm**
- \* Must be in their **cabins by 11pm**
- \* Nights off are divided into two groups: Group A and Group B
- \* Transportation is provided to Wolfeboro, leaving at 7:45pm and returning from Wolfeboro at 10:30pm
- \* Staff are **not allowed in any establishment which serves alcohol**
- \* Personal vehicles may not be used for evenings off

Evening off is not a night for partying as staff will be returning to child care responsibilities.

Under no circumstances are camp vehicles, either owned or leased, available for personal use.

Days available to have off are scheduled prior to the start of camp by the central staff and are based on the needs of the camp. The assignment of staff to specific days off is done on a weekly basis and is based on a wide variety of criteria that takes into account the need for cabin coverage, program area staffing, the program schedule and more. **The central staff will make every effort to post the following week's days off on the Friday of the preceding week.**



### ***TRANSPORTATION ON DAYS/EVENINGS OFF***

The camp will provide transportation to and from nearby Wolfeboro on a daily basis when vehicles are available and the office has been properly notified of the need.

There will be a **sign-up sheet on the door to the office** for rides into or back from town. You must **sign-up at least three hours ahead** to be assured of a ride.

Transportation provided **to Wolfeboro at 2:00pm** and **from Wolfeboro to camp at 5:30pm, 10:30pm and 11:45am the next day.**

### ***FREE TIME DURING THE DAY***

- \* **One period free** during the day.
- \* Each morning, **activity assignments will be posted at the dining hall** and will show which period you have off.
- \* Time off periods may be **any one of the three morning instructional periods, period 4 or 5, free swim or evening program.**
- \* **Junior Leaders** will generally have evenings off.
- \* **Support Staff**, such as kitchen and maintenance, will be scheduled according to the needs of their functional areas and will often be different from cabin staff
- \* Free time during the day, as opposed to time off, is **spent on site.**

Exceptions will be when we have special program (such as Olympic Day), Sundays and on days when we have staff development, in which case staff are 'on' throughout the day.

Keep in mind, **your first priority is to the campers.** If a situation exists that requires attention, you are to respond even if it is your free time.

**Staff may be assigned to a Central Staff member.** This is NOT free time. You are expected to check in for an assignment as there are always needs.

Often, needs in the cabins arise and the 'support staff' will be called upon to assist. Support Staff play an extremely important role at camp and are expected to fully participate in camp life, as are all members of the camp community. **Attendance at Honor Society evening program is required.**

**For all staff, time off is forfeited in cases such as missed training sessions, tardiness or delinquent submittal of camper monthlies.**



## STAFF AREAS

After taps, **the recreation room and library become part of the ‘staff lounge’**. These rooms are equipped with high-speed Wi-Fi, TV and HDMI cable, games, desks for writing and chairs to relax in. **The ‘lounge’ is open until 10:45pm.**

For those on their day off, **a room upstairs in the farmhouse, formerly known as the loft, is designated as the staff lounge.** This area is equipped with couches, a small refrigerator and a TV.

As with the rest of camp, **activity ends at 11pm at which time music and television must be turned off.** The loft area of the staff lounge is directly next to staff living quarters and therefore staff are expected to maintain a reasonable noise level. It is camp’s expectation that the staff will keep the staff lounge clean including taking out the trash and vacuuming.

If you plan to spend the night in the loft area of the staff lounge, be sure to organize appropriate bedding during the day so as not to disturb your cabin during the evening. **Note: Only those on their day off are permitted to sleep in the loft.**

Remember, the camp day ends in its entirety at 11pm and all cabin and support staff are expected to be back in their living quarters at this time.

**There should be no activity after 11pm, including arrivals or departures.**

## COMMUNICATIONS

In this day and age, all staff have mobile phones. Calling or texting/emailing on your mobile is the way you should communicate with the outside world.

- ⇒ Please ask family and friends to use your mobile number, not the main number of the camp.
- ⇒ Camp phones are not to be used by staff for personal business.
- ⇒ Please note that **your mobile phone is never to be out in camp and is to be kept in your locker in the basement of the Farmhouse.**
- ⇒ It may be used only during your free time and never in sight of the campers. Free time does not include between periods or before or after a meal.

Staff wishing to **send letters may drop them off in the outgoing mailbox, located outside the library**, for delivery to the local post office. **Stamps are not available in the office but may be purchased from the camp store.**

Occasionally you may have a need to direct important correspondence to the camp email address or have a document faxed. **The camp email address is [knoll@wlcamp.org](mailto:knoll@wlcamp.org).** Please limit the use of the camp’s email and fax. Emails or faxes of a personal nature will not be delivered. **Please alert the office if you are anticipating a fax or email.**

There will be **high-speed WiFi access throughout staff areas** for staff to connect their phone and/or laptop. We have recently upgraded our WiFi bandwidth with Starlink and hope this will provide adequate internet for staff on their time off.



## STAFF LAUNDRY

Laundry machines (& detergent) are located in the **basement of the farmhouse** and are available for use by staff.

It is important that you respect the fact that others use the machines: you must remove your laundry as soon as it is complete. When your dry laundry is finished, bring it back to your cabin the same day and **leave the laundry area neat**. Laundry is NOT to be done between periods. Laundry should be completed during time off.

If you remove another person's laundry from a dryer, please fold it and place it neatly to the side. **We strongly recommend that you label your clothes.**

Access to the laundry room is through the door located at the bottom of the stairs by Arts & Crafts.

## STAFF SHIRTS

The camp will provide each staff member with a **complimentary staff shirt** during staff training week. Occasions on which the shirts **must be worn** include:

- opening day
- cabin and staff pictures
- inter-camp competitions
- out-of-camp trips
- changeover days
- final banquets

When worn for camp functions, **staff shirts must be tucked into khaki shorts with a belt**. Should you lose or damage your staff shirt, limited replacements are available.

Returning staff should plan to bring their old staff shirts with them to camp. **LITs will be issued a specific LIT shirt.**

## LOYALTY AWARDS

The Camp acknowledges staff in a variety of ways.

Staff for **three years** (excluding LIT and JL years) » special WLC **sweatshirt**

Staff for **five years** » William Lawrence Camp **soft-shell jacket**

Special acknowledgement is given to those who have been on staff for ten years.

Also, anyone **participating at camp for a total of five years**, either as camper or staff or both, is considered a **Bill Larry (nicknames for William Lawrence) Boy**.

If you are **with the organization for a total of ten years**, you join the ranks of the **Bill Larry Men**.

A special patch and gift are given as acknowledgement to both  
Bill Larry Boys (BLB) and Bill Larry Men (BLM).

The **Scott Giessler Award** is awarded to the **first year counselor** who best exemplifies the camp's commitment to excellence in the areas of camper care and program.

**The most significant honor one can receive at camp is the Owen M. Carle Award.** Mr. Carle was on the staff for many years beginning in the 1940's and was the camp director from 1969 through 1972. He died in 2010, but served as a member of the camp's Board of Trustees for many years. **The award is given to individuals who have demonstrated outstanding service to the camp over many years.**

**All awards are given at the end of camp during our final banquet and Candlelight Ceremony.**



## V. GENERAL LEADERSHIP GUIDELINES

### DEDICATION

You dedicate yourself to the health, safety and welfare of our campers, a commitment that continues 24 hours each day.

It is expected that you will remain vigilant, caring and industrious in the execution of your duties and dedicated to the service of youth as they live and grow at William Lawrence Camp.

### BEING A POSITIVE ROLE MODEL

- \* To command respect, a counselor must be a wholesome, positive role model at all times.
- \* Staff must always be in control of their actions, language and temper.
- \* Senior staff must set the pace and the tone for younger staff.
- \* Returning staff should welcome and help the new staff by avoiding old cliques.

*The campers always come first!*

### The 4 Cornerstones of William Lawrence (WLCS)

1. Willingness
2. Loyalty
3. Comradeship
4. Sportsmanship

### APPEARANCE

Appearance of all staff members is **subject to the approval of the Director**. Reasonable, conventional, neat and clean clothing is expected. Earrings, various body piercing and/or unconventional jewelry on male staff is inappropriate. Hair, including beards, should be short and well groomed.

When staff shirts are to be worn for an event, such as opening day, visiting day, or a unit day, shirts must be clean and tucked in.

### EXPECTATIONS

- **Demonstrate maturity, poise, discretion, sensitivity, good health habits, good grooming, and a law-abiding life-style.**
- Recognize that your term of employment is for the full season and that you are expected to remain as effective on the last day as the first.
- You should be prepared to execute your responsibilities day in and day out with enthusiasm and commitment and to the best of your abilities.
- You must use your time off prudently to gain the rest you need to remain effective.
- Problems or complaints should be resolved with the specific individual involved. Additionally, staff should always go up the line to their direct supervisor or to the Director until the issue is successfully resolved
- **NEVER take personal problems or complaints to the campers.**
- Refrain from alcohol and drug use, and avoid profanity



## PREPARING FOR YOUR CAMPERS

We ask both the camper and the parents to complete detailed questionnaires prior to the camper's arrival.

Time will be set aside prior to the arrival of campers for the cabin leaders to review the questionnaires.

It is critical that we are aware of the goals and expectations of each camper before he arrives.

**YOU WILL BE EXPECTED TO KNOW EACH OF THE CAMPERS IN YOUR CABIN BEFORE THEY ARRIVE.**

SUPERVISION Ratios	Camper Age	# of Staff	# of Campers
	6-8 Years	1	6
	9-14 Years	1	8
	15-18 Years	1	10

### RELATING WITH PARENTS

Cabin leaders and other staff will **interact with camper parents on opening day, visiting day, closing day and through camper monthlies** (end of the month letters).

It is imperative that camp staff present themselves well in order to reassure these parents that their boy is in good hands. **You need to show yourself to be the professional that you are.**

When asked by a parent how their son is doing, it is important that your **answer be personalized and positive and reflects your understanding of their child's camp experience.**

All telephone correspondence with a camper's parents will be handled by the Director or his designee. **A leader should never call a parent on the telephone unless specifically instructed to do so by the Director.**

You should **NEVER be wearing sunglasses** when speaking to a parent.

*Parents are entrusting us with their most precious possession.*

### CAMPER MONTHLIES

Toward the end of a camper's stay at camp, the cabin leaders are responsible for writing a 'camper monthly'.

A camper monthly is written to the parents, providing insights about their son's experience at William Lawrence.

At weekly staff development meetings, cabin leaders will be asked to complete a report on each child in their cabin, which will be reviewed by the senior staff. The information gathered is immensely helpful when it is time to write your monthlies.

Parents will be expecting letters to show insights about their child beyond simply what activities the child participated in.

Camper monthlies are to be submitted to the Assistant Director or his designee for review before the end of a session so they can be sent out on the camper's last day at camp.

Camper monthlies that are poorly written will be handed back to you to be re-written. Unfortunately, **camper monthlies not submitted on time may lead to a delay in or loss of time off.**

Keep in mind that this is our final interaction with these families for the camp season and we wish to leave them with a good impression.



## ACTIVITY LEADERSHIP

### Activity responsibilities:

- ◆ Teach campers with a broad range of abilities from beginner to advanced
- ◆ Incorporate the four cornerstones: willingness, loyalty, comradeship and sportsmanship
- ◆ Be responsible for the activity area and equipment
- ◆ Submit weekly camper activity expense reports
- ◆ Be available to campers who wish to learn the activity during their unscheduled time
- ◆ Responsible for preparing end-of-session inventories and reports

Of particular importance is our treatment of and respect for equipment. All equipment is held in its respective storage facility. Equipment should be returned to its proper place when use is finished. It is also important that **equipment that accidentally finds its way into the woods or to the bottom of the lake be retrieved before the activity ends.**

ALWAYS emphasize and integrate the camp ideals of  
**WILLINGNESS, LOYALTY, COMRADESHIP AND SPORTSMANSHIP**

## DINING HALL LEADERSHIP

We all share the responsibility for creating an atmosphere of “gracious living” at meal times.

This means:

- maintaining a reasonable noise level while eating
- respecting the needs and feelings of others
- observing appropriate table manners
- saying “please” and “thank you”
- using our napkins
- passing food politely
- avoiding waste

As each meal winds down, it is common for the energy and noise level of the dining hall to increase with spirited chants and songs. This is an important component of camp life and is strongly encouraged.

The meal ends with announcements. When announcements are being made, appropriate quiet must be maintained.

**Table assignments in the dining hall are by cabin.** Counselors are expected to sit at each end of the table. Additional staff assigned to the cabin should be interspersed among the campers.

Meal times are a time for observing the boys and getting a sense as to how they are doing; are they eating properly, are they incommunicative and reclusive etc. **More importantly, are they missing!** (Missing camper procedures will be discussed during Staff Week.)

When eating outside, it is important that the same level of check-in that we have in the dining hall take place. Staff are expected to eat with and monitor their campers, particularly their attendance. A camper who is not at the meal is likely in need of attention and may be at risk.



## CABIN LEADERSHIP

Each cabin leader will set the tone for the group of boys within the cabin. You must work hard to develop relationships with campers, and to promote:

- Positive health
- Safety procedures
- A well-kept facility
- Respect for the emotional needs of the campers
- The camp's values and cornerstones

Cabin “chats” or discussions should be held regularly so that wholesome ideals and values are held up to the campers. Campers always know when you are being genuine and sincere, and when you're not. Good cabin leadership takes time. **Plan to spend some of your unscheduled time each day with your campers.** Remember you are on call 24 hours a day (except days off) if your campers need you.

### SIGHT AND SOUND RULE

Campers should always remain within sight and sound of a staff member. The safety of the camper is our primary concern.

## VI. THE CABIN LEADER AND THE CAMPER

The primary job of the cabin leader is to provide a safe, healthy and happy living environment for the campers. You must be caring, nurturing, supportive, a good leader and an appropriate role model.

As a cabin leader, your task is one of the most difficult and yet rewarding tasks a person can undertake in a lifetime.

You will be expected to:

- Share and lead
- Allow campers to act responsibly
- Maintain structure
- Allow campers to have fun, to be kids, and yet help them see the effect of their choices on others
- Admit mistakes when you make them so that your campers can see that it is all right to try, to fail and not feel guilty...and to try again
- Become tired, discouraged, irritated, annoyed and overworked and STILL enjoy your experiences, realizing that you have contributed immeasurably to the well-being and growth of many children
- Motivate, discipline in a positive way, help campers adjust, recognize individual differences and evaluate a camper's growth and performance



## SPECIFIC RESPONSIBILITIES

As a cabin leader, you will be expected to:

- ⇒ Live in a cabin with six to ten campers and a co-leader, possibly an LIT.
- ⇒ Help campers to adjust to camp life and grow in understanding of other campers and the dynamics of community living.
- ⇒ Set a good example for the campers through leadership, attitude and performance.
- ⇒ Encourage respect for camp property and equipment.
- ⇒ Interpret and supervise health and safety regulations.
- ⇒ Guide and direct the cabin group in a variety of different activities, sharing with campers the planning and evaluating of the activities.
- ⇒ Assist with and participate in unit and camp wide activities.
- ⇒ Teach the activity/activities to which you are assigned, maintaining a quality program that serves a range of camper skills.
- ⇒ Promote spiritual growth.
- ⇒ Promote an awareness of the environment.
- ⇒ Participate fully in staff training and meetings.
- ⇒ Supervise the performance of junior staff with whom you work.
- ⇒ Submit required reports on time.
- ⇒ Manage personal time off in accordance with camp policy.
- ⇒ Participate fully with the total camp program.
- ⇒ Support programs, policies and decisions of central staff.

Additionally, each staff member receives a job description outlining in more detail his specific responsibilities.

We make firm commitments to parents that their child will be well cared for, that he will be safe and clean, that he will grow as a person through encouragement and support, that he will develop the skills for which he came to camp, that he will get his medications as prescribed, that he will write and send a letter home at least once per week, and more.



## HELPFUL HINTS FOR CABIN LEADERS

As a leader, you should be aware of the personal habits of your campers and the ways in which they spend their free time.

**The following are some things to which you must be attentive:**

Personal hygiene: Are your campers bathing and brushing their teeth regularly? Do they have any open cuts or other injuries?

Care of clothing and other belongings: Are your campers changing their clothes regularly? Are their clothes being sent out to be cleaned? Are they wearing bathing suits for swimming?

Respect for others property: You'll avoid a lot of headaches by discouraging borrowing and maintaining an orderly cabin.

Adequate rest: Campers have a long and active day and need adequate rest. Your presence during siesta and at bedtime expedites trips to the bathroom and other delays. Rested campers are usually happier campers. (And this makes for happier staff)

Bowel habits: Are they adequate? This is crucial to good health. Consult the camp nurse if you are concerned.

Cabin manners: Teach your campers respect for people and property.

Graffiti: Stress its undesirability.

Pranks: Are a good, fun part of camp. However, stress that pranks should not involve tampering with others' personal belongings or causing physical harm to others.

Cabin jobs: Are they fairly distributed during clean-up for inspection? Fairness solves a lot of problems.

Laundry: Are your campers' names on all their belongings? A leader must supervise the laundry process, both when it goes out and when it returns.

Create a friendly cabin environment: Encourage conversation and openness, do not put down campers because of their ideas or feelings. Campers should feel welcome and comfortable.

Keep notes: Keep close track of each of your campers, knowing their goals and any successes or concerns they may have. Share concerns with appropriate supervisors.

Letters home: Parents are promised a weekly letter home from their child. Monitor, encourage and expedite this.

Inappropriate language: Do not allow it to get started.

Bullying: Always be pro-active if you witness bullying. It will not be tolerated.



## RESPECT

All members of the camp family should treat each other with respect and accept individual differences. “Killer statements”, both verbal and non-verbal, will not be tolerated, such as rolling of the eyes or overt displays of disinterest.

Staff must not allow campers to tease or bully each other or gang up on another boy. Be sensitive to each boy’s feelings. Remember that you are his leader, his counselor, his advocate and his defense. You will be more successful with discipline if you show him that you like him and care about him.

Always address boys by their first names and insist that boys address each other by their first names. Discourage nicknames that are demeaning.

## CONSEQUENCES/DISCIPLINE

At William Lawrence Camp, there is little use of the word ‘punishment’. Rather, behavior that is inappropriate leads to consequences.

**Corporal punishment is unacceptable at William Lawrence Camp.** Sympathetic understanding of each boy’s personality and quiet insistence on a few essential rules are more effective in developing the self-control which should be the aim of all discipline. Be fair and impartial when disciplining, so that you can help the boy learn from his mistakes and grow. Never humiliate a boy in front of his friends or get yourself into a shouting match with him.

**The leader who is fair but firm, who maintains his dignity yet can have fun at play, will be more successful and popular with campers than one who is lenient and has no control over them.**

Every good leader seeks the advice of his supervisor or the central staff on how best to handle challenging situations.

### LANGUAGE AND PORNOGRAPHY

Camp is no place for foul or abusive language. Do not allow it from your campers or yourself. Report problems to the Executive Director or other members of the central staff. It is expected that no staff member will use bad language at any time on camp property or while supervising campers elsewhere.

**Pornographic or sexually suggestive materials are not allowed at camp.**

### CONFIDENTIALITY

Information about campers and staff should be treated in a confidential manner. This means that all requests for information about current or former campers and/or staff should be referred to the Executive Director for response.

It also means that information about campers should only be shared with others within camp on a legitimate need-to-know basis. We are not trying to be secretive, yet some situations do not deserve full explanations to the general population.



## **CHILD ABUSE POLICY**

**Any employee who has reasonable cause to believe that any child at camp is suffering physical or emotional injury as the result of neglect or abuse (including sexual abuse) must immediately notify the Executive Director, or in his absence, his designee.**

The obligation to report extends to all instances of child abuse or neglect, whether occurring on or off camp property.

Staff should be aware of what actions either comprise child abuse or could be construed as such by a child or parent. Staff must avoid putting themselves in a situation that could leave their actions open to question.

**A good rule of thumb is the ‘knowing rule’: would you feel comfortable with everyone knowing what you did or said to a camper?**

Specific rules and expectations regarding appropriate interactions between staff and campers include but are not limited to the following:

- Whatever is done with campers should be done in the light of day and in the company of others
- Avoid whenever possible being in a one-on-one situation with a camper. When a 1:1 interaction IS needed, have it occur within auditory and/or visual range of others.
- Except for changing clothes/gathering gear or emergency situations, campers should only be in their cabins during assigned cabin periods.
- Double leader coverage in showers (Staff never shower when campers are present)
- Campers stay out of leader’s/counselor’s quarters
- A bed, sleeping bag or tent is never shared with a camper
- Romantic lives of staff should never be shared with campers
- Staff must stay out of cabins they are not assigned to or in which they have no specific camp business
- No ‘hazing’ such as wedges, hotbeds, hugging trees, etc.
- Limit horseplay between campers and staff i.e. pillow fights, wrestling, piggybacks, etc.

## **REPORTABLE INCIDENTS**

All staff must report to the camp’s administration any incidents or conditions which may be detrimental to the safety or welfare of the campers, the staff, the physical plant or to the camp’s name and reputation.

**Reportable incidents may include but are not limited to the following:**

- \* trespassers on camp property
- \* inappropriate behavior by staff members or visitors
- \* violations of federal, state or local laws
- \* violation of camp policy as reviewed in this manual or at staff meetings
- \* incidents involving alcohol, tobacco or firearms
- \* incidents involving abuse, sexual harassment and reckless driving.

The camp administration will decide what, if any, action should be taken. The camp may require written documentation of certain types of incidents, noting date, time, location, person(s) involved and actions taken. These are known as Accident/Incident Reports.



## FOOD AND 'CARE' PACKAGES

Food and beverage are not allowed in cabins for either camper or staff.

It would be a disservice if staff were to provide unapproved, between-meal snacks that interfered with the camper's appetite for regular meals. Accordingly, parents are asked not to send food to their son(s) while at camp.

The Parents Guide states clearly that our policy is that food is not allowed in the cabin. **Further, any care packages containing food items that do arrive are taken away.** Leaders must be aware of this and take appropriate action if food is found in the cabins.

## CAMPER POLICIES AND CABIN RULES

During your first evening with the campers of your cabin, you will be expected to outline for them the camper policies and to develop rules for your cabin within the context of camp policies and procedures.

Techniques for handling this important process will be discussed prior to the arrival of campers. You will also set up schedules for camper responsibilities relative to cabin cleanup, waitering of tables in the dining hall etc.

## PROBLEMS YOU MAY ENCOUNTER

You are likely to encounter a number of situations with individual campers that require your careful attention.

In addition to behavioral issues, you may have campers in your cabin who are **bed-wetters, sleepwalkers and, more likely, suffer from homesickness.** How you handle these situations can have a significant impact on the quality of the camper's experience at William Lawrence Camp.

### BED-WETTING

Bed-wetting, particularly for younger campers, can be relatively common. You can frequently avoid it if you stop campers from drinking a lot of fluids before bedtime and by waking up the bed-wetters during the night and seeing them to the wayside (bathhouse). The central staff will share with you information that may indicate that a camper is a bed-wetter. This will help you to be proactive.

If a camper does wet his bed, help him to take care of his bedding while others are at breakfast. (Wear gloves while handling the bedding.) You can use the washer and dryer that are in the farmhouse basement. Do not make a big deal out of it; just let the camper know that you want to help him out.

### SLEEPWALKING

Sleepwalking is another situation that is usually flagged by the central staff prior to the arrival of the camper.

If a camper is prone to sleepwalking, make sure that he is in a bottom bunk. If you encounter a camper sleepwalking, talk to him softly and guide him back to bed.



## HOMESICKNESS

Homesickness is very common, for campers young and old and particularly with campers who are at camp for the first time. **Dealing effectively with a homesick camper can have a profound impact on the boy that can influence the rest of his life.**

A homesick camper may be shy, lonesome or afraid of water or darkness. Homesickness is often the result of a camper's discomfort relating to the fact that they are in different, less secure surroundings. They may never have slept away from the security of their mother and father. They may miss their siblings or pet at home, or they may feel intimidated in their camp activities because they are not athletic or are a bit clumsy. The camper may have a physical problem that he wishes to hide.

**They may become withdrawn; they may cry often; they may develop poor eating habits and likely they will end up in the infirmary, often complaining of a stomachache or some other phantom ailment.**

When dealing with a homesick camper:

Try to identify it early. Keep a close eye on campers during their free swim, at meals and during cabin time.

Seek to find a parent substitute for the camper, someone he likes to be with.

Find interests and activities the camper likes. Ask the program staff to accommodate a change in schedule for the camper.

Let him know that he is not alone; that homesickness is common among many campers. Talk to him when he is calm, not when he is terribly upset.

Keep him busy so that he does not have time to be homesick. Watch the down times or rainy days.

Do not allow the camper to call home and watch for those campers who may attempt to sneak to a phone.

Be particularly attentive to potential homesickness situations that may unexpectedly arise on visiting day. Many apparently well-adjusted campers will melt at the sight of their parents and wish to go home with them.

Always keep the central staff informed about homesick campers. They are there to help you deal with this type of issue.

Most homesick campers will wish to go home. However, most often, homesickness is a short-term phenomenon, subsiding after the first week of camp. It is a shame and often a set back with longer-term implications for the child if we do not give him the support he needs to get through this common period.

**Always use tact, be understanding and supportive and seek the assistance of central staff.**



## VII. PROGRAM EXPECTATIONS

### PROGRAM SCHEDULING

The general framework for the program is designed prior to the start of camp by the Director and the central staff. This includes scheduling of camper orientation, out-camping trips for the various units, special excursions, the daily schedule and more.

Within this framework, staff will be assigned activities to teach, programs to facilitate as well as programs to design and implement themselves. It is extremely important that staff be ready and able to take the initiative to lead and assist with programs.

Each week, campers will sign up for the instructional activities offered in which they would like to participate during the upcoming week. Sign-ups take place on Sunday evenings. All schedules will be announced during meal times and posted on the announcement board outside of the dining hall.

### DAILY SCHEDULE

With the exception of Sundays and a number of other days that may have special schedules, a normal day at camp is as follows:

7:00a	Reveille; hustle campers out of bed
7:30a	Colors/Flag Raising: all must assemble at the flagpole for flag raising
7:35a	Password...in the chapel (Thought for the day)
7:45a	Breakfast
8:30-9:00a	Cabin clean-up...for inspection (Campers clean with the help of staff)
9:05-10:05a	First Instructional Activity Period
10:10-11:10a	Second Instructional Activity Period
11:15-12:15p	Third Instructional Activity Period
12:15p	Waiter's Call (Campers rotate this responsibility)
12:30p	Lunch
1:15p	Siesta (Rest hour for campers)
2:30p	Fourth Instructional Activity or BROG (blue, red, orange, green)
3:15p	Fifth Instructional Activity or BROG (blue, red, orange, green)
4:00p	Free Swim (Free choice of a number of camp activities)
5:45p	Waiter's Call
6:00p	Supper
6:45p	Retreat: assembly at flag pole, flag lowering, announcements
7:00p	Knoll Time (All camp on the knoll playing games)
7:30p	Evening Program
8:55p	Evening Program Ends: prepare for bedtime
9:15p	Call to Quarters (Campers should be in cabins on their bunks)
9:30p	Taps: all quiet, lights out during taps
10:45p	Staff Lounge Closes...all camp to bed



## **REVEILLE, FLAG RAISING, PASSWORD AND BREAKFAST**

When reveille sounds at 7:00a, it is important to get your campers up and going. Campers should quickly visit the wayside to brush teeth and wash up prior to flag raising, password and breakfast. You and your campers should never be late for flag raising.

**During flag raising, password and meals, the counselors should see that all hats are removed. Staff may not bring cups of coffee or tea to the colors line for flag raising or lowering or to our morning assembly in the chapel.**

After the flag is raised, we proceed single file to the chapel for password. Each day, a different member of the staff or a cabin group is assigned to give the daily password and to say grace at each meal during the day.

**Passwords are a thought for the day; they are a bit of wisdom, a value or ideal, a saying or personal thought that is felt will have value and meaning for the boys and the camp community as a whole.** It is a thought or theme that we are to think about during the day and in some way incorporate in our activities of the day. Examples of passwords include: friendship, teamwork, willingness, loyalty, comradeship, sportsmanship, diversity, conservation etc. It may be a famous saying, poetry or a quotation. Passwords should be brief (five minutes maximum). The meaning of the thought or word is expounded upon by the person(s) delivering the password.

**All staff, unless it is their day off or they have been specifically assigned elsewhere, are expected to be at flag raising, password and meals.**

## **MEALTIMES**

The dining hall is an active place at mealtime. It is a place where a lot of positive energy and enthusiasm is generated. Spirits run high. It is important that this enthusiasm, energy and spirit are healthy and clean and that some sense of order is maintained during mealtime.

Prior to each meal, **campers line up outside of the dining hall.** On their way in, camper's hands are checked for cleanliness, all hands must be sanitized and they are asked to take their hats off before entering.

Each cabin will be assigned a table for the session. Campers and staff from that cabin will sit together during mealtime.

**Upon entering the dining hall, all campers and staff will proceed to their table and remain standing.**

**After everyone has entered the dining hall, the group will be called to order for the announcement of the meal and grace.** During the meal, staff should always be cognizant of the campers with whom they are seated. If a camper is absent, seek to discern their whereabouts. If this is not possible, report immediately to a member of the central staff.

Each table will have **an assigned waiter from the cabin group who arrives at the dining hall to set up their table fifteen minutes prior to the meal.** During the meal, the only people that should be up are the waiters or those whose table has been 'called' to the buffet line (or center table). The staff person(s) designated for handling grace that day will call tables to the center table buffet. **Cabin groups must wait until their table has been called.**



**Toward the end of the meal, the bell will ring for announcements.** It is extremely important that the dining hall be quiet at this time and that those making announcements use their best and loudest voices. **Campers must hear the announcements!** Usually at dinnertime, announcements will take place at the flagpole.

### CABIN CLEAN-UP

Following breakfast and announcements, campers return to their cabins for clean up. Cabin leaders are expected to pitch in and help campers to get organized as well as clean their counselor's quarters (CQs).

Checklist of expectations:

- ◆ Sweeping
- ◆ Picking up of any litter
- ◆ Emptying of trash
- ◆ Clothes should be neatly stored in trunks
- ◆ Beds should be free of sand and grit
- ◆ The outside of the cabin should be neat with all clothes from the drying line put away unless wet

This is a great opportunity for building teamwork and cooperation in the cabin. Managing cabin clean up, i.e. assigning tasks, can be done by the group.

During the morning, after campers have gone off to their activities, each **cabin is inspected and ranked based on a number of criteria.** This includes the condition of the counselor's quarters. Scores are announced at flag lowering. **Consistently high scores for a cabin result in some form of reward for that cabin (usually a trip to town to get ice cream).**

### MORNING ACTIVITY PERIODS

Morning activities are instructional in nature. **Juniors and Middlers are required to take swimming each morning and are assigned to swimming for one of the three morning activity periods.** Additionally, each week the campers sign up for activities that are offered, such as riflery, challenge course, fly tying, arts & crafts, etc., in which they would like formal instruction. **A camper should be encouraged to participate in different activities each week during their stay at camp.** It is up to the cabin leaders to monitor this.

When the bugle blows following cabin clean up, see your campers off to their respective activity areas. When all of your campers are on their way, quickly proceed to your activity area.

**Each week you will be provided a list of those who have signed up for your activity.** When you arrive at your activity area, take attendance. If a camper is absent, try to find out why (trip, infirmary, tardiness, etc.).

If you cannot account for a camper, a co-leader should be sent to notify the office immediately. During your activity period, a member of the central staff will likely come by. Report any concerns to them during their visit.

Keep track of inventories and request repairs and supplies in a timely fashion. Always attempt to run a fun and engaging activity so that your campers look forward to returning. Remember, morning is for instruction!



## LUNCH AND SIESTA

When the waiter's call bugle blows, campers have a few minutes to return from their activity areas and wash up for lunch. Those assigned as waiters are expected to be in the dining hall prior to each meal to set their respective tables.

**Following the meal, campers return to their cabins for siesta.** Siesta is quiet time for campers: a time to take a nap, write a letter home or read a book. **All campers should be in their beds with shoes off.**

The cabin leaders must always be in their respective cabins during siesta to provide supervision. **At least one of the leaders will be expected to be in the camper's area to assure quiet is being observed.** Keep in mind that siesta is for the campers and not to be considered time off for the staff. It is also an excellent time to update notes about each camper.

## AFTERNOON PROGRAM

Following siesta, **afternoons essentially have two components: instructional periods or BROG (blue, red, orange, green) competition and Free Swim.**

**The afternoon instructional periods are scheduled for four days out of the week and are broken into two parts: period 4 and period 5.** During weekly sign-ups, campers sign up for their choice of activities for these two periods. Unlike morning instructional periods, campers receive only two days of instruction in each of these chosen activities. Afternoon activities are oriented toward instruction in various sports as well as activities that can only be offered at this time, such as fly fishing.

BROG competitions are scheduled on those days when instruction is not offered during afternoon periods. **Campers and staff are assigned to be on one of the four teams when they first arrive at camp and then are on that team for their 'career' at WLC.** During the month, a variety of competitions are held and each team accumulates points. The team with the highest point totals at the end of the month is the winner of the BROG competition.

Free swim begins at 4:00p. **A camper has free choice of participating in any number of activities and may wander between activities.** Special program activities may also be scheduled for this time such as athletic competitions against nearby camps.

The ability to participate in some activities requires that a camper have achieved a certain skill level. For example, in order to water-ski, a camper must be a level 4 swimmer. It is expected that additional swim instruction would be accommodated.

Staff will be assigned to a variety of different activity and recreational areas. All campers must be at these areas. Campers should not be in their cabins during free swim or simply wandering around and should be directed to an activity area.

**Staff must be particularly alert during free swim.**

**It is a time when a camper can more easily be involved in inappropriate behavior or off sitting under a tree, crying from homesickness.**



## EVENING PROGRAM

**Following dinner and flag lowering, there is a period called Knoll Time; approximately 30 minutes.** Most activity areas are closed, such as the waterfront, riflery and archery. The knoll becomes the focal area with basketball being a popular activity at this time. Campers are also welcome to play badminton, volleyball, connect-four, ping-pong or other knoll activities. Often an activity will be organized for all campers on the knoll. **All campers and staff are expected to be on the knoll unless otherwise instructed.**

This is also a time for brief staff meetings, leader and camper sessions, trip sign-ups and visits to the infirmary for medications. Each unit will assign staff to supervise cabin areas. All staff must be alert to the needs of campers during this unassigned time. Those not assigned to cabin areas will be expected to be on the Knoll engaged with campers.

**Formal evening program begins at approximately 7:30** when the bugle is sounded and is usually a unit by unit activity, although there may be cabin nights or all-camp evening programs. Each evening program is generally facilitated by the respective unit staff with assistance from central staff personnel. **When all are gathered, attendance is taken.** All campers and unit staff are expected to participate. Activities should begin on time and you should encourage active participation by all.

All-camp evening programs include skit night, counselor hunt and The Honor Society. All staff are expected to participate in evening program.

## BEDTIME

**A bugle is blown at 8:55 signaling the end of evening program.**

All campers and leaders then proceed back to their cabin to prepare for bed. Leaders supervise making sure that campers get washed up, that teeth are brushed, and that they are ready for bed. **One leader should remain in the cabin while the other attends to campers in the wayside (bathhouse).** Campers should not be left unsupervised. The Unit Leaders will facilitate and supervise overall coverage.

Call to quarters is sounded at 9:15, at which time all campers should be getting back in their cabins for bedtime. All junior and middler campers are expected to be in their beds by 9:30, at which time taps is sounded. At taps, all should be quiet and lights must be out.

Senior campers should be in their cabins and ready for bed at 9:30 but may choose to turn their lights off at 10 pm. Still, all is expected to be quiet after taps. No camper should be outside of his cabin after 9:30 unless he is in the infirmary or there is another specific reason.

If one of your campers is in the infirmary, you should check on him regularly throughout the day and at bedtime to say goodnight. Pay particular attention at mealtimes (taking food as needed) and bedtimes. The camper will greatly appreciate your attention.

Once the cabin is settled after taps and assuming that neither leader from the cabin has his day off, one leader may leave his cabin until 10:15. The leader on free time must return quietly and promptly at 10:15, at which time the other leader has free time until 11pm.



If an LIT (leader-in-training) is the co-leader, they must be back in their cabin by 10:15. Between bedtime and 11 PM, a leader will be assigned to patrol each unit and is a resource in the event of unexpected needs. **At no time is a cabin to be uncovered.** After taps free time is to be spent on site. The staff areas close at 10:45pm, at which time all staff are expected to head back to their living quarters.

## SUNDAY SCHEDULE

The Sunday schedule is slightly different than the rest of the week, beginning with the fact that there is not a formal breakfast. Cereal and fruit are available in the dining hall between 7:30 and 9 am; the big meal of the day is brunch and supper is at 5 PM. Instructional activities are not offered during the day. Reveille is blown later - at 8:45 AM. Flag raising is at 9 AM.

The weekly all-staff meeting takes place between 8 and 9 am on Sunday. During this time, several staff will be assigned to supervise campers in the units. The Sunday schedule is as follows:

7:30-9:00a	Cereal and fruit available (7:30 to 8:00 for staff: 8:00 to 9:00 for campers)
8:00-9:00a	All-Staff Meeting in Lodge
8:45a	Reveille
9:00a	Flag Raising and BROG
10:30a	Cabin Clean-up and Inspection
11:00a	Waiters Call
11:15p	Brunch
12:00p	Chapel
12:30p	Siesta
2:00p	Free Swim or Special Programming
4:45p	Waiters Call
5:00p	Supper
5:45p	Retreat and Announcements
6:00p	Knoll Time
6:30p	Evening Program
8:00p	Unit Fires and Activity Sign-ups
9:30p	Taps

The Sunday morning staff meeting is our weekly opportunity to gather as a total group to discuss the week ahead. It is mandatory that all staff attend (except those specifically assigned elsewhere).

From brunch, all campers and staff proceed to the chapel for our Sunday gathering. During the course of the summer, staff will deliver a brief, meaningful service. It is organized and presented on the first Sunday by the Senior Unit staff, on the second Sunday by the Middler Unit and the third (and last Sunday of the one month session) by the Junior Unit. The service is expected to be non-denominational and much in the flavor of our daily passwords gatherings. Generally, there is singing, extended password(s) and poetry readings. When chapel is complete, campers return to their cabins for siesta. Siesta is followed by free swim. There may also be special programs planned for Sunday afternoons.



## **OTHER SPECIAL SCHEDULES**

Opening day, orientation, unit or theme days, changeover days, the final day of each month and closing day all have special schedules that will be reviewed at staff meetings prior to these events.

Unit or theme days include a minor league baseball game, Olympic Day and Fourth of July. The final day of each session ends with a banquet and Candlelight Ceremony.

Although most campers attend William Lawrence for our full sessions (either three or four weeks), many campers will be with us for only two weeks. Two-week departures occur on Saturdays with two-week arrivals coming on Sundays. Most of these campers will be either juniors or middlers. We will discuss the logistics for each of these days as well as the dynamics associated with these disruptions.

### **INTERSESSION**

Campers may see their parents or leave camp during intercession which is the time between first and second session, July 20th and 21st this year.

Parents of five and seven week campers are welcome to pick-up their camper and take them off-site for the day/night.

First session campers depart during early afternoon of the 20th (between 1:30 and 2:30) and then Staff will be busy thereafter preparing the camp for the arrival of second session campers the following day. Although we will be busy with various assigned tasks, it is important that we are aware of the parents presence and that we are helpful and courteous. Counselors whose campers have parents visiting will be expected to re-introduce themselves to the parents and provide feedback on their child's experience at camp.

During the intercession, parents are welcome to take their children off the camp property. However, they must check into the office first. Parents must drop their child back at camp by 5 pm (when we will have pro-gram scheduled for intercession campers) OR they may bring them back the next day at 12:30 (for the opening of second session).

Although the parents that visit are probably seasoned veterans (their sons have been with us for more than one year), it is possible that your seemingly well adjusted camper will entertain thoughts of going home with their parents. If you encounter this, please have them consult with the central staff.



## VIII. CAMP POLICIES: STAFF

In addition to the expectations outlined thus far in the Staff Handbook, staff are expected to abide by the following camp policies.

### THE 6 NOs OF WLC

1. NO alcohol, drugs, tobacco or pornography of any form on camp
2. NO food or drinks in living quarters
3. NO electronic devices are allowed in the cabin including but not limited to cell phones, tablets and laptops
4. NO use of the waterfront and shoreline unless there is a scheduled activity
5. NO use of the front door or main floor bathrooms of the farmhouse except for Central Staff
6. NO personal weapons or explosives of any kind may be brought onto WLC property without the approval of the director.

### THE SERIOUS STUFF

- ◆ The legal drinking age in New Hampshire is 21 years old
- ◆ All camper and staff prescription and non-prescription drugs must be kept in the infirmary.
- ◆ **The camp can not be held responsible for loss, damage or theft of personal property.**
- ◆ The speed limit on camp is 5mph.
- ◆ The **camp administration reserves the right to search any and all areas of camp** including, but not limited to, counselors quarters and personal vehicles.
- ◆ Violation of the policies or state laws is grounds for immediate dismissal.

**The consumption or storage of alcohol, illegal drugs and/or tobacco by campers or staff is not allowed at camp under any circumstance.**

### ELECTRONIC SOCIAL NETWORKING POLICY

It is our policy that you **may not post or comment on any camper web pages, blogs, pictures or social media accounts** which may appear on the internet. This includes but is not limited to: staff friending or following campers on social media and staff may not have direct email contact with campers.

The only pictures of campers allowed to be posted pertaining to William Lawrence Camp are to be posted by a Central Staff member on our official website, Facebook and Instagram accounts. **Staff should never post pictures of campers or the names of campers on their personal accounts.**

Also we ask that you consider what you are writing and posting in general when it comes to your experiences at camp. Please remember that anything you put on the internet can potentially be read by our parents and campers, even with certain filters and blocks in place. **If your posts pertain to camp then what you say reflects upon us and impacts our reputation.**

### VISITOR POLICY

Since your primary responsibility is to your campers and your job, you must receive permission from the Executive Director before inviting guests to camp. Upon arrival, visitors must check in with the Executive Director and the office must be notified. To the extent that guests do not interfere with normal execution of the day, the camp welcomes them. However, staff may not take unscheduled time off during the day to entertain them. If you would like to have a guest visit, we encourage you to do so on your day off and to limit the duration of the visit.



## VEHICLE POLICY

- Staff members (with the exception of those under the age of 18) **may bring personal vehicles to camp.**
- If you are under the age of 18 and wish to have a car at camp, permission must be specifically granted by the Executive Director after consultation with the parents.
- All personal vehicles **must be registered at the camp office** at the beginning of the season.
- All personal vehicles will be assigned to **park in the ‘super secret’ parking lot.**
- Staff members are expected to **maintain proper insurance coverage** of their personal vehicles.
- Vehicles owned by staff may be **used only on the staff person’s day off.**
- For safety and insurance reasons, designated **drivers of camp vehicles must be a minimum of 21 years of age** and properly licensed, with a driver’s license on file in the camp office.
- Camp vehicles may only be used for the purpose of camp programs and are not available to staff for use on time off.
- **Campers and staff may not ride in the bed or on the tailgate of camp trucks.**
- Camp vehicles are not permitted to be driven on the knoll or playing fields.
- Vehicles used around camp for maintenance functions are not to be used to transport camp staff!
- The camp is required to have an emergency vehicle available at all times in the event of the need to transport an injured person to the hospital or for other emergency needs.

## SEXUAL HARASSMENT POLICY

It is the policy of William Lawrence Camp to disapprove strongly of any form of sexual harassment on or off the premises and to take prompt action to investigate and remedy, as appropriate, any instances of sexual harassment. The Executive Director or his designees will take appropriate steps to communicate this policy to all employees of the camp and their family members if residing on the premises.

Under the Equal Employment Opportunity Commission (EEOC) guidelines, “unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature” constitute unlawful harassment when 1) submission to such conduct is made either explicitly or implicitly as a term or condition of employment or 2) is used as a basis for an employment decision or 3) when such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile or offensive working environment.

**Any employee who engages in unlawful sexual harassment will be subject to appropriate disciplinary action, including but not limited to immediate dismissal.**

Employees are expected to immediately notify the Executive Director or the Assistant Director of any situation in which they believe there has been a violation of their equal employment rights through sexual harassment. The camp will conduct a prompt and thorough investigation upon receiving notice of any complaint or grievance related to sexual harassment and will take appropriate action to remedy any unlawful sexual harassment. In no way will an employee be penalized for asserting his/her rights under this policy.



## STAFF PRIVILEGES

- ⇒ Campers and LITs are not permitted to be in the farmhouse during evening staff time or in the staff lounge at any time.
- ⇒ During free time during the day, staff members are welcome to use camp program facilities and equipment **that are not being used by campers and that are open.**
- ⇒ Lockers will be assigned to each staff member and LIT in the basement of the farmhouse.
- ⇒ Purchased outside food and beverage may be stored in the locker area, which is off limits to campers.
- ⇒ Staff may charge and use cell phones in the basement of the farmhouse and porch of the rec room (not within sight of any campers)

## STAFF MEETINGS

You are expected to attend staff meetings unless it is your day or evening off or if you have been excused by the Executive Director.

### Staff Meetings include:

- the all-staff meeting Sunday morning
- mid-week cabin leader meetings
- the daily staff meeting after lunch, (one leader from each cabin)
- Unit meetings will often take place during siesta or on Sundays
- there are often meetings following Flag Lowering

Unexcused absence from a staff meeting is unacceptable and will result in loss of time off or special assignments.

## THINGS TO KNOW AND REMEMBER

The loft borders private living area, so noise level must be kept to a minimum.

Each staff person has an obligation to keep the camp and its facilities clean and neat and in good working condition.

Tripping equipment is not to be used without the express permission of the Executive Director.

Food and beverage should never be seen by the campers.

It is very important that empty soda cans, candy wrappers etc be disposed of in the staff area of the basement. Not in trash cans visible to campers

Under no circumstances may you take food from the walk-in or dry storage without the permission of the Food Service Director.

The Food Service Director will leave leftovers out in the kitchen window for staff to help themselves after taps.

Only the residents of a specific building are allowed in the living quarters of that building.

Staff are not permitted to accept tips from parents. Small gifts (such as t-shirts, books, etc) given directly to a member of the staff may be kept.

Staff assigned to camper cabins are not permitted to bring pets to camp.

## STAFF EVALUATIONS

You will be evaluated on your performance as a staff member. The evaluations are ongoing. Staff are evaluated by their supervisors with input from other central staff. The Head Counselor and the Unit Leaders evaluate cabin leaders. The Program Director and the program area heads (waterfront director, athletic director and trip program coordinator) evaluate activity leaders. The central staff evaluates Unit Leaders and Program Area Heads.

A formal oral review will take place at the end of camp. Evaluations are a significant determining factor for continued employment during the season and for the next summer's hiring.



## IX. CAMP POLICIES: CAMPER

Prior to coming to camp, campers have been asked to agree to certain behavioral expectations. A document has been provided to each camper planning to attend William Lawrence Camp outlining some of our basic expectations of them as members of our camp community.

### VALUABLES

The Parents' Guide specifically states that campers **should not bring cell phones, hand-held electronic games or electronic devices, as well as items such as roller blades, skate boards, combustible lanterns, candles, and money.**

If a camper arrives with items such as those listed above, it is expected that the parents take them home with them. Otherwise, they are submitted to the office for safe storage. The camp will not be held responsible for lost or stolen items. Make sure the camper's name is on all of his gear.

**Campers may bring along with them various athletic gear such as a baseball glove or tennis racquet but are instructed not to bring archery equipment, firearms or knives. These items are not to be in the cabin and will be stored in the farmhouse during the camper's stay.** They may also bring personal stereo systems but may not have external speakers. An inexpensive music device is appropriate; **WE DISCOURAGE EXPENSIVE MUSIC DEVICES.**

### CAMP SHIRTS

Campers are required to have at least two camp T-shirts that are to be worn for every inter-camp competition, final banquets and for cabin pictures. Remind campers to save a clean shirt for these occasions. Staff may use the camp's laundry facility to clean camper t-shirts.

### CAMPER LAUNDRY

Camper laundry is sent out once a week for cleaning, usually on Thursdays. Dirty camper laundry should be placed in the assigned laundry bags, one for dark items and one for light. Cabin leaders are responsible for making sure dirty laundry is taken to the designated location on Thursday mornings before first period. Laundry is picked up during the morning and is returned either in the evening or the next morning.

### CAMPER FOOD

Campers are not allowed to have food, candy, drinks or drink mix in the cabin. **All packages are to be opened by the camper with the office staff present in the farmhouse office.** As stated in the Parents' Guide, all food or inappropriate materials will be discarded.

### DRUGS, ALCOHOL, TOBACCO, FIREWORKS, LANGUAGE AND PORNOGRAPHY

The camper policy is the same as the staff policy.

It is unacceptable and will not be tolerated at camp.

### CAMP STORE

The camp store is available to campers on several occasions throughout each week for the purchase of items such as toothpaste, various camp wear, batteries and flashlights. **Generally the store will be open during Free Swim time.**

Saturday evenings are Movie Nights and campers are allowed soda and candy to enjoy with their movie. Cabins will be called to the announced distribution location one at a time.



## HYGIENE

To avoid possibilities of illness, infection, etc., campers are expected to brush teeth, wash-up and shower daily. Cabin leaders should see that each of their campers maintains a schedule for bathing and to see that campers change their clothes regularly. A fresh T-shirt, socks and underwear daily is a good rule of thumb.

## USE OF PROGRAM FACILITIES

All program areas of camp are to be used only under the supervision of a staff member. At no time is the rifle range, the archery range, the waterfront, wood-working or arts & crafts to be used unless the area is formally open and appropriately staffed. Basketball, tennis, volleyball, badminton, board games, tetherball and the playing fields may be used during free time.

## CABIN ACCESS

Campers are not to be in their cabins except during designated cabin times which would include bedtime, siesta, and cabin clean-up. They may quickly visit their cabin during the day to grab a change of clothes (such as a bathing suit and towel for swimming) but are not to linger in the cabin during activity periods, mealtimes, Knoll Time etc. Free swim is a time where we will often find campers hanging out in their cabins.

**As staff, it is your responsibility to communicate these expectations to your campers and to move them along if you encounter this.**

## LETTERS HOME

Campers are to send a minimum of one letter home each week. **The completed letter will be the camper's ticket to dinner once per week.** Please assist the younger campers. Take note of homesick campers and encourage them to be positive. As parents are promised a letter home each week from their camper child, follow-through will be closely monitored by the Director and central staff.

## PHONE

Campers are not permitted to use any phones. Campers may attempt to use phones on an out-of-camp trip. Campers who stay at camp during a departure day may also try to use a friend's parent's phone. If a camper is homesick, or needs to call home for any reason, the counselor should discuss this with the Director or his designee.

## RELEASE OF THE CAMPERS

Campers are only released to parents or legal guardians. Parents are strongly discouraged from taking their child off camp property during the camp session. If a camper's parents wish to take the child off camp grounds, they must sign them out in the office.

If a camper's parents wish to take another camper out of camp, we must have written permission on file from the child's parent. Please refer them to the Director.

## RELEASE OF PERSONAL INFORMATION

No personal information (pictures, medical, written or verbal) is to be released to anyone. Any information released must be first cleared through the Director and the parents or legal guardians of the camper involved.



## **X. THE “FINE” PRINT**

### **DISMISSAL**

All staff members are hired “at will”, and the camp reserves the right to dismiss an employee for any reason including, but not limited to, conduct or behavior that is deemed by the Director to be a violation of federal laws or laws of the State of New Hampshire, or a violation of reasonable standards of health, safety or well-being of any camper, group of campers or another camp employee.

Except in the case of violation or alleged violation of federal or state statutes (when dismissal will likely be immediate), job performance that is considered by the Executive Director to be inadequate or improper will result in a warning and an explanation of expected behavior or performance. Responsibility for monitoring behavior may be delegated to another supervisor. A second instance of inadequate or improper behavior or performance may result in dismissal of the employee.

There will be no warnings in cases involving CONSUMPTION OF ALCOHOL, SMOKING (including vaping) AND/OR ILLEGAL DRUGS on the camp property or any other such violation that jeopardizes the health and well-being of campers. Other reasons for dismissal include child abuse, reckless driving, embezzlement or theft of property, unassigned absence or tardiness, insubordination, willful destruction of property, sexual harassment, possession of unauthorized weapons, possession of pornography, disclosure of confidential information and disrespect toward campers, parents or supervisors.

Please note: in the case of dismissal, you will be asked to leave the camp immediately. A member of the staff will be assigned to help you gather your belongings. If needed, transportation from camp to the nearest bus terminal will be provided.

### **CONTINGENCY CLAUSE**

The employee agrees that employment is contingent upon projected camper enrollment and, in the event that enrollment expectations are not realized, the Executive Director may terminate his/her employment agreement.

The employee agrees that in the case of disaster, fire, epidemic, or other emergency that may prevent the camp from opening its regular season or cause it to close at any time during the camp season, he/she waives all right to any salary or portion of salary applicable to the unexpired term of said camp season.

### **SICK LEAVE AND PERSONAL LEAVE**

If employed for the entire camp season, all staff members have a total of up to two days of sick leave. This is not to be construed as additional days off: an employee must in fact be sick and either admitted to the hospital or recovering in the infirmary. If an employee is out for an extended period, his/her salary may be prorated.

Leave for personal reasons, such as illness or death in the family, may be granted in individual cases.



## **CONTRACTS AND TERM OF EMPLOYMENT**

Each employee has a written contract with the camp. Employees are expected to be present for the entire camp season or the terms of their own agreement. This period includes pre-camp staff training week and continues until the day after camp closes. Staff not in attendance for the entire term of their contract will have their salaries prorated. Those who miss any portion of staff training will attend training sessions during their free time. All contracts, whether verbal or written, are issued annually and expire at the end of the summer season. Staff selection for the following year is undertaken with consideration given to the needs of the camp program and the past performance of individual staff members.

## **RESIGNATION**

The Executive Director must be given at least seven days prior notice if you plan to resign. Your salary will be prorated accordingly. (International Staff should also consult their CCUSA or Camp America or other agency Handbook for further guidelines.) Provisions can be made if you must leave camp due to an emergency. In the case of resignation, the Executive Director may ask that you leave the camp immediately.

## **STAFF MEDICAL CARE**

Camp staff are entitled to routine medical care through the Camp Nurse at no cost. Such medical care is always subject to the Standing Orders provided to our health care staff by the camp doctor.

Should the services of a physician or visiting nurse practitioner be required for staff, on or off camp grounds, the associated cost remains the full responsibility of the individual staff member and his/her insurance company. The camp does not provide health and medical insurance for its seasonal staff members. All staff must bring with them proof of coverage. Unpaid medical bills incurred by the staff will be deducted accordingly from your final paycheck(s).

## **WORKER'S COMPENSATION INSURANCE**

In accordance with New Hampshire State law, William Lawrence Camp carries Worker's Compensation Insurance for each employee. Worker's Compensation insurance covers medical expenses directly associated with work-related injuries sustained while in the direct employment of the camp and while performing camp duties.

Sickness or injury sustained under these circumstances must be reported to the Office Manager and/or Camp Nurse immediately. The camp will not be responsible for reimbursement of cost associated with injuries or illness that go unreported.

International staff are insured through policies required by their respective placement agency. In some instances, worker's comp insurance may apply. Nevertheless, international staff need to provide a copy of their insurance policy number and a signed copy of a claim form, which will be kept on file in the office.



## **XI. APPENDIX A: EMERGENCY PROCEDURES**

### **EMERGENCY CATEGORIES**

The four types of potential emergencies outlined in these procedures are:

- Weather
- Fire
- Missing Person
- Active Shooter

### **EMERGENCY SIGNAL**

In the event of an emergency, a signal will be played over the public-address system. The signal is referred to as “Woop Woop”. It will be played repeatedly until the situation is deemed safe. In the event the PA system is unavailable, air horns will be sounded with 5 long blasts.

### **COMMUNICATION REGARDING THE NATURE OF THE EMERGENCY**

Two way radios will always be taken by staff to the following locations during regular program:

- Archery
- Riflery
- Skeet
- Woodworking
- Waterfront
- Weight Room
- Fly Tying
- Challenge Course
- Wilderness Skills

Air horns will also be located in the following areas:

- Archery
- Riflery
- Waterfront
- Farmhouse
- Challenge Course
- Woodworking

The two-way radios are to be signed out of the office on a daily basis and must be signed back in when returned. The radios must be on and monitored (on channel 74) at all times. During an emergency, if the PA system is disabled or not appropriate for the circumstances, instructions will be radioed. When the emergency signal is activated, those counselors responsible for the radios will tune in for information regarding the nature of the emergency.



## ***INITIAL RESPONSE***

The administrative staff will immediately proceed to the Farmhouse to set up an incident command center. If the Farmhouse is not accessible or logical, the Director or his designee will provide instructions as to where to meet. The Director will then assign administrative staff their duties. This will include someone with a radio communicating with the waterfront, someone giving our responsibilities in the Barn and someone entertaining campers in the Barn.

### **During Regular Program**

Upon hearing the emergency signal, staff are to immediately gather all campers under their charge to designated locations as follows:

- All participants at the waterfront are to gather in the waterfront building and then if necessary evacuate via the Hadley's property
- All other participants should run, SAFELY, to the Barn

Staff are to direct campers to enter the Barn silently and sit on the floor then report to the Central Staff member to receive their assignment during the emergency.

### **Meal Times**

If forced to evacuate the Dining Hall during mealtime, instructions will be given as to the appropriate exit to use based on the circumstances. All campers and staff should proceed in an orderly fashion to the tennis courts unless instructed otherwise.

### **ALL CLEAR**

When the incident has concluded, the "assembly" bugle will be played over the PA system followed by an announcement of how to proceed.

## **Detailed Emergency Categories**

### **SEVERE WEATHER**

The daily weather report will be announced every morning, and if need be an update will be given at lunch. During the day, central staff will pay attention to the forecast and radar if a storm is likely.

#### **PROCEDURES FOR ALL WEATHER ALERTS**

When the emergency signal is sounded and a general assembly is feasible, campers and staff should move quickly to the Barn. If this is not possible, instructions will be given as to appropriate locations. If a general assembly is NOT feasible, campers and staff will be sheltered in the lowest level of the following buildings: the Farmhouse, Barn, Centennial Lodge, and Dining Hall. At the waterfront, all campers and staff may be instructed to seek shelter around the changing area.

**\*\*\*\*ALWAYS STAY OUT OF OPEN SPACES SUCH AS THE KNOLL AND ATHLETIC FIELDS.  
WALK ALONG THE TREE LINE AND SEEK SHELTER.**



## FIRE PROCEDURES

### DESCRIPTION

Wood buildings, vegetation and the wind combine to make fire one of the chief concerns at William Lawrence Camp. The best method of fighting fires is to prevent them. All staff and campers should continually be aware of fire potential. Most fires that occur in camp are likely to be:

- in a building
- a small brush fire
- Caused by lightning

Any fires should be met with quick action for the purpose of extinguishing the flames or isolating them to prevent spreading. **THE PRIMARY CONCERN IS THE SAFETY OF PEOPLE!!!**

### REPORTING

If early (after one minute) efforts fail to put out the fire, contact the office via a runner and/or radio. The Camp Director will call the Fire Department, if necessary, however no one else is authorized to call 911.

### FIRE PROCEDURES

1. Follow the general emergency procedures (except those designated to fight the fire)
2. The staff who have been designated to respond to the fire will be given instructions by the Director as to their responsibilities. (Examples: round up fire buckets, hoses, rakes, shovels, start bucket brigade) **Campers are strictly not allowed to fight the fire.**
3. Staff will keep the campers assembled and out of danger until the fire has been extinguished.
4. The Nurse and designated emergency medical staff will report to the vicinity of the fire with first aid and emergency kits.
5. All unnecessary water is to be turned off to maximize pressure for water lines to the fire.
6. In case an evacuation from camp is necessary, the campers will be taken off of camp via the main camp road (Federal Corner Road) down to the General Store. If this route is blocked, campers will be led in the opposite direction to Route 171. In both cases, campers will then be transported to a temporary location, such as the elementary school.

## MISSING PERSON

### REPORTING

Whenever a camper or staff member does not report to their assigned place or activity (meals, class, evening program, etc.) the office will be immediately notified. The Infirmary will be contacted to see if the camper/staff member has sought medical attention. If the person is still missing at that point a camp wide search will be organized by the central staff.

### PROCEDURES

- Follow the general procedures.
- Sweep the zone you have been initially assigned – making sure to check all under, above and behind EVERYTHING



Central Staff will:

- Determine the last time and place the camper was seen as well as the last person the camper had contact with including time and location of that contact.
- Determine from the cabin mates and other campers what the camper was wearing and if there were pertinent factors involved in his disappearance, (i.e. Homesickness, a fight with another camper, upsetting news from home, etc.) Determine if the camper had made any comments about intentions, desires, etc.
- Obtain the camper's confidential form from the office to secure information about height, weight, parent's address, etc. This information, along with identifying clothing, will be helpful if outside authorities have to be contacted.
- Gather other helpful information that may be clues as to where the camper may have gone and why. (i.e. has the camper taken a sleeping bag, backpack, jacket, or other clothing that may indicate a trip was intended or that there was an overnight potential).
- During the search, a Central Staff member will be responsible to make up activities for the rest of the campers (BROG, rainy day activities, etc.) They are to be done in the Barn or on the Athletic field.
- If initial investigations do not uncover the missing camper, set up a systematic search of the following areas:
  - a. Chapel, Centennial Lodge, Farmhouse, Dining-hall, Infirmary, and Riflery.
  - b. Chalet, Super Secret, Maintenance Shed, Woodworking Area, Directors Cottage, Ropes Course, and Counsel Ring Area.
  - c. Junior unit cabins, wayside, basketball court, tripping building and surrounding wooded areas.
  - d. Middler unit cabins, wayside, archery ranges and surrounding wooded areas.
  - e. Senior Unit cabins, wayside, tennis courts, street hockey, Barn area and surrounding wooded areas.
  - f. Baseball field, Athletic Shed, soccer field and surrounding wooded areas.
  - g. Waterfront area.
  - h. Two waterfront trails.
  - i. Car sent to Center Tuftonboro: straight out camp road to Route 109A then right, continue on Route 109A. Return to camp via a right at the Tuftonboro School and then a right on North Line Road.
  - j. Car sent to Wolfeboro: straight out camp road to Route 109A then left to Route 28. Sit at parking lot across from the intersection of 109A & 28, facing the way you came. Call Camp to report in 569-3698.
  - k. Car to Wolfeboro: take a left on Brown Road, follow to intersection, take a right on Lower Beech Pond Road and follow to intersection of 109A. Sit at Cemetery. Call Camp to report in 569-3698.
- If the camper cannot be located through these searches, the Camp Director will contact the Tuftonboro Police Department 539-2284.

NOTE regarding the use of "surrounding wooded areas" in items c through f: in order to minimize confusing scents in the event that dogs may be required for the search, do not go far afield in these searches and do not track further once they are completed.

## **OUT OF CAMP MISSING PERSON PROCEDURES**

Should a camper or staff member be considered missing while on an out-of-camp activity, follow the same procedures outlined above. Staff will need to adapt search areas to the location (i.e., beach, bathrooms, trails, picnic areas, and ballpark bleachers). While a preliminary search is being conducted, the designated staff member (Program Director/Head Counselor/Trip Leader) is to contact camp for further instructions.



## **ACTIVE SHOOTER PROCEDURES**

Camp presents a unique set of circumstances when it comes to responding to an active shooter. In many venues, such as a school, it is often most prudent to lockdown and barricade. However, there are few places at William Lawrence Camp where barricading provides added safety. Thus, our response is based predominantly on the organized dispersal of potential victims.

### **ALICE Protocol:**

- The initial alert will be the “woop woop” or air horn blasts followed by an announcement over the PA system and/or radio. Communication should be clear and concise and should not use code words.
- Campers and staff disperse into the woods around camp.
  - Turn off radios
  - Keep campers low to the ground and hidden behind trees, berms and rocks
  - Stay hidden in the woods for 20 minutes
- After the allotted amount of time
  - All participants at the waterfront are to gather in the waterfront building and then if necessary evacuate via the Hadley’s property
  - All participants in the Lodge, the ropes course, the council ring, maintenance, the chalet and the director’s cottage are to gather in the back of high ropes
  - All participants on the sports fields, back basketball court or tripping are to gather on the far end of the soccer field
  - All participants in the Barn, Dining Hall, woodworking, tennis, street hockey and arena soccer are to gather in the wilderness skills area toward the old rifle range
  - All participants in riflery or skeet are to gather at the rifle range
- Radios are to be turned back on and a Central Staff member will take attendance.
- If a camper has been separated from the group, a missing camper drill will be performed.

## **PROCEDURES FOR CONTACTING PARENTS OR DEALING WITH THE MEDIA**

The parents/guardians are contacted as soon as first responders evaluate the situation. The Camp Director is the only person to deal with the media, if necessary.

### **USEFUL PHONE NUMBERS**

Local Medical/Fire Emergency.....	911
Local Police.....	603-539-2284
Precautionary Transport .....	603-356-6911
Huggins Hospital.....	603-569-7500
State Police.....	1-800-852-3411



## **XII. APPENDIX B: CHALLENGE COURSE OPERATING PROCEDURES**

The Challenge Course at William Lawrence Camp is split into three different areas: the Low Ropes Course/Initiatives, The Climbing Tower and the High Ropes Course.

The Challenge Course has been designed to provide a series of activities that can provide a variety of challenges, which require a combination of balance, agility, and coordination. It provides participants with mental and physical challenges within an atmosphere of cooperation, safety and confidence building.

Staff to camper ratio is 3:10 on the High Ropes Course

Staff to camper ratio is 2:10 on the Climbing Tower

Staff to camper ratio is 2:10 on the Low Ropes Course and Group Initiatives

### **1. Goals**

- To foster individual growth, well being and confidence building through mental and physical challenges, within an atmosphere of safety, group support, and cooperation.
- The aim of many activities is to allow the campers to view themselves as increasingly capable and confident. By attempting a graduated series of activities which involve physical, social or emotional risk, and succeeding (or sometimes failing) in a supportive group atmosphere, a camper may begin to develop true self esteem.
- To stimulate group cohesiveness, support, trust building, and cooperation through non-competitive problem solving and group initiative activities.
- Challenge Course class generally consists of five, one hour sessions. A typical program may include: Trust activities, Problem solving, Low Ropes elements, High Ropes elements, the Climbing Tower, and Initiative Games.

Success is measured in terms of effort rather than sheer accomplishment. Participants are encouraged to go as far as they can, and then try for one step further. Perceived risk taking is an important factor in this course, for it is in risk taking that the greatest benefit is derived and growth takes place.

### **2. Philosophy**

The ropes course program is designed and conducted in accord with a guiding philosophy. There are four beliefs that guide our actions:

- A belief in the inherent value of the development of emotional, physical, and intellectual skills, by individual and group participation in environmental activities which present a challenge.
- A belief that while safety is of paramount importance, the greater the challenge encountered, the greater the potential for growth and positive change.



- A belief that spiritual and emotional maturity is possible only through the development of mutual respect for all living things and our environment.
- A belief that all challenges whether they are met by some degree of success or not, present us with the opportunity to learn about our environment and ourselves.

Our Experience has shown that participation in the Challenge Course often allows participants, by being faced by a new situation, to examine and re-evaluate routine beliefs that now prove ineffective in this context. This enables them to gain new insights and to expand their self-concept with the support of the group.

### 3. Location of Challenge course

The Challenge Course is located to the north-easterly end of the knoll, it extends into the woods about 100 yards, its northern boundary is the Director's Cottage and its southern boundary is the Council Ring. The Climbing Tower is separated from the rest of the Challenge Course by a path into the Council Ring, but has a clear boundary consisting of a stone wall and fence. Entrance to the Challenge Course is only permitted when accompanied by Challenge Course Staff.

### 4. Staff Classifications

All Challenge Course Staff must fall within one of the following classifications.

Challenge Course Supervisor (C.C.S.) – Responsible for the training of challenge course staff, ensuring operating procedures are adhered to, and ensuring regular facilitator evaluations are carried out. The Challenge Course Supervisor will update procedures as needed and ensure equipment and facilities are in good working order.

High Ropes Facilitator (H.R.F.) – A belay trained leader on the High Ropes Course. He is able to teach high elements and is practiced in the skills of technical rescue. A H.R.F. may open the High Ropes Course with permission from the CCS

Climbing Tower Facilitator (C.T.F.) – A belay trained leader on the Climbing Tower. A C.T.F. may open the Tower with the permission of the C.C.S. He may assist a H.R.F. on the High Ropes.

Low Ropes Facilitator (L.R.F.) – A trained leader on the Low Ropes Course. A L.R.F. may open the Low Ropes Course with the permission of the C.C.S. He may assist in facilitating High Ropes elements and the Climbing Tower as long as Belay Certified.

### 5. Facilitator requirement's

High Ropes Facilitator

- Successful completion of High Ropes Course Facilitator Training(see see Appendix C: William Lawrence Camp High Ropes Facilitator Training)
- Demonstrate the technical skills required to ensure safety in compliance with the standards set forth in this manual.
- Demonstrate the ability to perform rescues, and carry out emergency procedures at least once per season.



### Climbing Tower Facilitator

- Successful completion of Climbing Tower Facilitator Training(see Appendix B: William Lawrence Camp Climbing Tower Facilitator Training)
- Demonstrate the technical skills required to ensure safety in compliance with the standards set forth in this manual.
- Demonstrated the ability to perform rescues, and carry out emergency procedures before each season.

### Low Ropes Facilitator

- Successful completion of Low Ropes Course Facilitator Training(see Appendix A: William Lawrence Camp Low Ropes Facilitator Training).
- Demonstrate the technical skills required to ensure safety in compliance with the standards set forth in this manual.

Development of facilitator's skills is to be undertaken during the season. Facilitators are encouraged to develop their skills and to constantly evaluate the operating procedures, to ensure safe practice at all times. **EVERY YEAR facilitators are required to demonstrate and practice rescue techniques and ensure that they are familiar with the challenge course operating procedures before leading groups.**

## 6. Supervision

The ropes course is used only under the supervision of trained, experienced Challenge Course Staff. All activity is carefully monitored, spotted, and controlled. A Challenge Course Staff Member has received training on the Challenge Course, and is aware of the inherent risks involved while using the Challenge Course. Only Staff approved by the Camp Director/Program Director are to use and operate the Challenge Course. See section 10 for staff.

Staff to camper ratio is 3:10 in the High Ropes Course

Staff to camper ratio is 2:10 on the Climbing Tower

Staff to camper ratio is 2:10 on the Low Ropes course and Group Initiatives

## 7. Participation Requirements

- All campers may use the Low Ropes/Initiatives and Climbing Tower and High Ropes Course. Depending on an individual camper's size, a chest harness may be required.
- No participant should be forced to take part in any activity.
- No one enters the Challenge Course Area without authorized Challenge Course Staff supervision and express permission of a Challenge Course Staff member. This includes non-Challenge Course Staff.
- Campers must wait at the chain before classes and wait for permission to enter the Challenge Course from a Challenge Course Staff Member.
- Before any person (camper or staff member) may use the challenge course they must go through the basic training and safety orientation. When they feel the participant is ready, a time that will vary from person to person, each participant must demonstrate to an instructor safe and effective use of equipment before being allowed to use it.



## 8. General rules

- No gum, food, or candy is allowed on the Challenge Course.
- No loose clothing to be worn while participating on the Challenge Course, to prevent entanglements.
- Participants must have empty pockets
- Closed toe shoes must be worn with socks, and should stay firmly attached to feet (i.e. no sandals/flip flops).
- 1<sup>st</sup> Aid Kits are located in the Challenge Course shed, a 1<sup>st</sup> aid kit should be present when the tower is in use
- Chest Harnesses must be used if there is risk of inversion or if the climber is small.
- Belayers must outweigh climber or be properly anchored.
- Helmets are to be worn by all participants and Challenge Course Staff while participating in Low Ropes and climbing tower, and at any time within the High Ropes Course
- Rescue bag must be out in the open whenever there are people in the High Ropes Course.

## 9. Challenge Course staff rules

- Before campers arrive at the first class of the day the challenge course head is to carry out an equipment check. Any equipment that is not deemed to be in good state of repair is to be decommissioned until it is either repaired or thrown out and replaced.
- Challenge Course Staff must ensure that all participants' pockets are empty.
- In the event of an emergency, Challenge Course Staff should be prepared to administer 1<sup>st</sup> Aid. Two older campers are sent as runners to the Farmhouse and the Infirmary.
- All Challenge Course Staff should be dressed following the same rules as the participants
- Appropriate language and attitude is required of staff before it can be expected from campers.
- Challenge Course Staff must visually inspect elements and equipment before using. Staff should check for obvious signs of wear or damage. i.e. frayed wire ends, loose bolts, worn nylon, etc.
- Challenge Course Staff must ensure helmets are fitted properly and chinstrap remains buckled.
- Any concerns should be reported to other members of the Challenge Course Staff and to the Challenge Course Supervisor.
- Challenge Course Staff must ensure the ground area is free from obstructions and trip hazards i.e. broken glass, dead limbs, stumps etc.

## 11. William Lawrence Camp Belay course

To become certified to belay at William Lawrence Camp counselors and campers must show the following:

- Equipment Proficiency in use of Helmets, Harnesses, Chest Harnesses, Belay Devices.
- Proper use of Climbing calls.
- Understanding of the Buddy check system
- Continuous hold on rope with belay hand.



See Sub-Appendix C for full Belay Certification Checklist.

The C.C.S. will perform regular observations of the Challenge Course facilities and lessons and provide oral feedback. A written evaluation of Challenge Course Staff is done bi-weekly by the C.C.S. If the C.C.S. is regularly teaching lessons, the secondary facilitators will perform a confidential evaluation of the C.C.S.

## **12. Emergency Procedures**

In the event of an incident requiring 1<sup>st</sup> Aid to be administered all activity in the Challenge Course is to stop, any climber still on the Climbing Tower/High Ropes will be lowered to the ground in a slow and safe manner.

Minor cuts and abrasions will be dealt with by the Challenge Course Staff, followed up by filling in a Incident Form, which are located in the Infirmary.

An incident requiring Hospitalization requires a member of Staff to go straight to the Farm-house to report the Incident; the Office Staff will notify the Nurse and call the Emergency Services if required.

After an Incident or a Near Miss an Incident Report must be filled in and handed to the Nurse.

In the event of a stuck climber due to entanglement, all activity in the Challenge Course will stop. One Challenge Course Staff Member will perform rescue while the other coordinates the Belaying of the Rescuer on the ground.

The main hazards associated with Challenge Course activities are:

- Falling to the ground.
- Falling onto other participants.
- Swinging into something solid.
- Falling and hitting different parts of the course.
- Being struck by parts of the course.
- Entanglement (including strangulation) in ropes, nets or cables.
- Body parts trapped in moving parts of course e.g. pulleys.
- Abrasion as a result of rope/cable burn



## **Sub-Appendix A: Climbing calls**

Partner's name MUST be used after every command

### **Before Climbing:**

Climber:     **“Safety Check”**  
 Climber:     Check Belay  
 Belay:       Check Climber  
 Climber:     **“Up Rope”**  
 Belay takes in rope  
 Climber:     **“That’s me”**  
 Climber:     **“Is belay on?”**  
 Belay:       **“Belay is On”**  
 Climber:     **“Climbing”**  
 Belay:       **“Climb Away”**  
 Climber:     Begins climbing

### **Optional calls while Climbing:**

Climber:     **“Up Rope”**  
 Belay:       Takes in rope  
 Climber:     **“That’s me”**

Climber:     **“Slack”**  
 Belay:       Lets out 1 arm length of rope

### **At top or when ready to lower:**

Climber:     **“Falling”** Looks down at belayer and makes eye contact  
 Belay:       takes in slack and ensures proper stance and that both hands are on dead rope  
                   and makes eye contact with climber. Climber sits back into harness and weights  
                   rope.  
 Belay:       **“Fall away”**

### **Upon reaching the ground:**

Climber:     **“Off belay”** – standing in a stable position.  
 Belay:       **“Belay is off”** Takes climber off belay.

## **Sub-Appendix B: Challenge Course Staff Rules**

1. Everyone may, and nobody shall be forced to, participate in activities
2. A positive attitude should always be encouraged
3. Nobody may enter the Challenge Course until given permission by a Challenge Course

Staff Member



4. Closed-toe footwear must be worn; pockets must be emptied; clothing must not interfere in any way with activities
5. Helmets will be worn at all times in High Ropes Course and whenever one is engaged in an activity in Low Ropes or at the Climbing Tower
6. A rope and harness system will be used on any element with rope protection. Proper spotting will be used on all others
7. Facilitators must ALL wear harnesses when people may be roped up. In High Ropes Course at least two Facilitators must be wearing bear claws
8. Challenge Course Staff are the only people who may perform a self belay
9. DO NOT RUN
10. Think before you act

## **Sub-Appendix C: BELAY CERTIFICATION CHECKLIST**

### **Pre-Climb**

- Harness adjusted correctly
- Helmet on
- ATC / Rope / Biner set up correctly – locked and loaded with stopper (8)
- Climber / Belayer weights are similar or belayer is properly anchored
- Proper use of all pre-climb commands
- Takes up rope correctly
- Checks equipment / knot / line for errors

### **Climb**

- Focuses on climber at all times
- Belay Technique
  - Correct belay technique / motion
  - 1 hand always on brake line
  - Rope is kept taut
  - Feet stay off rope
  - Hand kept away from ATC
  - Rope is locked when not in motion
  - Moves horizontally with the climber along route
  - Stands in safe position / location relative to the climber
- Proper response to commands (slack, up rope, falling, I'm done, lower me, that's me)
- Lowering motion correct – hand to hand – demonstrates control
- Proper response to “off belay” – lets go of brake line
- “Belay off”

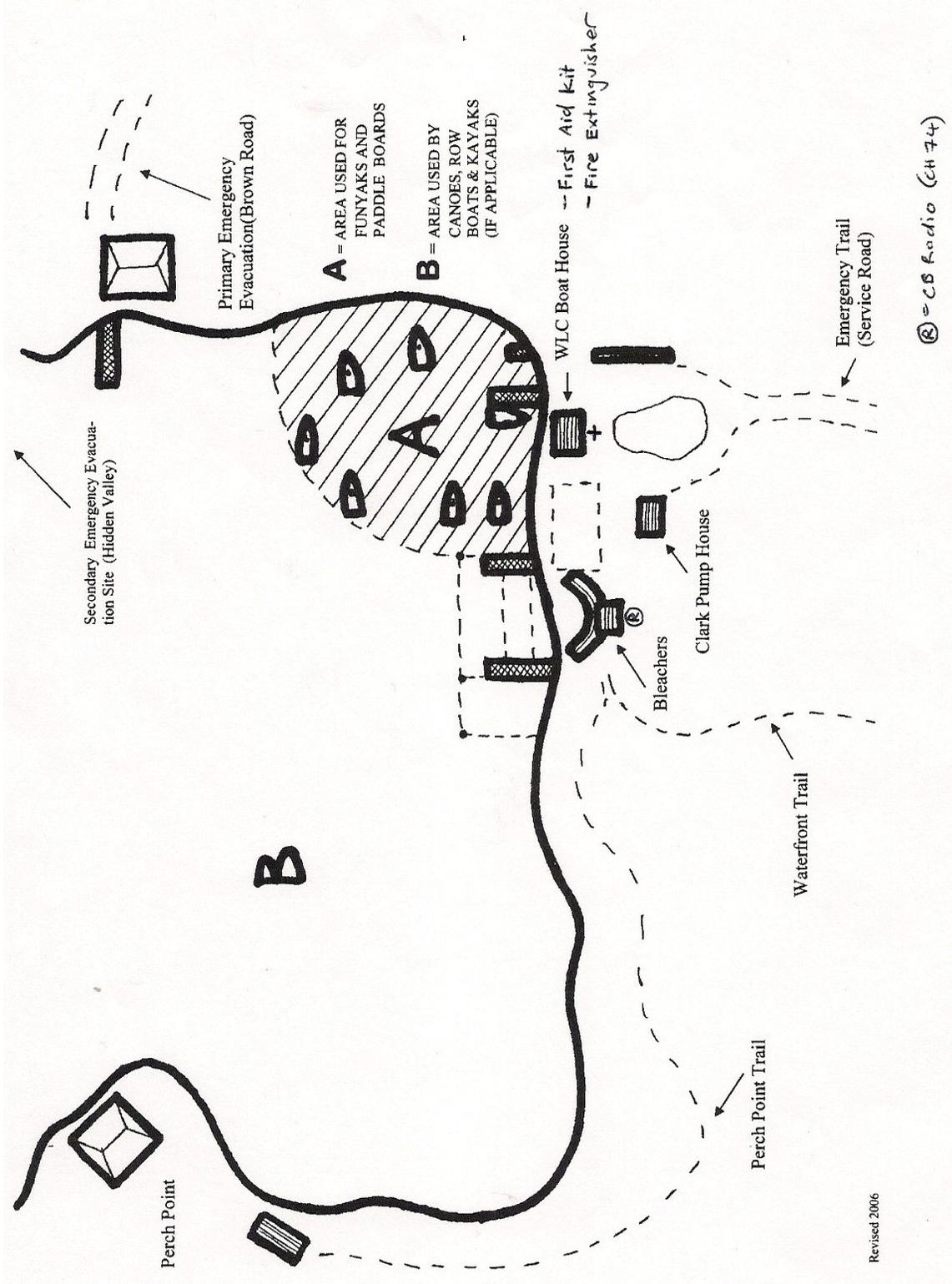


## **Sub-Appendix D: Challenge Course Camper Rules**

1. Nobody may enter the Challenge Course until given permission by a Challenge Course Staff Member.
2. Closed-toe footwear must be worn; pockets must be emptied; clothing must not interfere in any way with activities.
3. Helmets will be worn at all times in High Ropes Course and whenever one is engaged in an activity in Low Ropes or at the Climbing Tower.
4. A rope and harness system will be used on any element with rope protection. Proper spotting will be used on all others.
5. Challenge Course Staff are the only people who may perform a self belay.
6. Nobody will enter the Challenge Course until given permission by a Challenge Course Staff Member.
7. Closed-toe footwear must be worn; pockets must be emptied; clothing must not interfere in any way with activities.
8. Helmets will be worn at all times in High Ropes Course and whenever one is engaged in an activity in Low Ropes or at the Climbing Tower.
9. A rope and harness system will be used on any element with rope protection. Proper spotting will be used on all others.
10. Challenge Course Staff are the only people who may perform a self belay.



# XIII. APPENDIX C: WATERFRONT OPERATING PROCEDURES



These rules apply to camp, family camp and all other user groups.

The William Lawrence Camp Waterfront is a place for fun and enjoyment but safety will always be of prime importance.

## GENERAL RULES AND SET UP:

- A. The Waterfront staff consists of five counselors certified in American Red Cross Lifeguard Training (or equivalent), with at least two of the five certified as Water Safety Instructors. There is always at least one counselor at the Waterfront who is certified in CPR and one counselor certified in First Aid.

There is a backboard, first aid kit, and an air horn. Rescue equipment includes two ring buoys, a rescue tube, and three reaching poles - all located at easily accessible positions about the Waterfront. These items are placed in their correct positions at the start of each day and their integrity checked.

Any staff member who is not lifeguard certified and is assisting at any of the Waterfront areas will be trained in basic water safety, including:

1. Emergency Action Plan
2. Observation
3. Whistle Commands
4. Sign In/Out Procedures
5. Reaching Rescues

- B. The Waterfront will always be in audio contact with the office through the use of a cellular phone (**Ph 603-569-3698**) and CB radio system (**Ch 74**). This information is also listed within both the Swimming Area radio cabinet and Boat House
- C. The Waterfront **does not allow** gum chewing, horseplay, running, pushing, or throwing rocks. Campers who persistently disobey these rules will be sent up the hill if necessary, and free swim privileges can be withheld.
- D. On the first day of camp, each cabin walks down to the Waterfront where each camper will be tested for swimming ability by a qualified Water Safety Instructor. At this time, the general rules of the Waterfront will be explained by the Waterfront Director to the campers in order to clarify the area safety expectations. A copy of these rules will remain posted at the Waterfront at all times.
- E. The Waterfront swimming docks are divided into three areas by yellow ropes with buoys. The three pens are as follows: Beginners (levels 1+2), Intermediates (levels 3+4), and the Swimmers (levels 5+ up). Each level of swimmer must remain in their assigned pen. **No swimmer is allowed to swim outside the ropes of the Swimmers pen.**
- F. At the beginning of the year before campers arrive, the Waterfront Head will meet with his/her staff to go over proper procedures. This will include how a staff member is responsible for being on time and to ensure an understanding of the rules and emergency procedures that provide a safe Waterfront.



- G. Twice per camp session the Waterfront Director will audit each activity leader to ensure that they are; enforcing established safety regulations, providing the appropriate instruction (as per lesson plans), and identifying/managing any environmental or other hazards relating to their prescribed activity (see Appendix 4, 5, and 6).
- H. At **all times** there shall be a minimum of at least TWO trained staff present for any campers and/or Staff (should they choose to spend time off at the waterfront) with at least one being 18+ years of age. Campers to staff ratios for specific Waterfront activities are highlighted within this manual.
- I. **All equipment** (including docks, PFD's, rescue apparatus, canoes etc) should be visually inspected daily. Any defects identified should immediately be brought to the attention of the Waterfront Director and removed from service until rectified (or replaced if required).
- J. Anyone with **impaired mobility** must be brought to the waterfront by someone who is knowledgeable of their capabilities and limitations, as well as any accompanying equipment such as wheelchairs, and who will tend and watch them during their entire time at the waterfront, and ensure a qualified lifeguard is present and aware of the situation.

### **MORNING CLASSES:**

- A. After the bugle blows, the campers gather their swim gear and meet at the top of the Waterfront trail - *behind* the chain across the trail from the archery range – with appropriate footwear. They will then be escorted down to the Waterfront by a member of staff.
- B. At the Waterfront, boaters will wait on the bleachers until they are called over to the boating area by the assigned staff for that day's activity.
- C. Campers must be signed into the respective classes. Each instructor will have a list of members of their classes.
- D. Positioning of the Waterfront staff: three swim instructors each teach a class while a fourth stands at the beach area and guards so he is in constant surveillance of possible dangerous situations.
- E. At the end of lessons the instructors dismiss their classes at a designated time and the staff member, who was assigned to guard, is responsible for making sure that everyone signs out.
- F. The swimmers return to the stage area to change clothes and put shoes on. They are then escorted back up the Waterfront trail ten minutes before the bugle – in order to give them sufficient time to get to their next activity.

### **FREE SWIM:**

- A. Free Swim begins at the sound of the bugle (usually at 4:00pm). Campers may walk down the waterfront trail once the chain has been removed from the barrier.
- B. At the Waterfront, both the swimmers and boaters wait on the bleachers until the Waterfront staff calls them down.



- C. Boaters will be sent over first. They will walk over to the boating area and sign in with the boating staff. The swimmers must pair off into groups of two and sign in together ('Buddies'). All this is held under the supervision of the Waterfront staff member who is responsible to monitor throughout Free Swim.
- D. The two **buddies must remain within seven feet of each other**. Violators of this rule will receive a warning, and repeat offenders will be asked to leave the Waterfront for the rest of the afternoon.
- E. Buddy Calls: Every 10 to 15 minutes, the staff member responsible for the Sign-in Board will yell out the words "BUDDY CALL! BUDDY UP!" The rest of the Waterfront staff, as well as any other staff in the area, will assist in quieting the kids down until there is total silence. The swimmers are then responsible to get with their buddies and hold their hands in the air. The staff member responsible for the sign in will ask if everyone has their buddy. If there are no problems, he will then read off one name of the pair. The camper who is called will respond by stating his buddy's name. This is done for the whole list. After this is completed the staff member will say, "SWIM ON!"
- F. Should one or both of the buddies want to leave the Waterfront, they will walk up to the staff member in charge of the buddy clipboard and tell him what they plan to do. If they both leave, they will sign out and leave the Waterfront.
- G. Placement of the staff members: One staff member is assigned to signing the campers in and out and the general overview of the Waterfront. As for the others, one stands on the left dock, one on the right dock, and one guards from the shore platform.
- H. Should the ratio of campers to staff reach more than **eight to one**, the Waterfront Head will call to the office for more staff support.
- I. At the end of Free Swim, all staff will make sure everyone is signed out and do a general clean up of the area.

### **STAFF (and/or Adult) USE OF WATERFRONT:**

- A. **NO** Staff (or adult) may use the Waterfront without a Lifeguard present.
- B. Staff are free to use the Waterfront at any time during morning classes, and at free swim as Scheduling permits, noting that **all waterfront rules apply**.
- C. Staff may use the Waterfront at other times with the permission of the Waterfront Head, provided there is an LGT assigned **who remains out of the water**.



# BOATING

## MOTORIZED WATERCRAFT TRAINING

During pre-camp, staff that have been designated as operators of motorized watercraft are provided with training and must obtain a NH Commercial Boat Drivers License. This covers the following:

- A. Orientation to federal, state and local watercraft laws including speed restrictions, operator's age, and carriage requirements.
- B. Familiarity with boating laws and courtesies on the water.
- C. Ability to demonstrate safe loading and unloading of passengers from docks and in-the-water situations.
- D. How to handle mechanical failures, and be familiar with systems and trouble shooting procedures.
- E. Refueling practices, *specifically* safe use of fuel. No camper should be near the boat and the engine should be off.
- F. Learning how to use the throttle, shift and steering.
- G. Securing the craft to the dock.
- H. ALL BOAT OPERATORS MUST GO THROUGH ON-THE-WATER TRAINING SPECIFIC TO LOWER BEECH POND. OPERATORS WILL PRACTICE HANDLING ALL ASPECTS OF THE BOAT DURING PRE-CAMP.

**THE CAMP DIRECTOR IS THE ONLY PERSON WHO APPROVES OPERATORS.**

## BOATING AREA RULES AND REGULATIONS

**(Includes all non-powered craft: sail boats, canoes, kayaks, sailboards, and paddle boards)**

- A. All Waterfront rules apply to the Boating Area.
- B. Boaters must sign in and out with the staff member on duty.



- C. **All persons** (campers, staff, and other adults) are required to wear a Coast Guard approved personal flotation device (PFD) of the correct size/type/fit appropriate for the watercraft they intend to use.
- D. A junior or a person with beginner (level 1+2) status may use any boat ONLY when accompanied by a responsible senior or a staff member who has demonstrated swimming level of 5 or greater.
- E. Intermediates (level 3+4) and above can use the sailboats if they have demonstrated they can sail competently, and if they have completed a WLC sailing class.
- F. During Free Swim for sailing, a staff member must remain on the water with the safety boat.
- G. Anyone wishing to fish from a rowboat near Perch Point must first get permission from the boating staff and then must be accompanied by a responsible senior camper or staff member who has demonstrated a swimming level of 5 or above. They must travel over to Perch Point **staying within 100 feet from shore** and must never be out of eye contact with boating staff.
- H. The boundaries for the boating area are noted on the Waterfront diagram on Page 1 of this manual  
**Area A:** Free swim – use of paddleboards, funyaks, and canoes.  
**Area B:** Use of row boats, canoes/kayaks, ski boats and sail boats. All Area B boats must remain within sight of the Waterfront at all times.
- I. Standing up or intentional flipping of any boats is not permitted unless instructed to do so by a member of the staff.
- J. Kayaking will be allowed at Free Swim only if permission is given by the WFD or boating head.
- K. Staff camper ratios will be 1:10 for the boating area.

## WATER SKIING

- A. One LGT or qualified staff member sits on the dock and organizes and monitors skiers. The driver must have their NH Commercial Boat License and be LGT qualified. The spotter will have boating and water skiing experience and when possible LGT certification.
- B. Staff involved are those who have been trained to facilitate water-skiing.
- C. Only intermediate or advanced level swimmers may water-ski (levels 3, 4, or 5+), however exceptions will be granted occasionally at the discretion of the Waterfront Director or Camp Director.
- D. The water-skiing is located away from the swimming area, in area B on the Waterfront diagram, 150 feet from swim area, any vessels, persons or shoreline. Drivers must not deviate from established course (see Appendix 3) unless in emergency. An attempt should be made to maintain a minimum distance of 300 feet from any shoreline.



- E. Turn off engine while skier is boarding.
- F. Once skier has fallen, boat must stop dead in the water. No high banking turns are permitted.
- G. PFD's must be worn by both skiers and boating staff.
- H. All skiers must sign in with boating staff and wait on the dock with a PFD on until they are instructed to board the boat. All skiers must sign out when finished.
- I. All skiers must follow the instructions of the ski boat driver and the spotter.
- G. Once a skier drops in the water they are to tread water in this location signaling that they are ok and wait for the ski boat to pick them up. For signals see Appendix 2.

## **WATERCRAFT MAINTENANCE**

Non Motorized: Undertaken before, during, and after camp. The Waterfront Director and Trip Program Director provide daily monitoring and maintenance as needed.

No formal log is kept for non motorized craft – i.e. Canoes, Sail Boats, Kayaks, Paddle Boards, etc.

Motorized: Undertaken before, during, and after camp. Motorized boats inspected and registered by State of New Hampshire. The Waterfront Director and all boat operators perform operational procedures at each usage, which is all day long.

A Boat Inspection Log is kept in the Waterfront Boat House, and is filled out daily by the appropriate user of each motorized vessel (see Appendix 7) - Malibu Ski Boat and 'Putt-Putt' tender boat.

## **RENTAL GROUP USE OF WLC WATERFRONT:**

The waterfront and the equipment are off limits to user groups unless previous arrangements have been made in terms of the contract. The waterfront is only open when certified staff is on duty and the camp will designate the appropriate staff member/s.

This training includes American Red Cross certifications in the following;

- Lifeguard training and First Aid (including training in bloodborne pathogens)
- CPR (including use of AED)

The ratio of Lifeguards to Swimmers shall never exceed 8:1.

Motorized watercraft will only be operated by qualified/authorized WLC staff.



## WATERFRONT EMERGENCY PROCEDURES

A whistle will be blown **3 times** in the event of an emergency.

Upon hearing the whistle, everyone will remain quiet and follow the directions of the Waterfront Director or boating head. A counselor will clear the swimming and boating areas and have campers sit on the shore together. A counselor will be designated to stay with the campers and question where the victim was last seen.

- A. Should a serious accident occur, the Farmhouse is to be contacted immediately via the CB radio. The Waterfront will notify them of the needs.

The Farmhouse should be radioed clearly and calmly:

“This is the Waterfront; we have a WLC code 1” (unobserved missing swimmer)

“This is the Waterfront; we have a WLC code 2” (medical emergency)

Wait for response from Farmhouse, which will be: “Farmhouse, code 1 (or 2) understood”. Then report back to Waterfront Director immediately.

- B. The Waterfront is equipped with a backboard and stocked first aid kit. Authorized personnel should administer and/or direct any emergency aid. Make sure the Farmhouse understands the action being taken.
- C. There will be at least two accident drills (one each session) so that the proper procedure remains fresh in the minds of the Waterfront staff. The Waterfront head and the Camp Director will coordinate the times of these events.

### Unobserved Missing Swimmer:

A missing camper is a camper who has not signed out of the swimming/ boating area and is unaccounted for on the Buddy sign in sheet or boating sign-in sheet.

- A. Waterfront Director or Boating Head will call the office and inform them of a missing swimmer. The missing camper procedures will go into effect. (See missing camper procedure sheet - Appendix 1).
- B. The Waterfront Director (or Boating Head) and Waterfront staff will start the search and rescue procedure. This will consist of the appropriate combination of **human chain from shore**, or **surface dives** combing the water where the missing person was last seen, or working their way out from shore to the raft. (Following the American Red Cross Rescue Practices)
- C. The office will call the Camp Nurse and inform her of the situation so she can be prepared.
- D. When the camper is found, the office is informed of their whereabouts. If the camper needs help, the Rescue Squad 911 is called by the office.



### **Observed Drowning Swimmer (Victim):**

- A. Organize campers to determine if all are present. Everyone not involved in the rescue should leave the Waterfront via the Waterfront Trail.
- B. Notify the office who will notify the Nurse to make their way the Waterfront.
- C. The lifeguard who has observed the accident rescues the victim.
- D. The Waterfront Director or Boating Head will notify the office to call:
  1. Rescue Squad 911 and inform them of an emergency. "My name is ... This is William Lawrence Camp off Route 109A, onto Federal Corner Road, straight for 2 miles".
  2. Send someone to the entrance gate to direct the rescue squad.

### **Search and Rescue for Possible Drowning:**

- A. If a swimmer or participant in an aquatic activity is not seen leaving the Waterfront, the Staff member in charge of the activity will check the area thoroughly.
- B. The charge person will assign another Waterfront staff member to contact the farmhouse using the radio to see if the camper is up in main camp. The farmhouse will page the missing person to report to the farmhouse. Should the missing person appear, the farmhouse will notify the Waterfront staff accordingly. It may also be prudent to send a staff member to the missing person's cabin to check.
- C. While the search on the knoll is happening, the Waterfront will **whistle 3 Long blasts**: This is the signal for the Missing Persons Procedure to begin. The Waterfront staff will clear the area of remaining campers and unassigned staff.
- D. Waterfront staff will then begin to conduct a search based on the American Red Cross Search and Rescue Procedures. This includes an underwater search.
- E. The Tufonboro Fire Department will be called at the time it is clear that the person is presumed to be missing and believed to be in the water.

### **Aquatic Emergency (Not Drowning):**

In the event of inclement weather or other emergency requiring all Waterfront activities to cease immediately:

- A. A Waterfront staff member will quickly get people out of the water, using the whistles or air horn: **one very long blast** will be sounded.
- B. Waterfront activities will cease and the water will be cleared. Campers and staff will be instructed to go to a designated safe area, such as under the tree line, or if possible proceed to the barn.
- C. Staff of the activities will be responsible for ensuring all persons are accounted for.



## **Emergency Procedure for a Downed Skier/Boater:**

If a skier or boater is hurt while out on the lake; the boat driver or boating supervisor will notify the land-based lifeguards by repeated **3 blasts** of the air horn. The casualty will be assisted as needed in the water, while the lifeguards on shore use one of the other camp motor boats (i.e. ‘Putt-putt’) to bring the backboard to the casualty. The casualty will be placed on the backboard and brought back to the boating dock. The nurse will have been called as per William Lawrence Camp Emergency Action Procedures.

### **Sub-Appendix 1**

#### **Missing Camper Procedure**

A missing camper is a camper who has not signed out of the swimming/ boating area and is unaccounted for on the Buddy sign in sheet or boating sign-in sheet.

In the event of a missing camper or emergency, the following procedure is to be used:

1. The Farmhouse should be radioed clearly and calmly:  
“This is the Waterfront; we have a **WLC code 1**” (**missing camper**)  
“This is the Waterfront; we have a **WLC code 2**” (**medical emergency**)
2. **Wait for response** from Farmhouse, which will be:  
“Farmhouse, code 1 (or 2) understood”.

Then report back to Waterfront Director immediately.



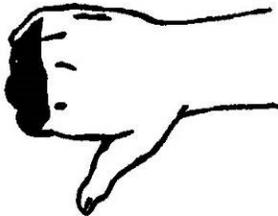
## Sub-Appendix 2 WATERSKIING SIGNALS



SPEED UP



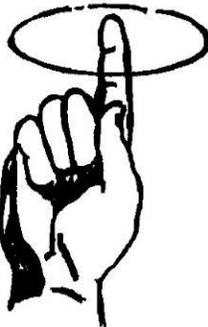
BACK TO DOCK



SLOW DOWN



CUT MOTOR / STOP



TURN



"I AM OK" AFTER A FALL

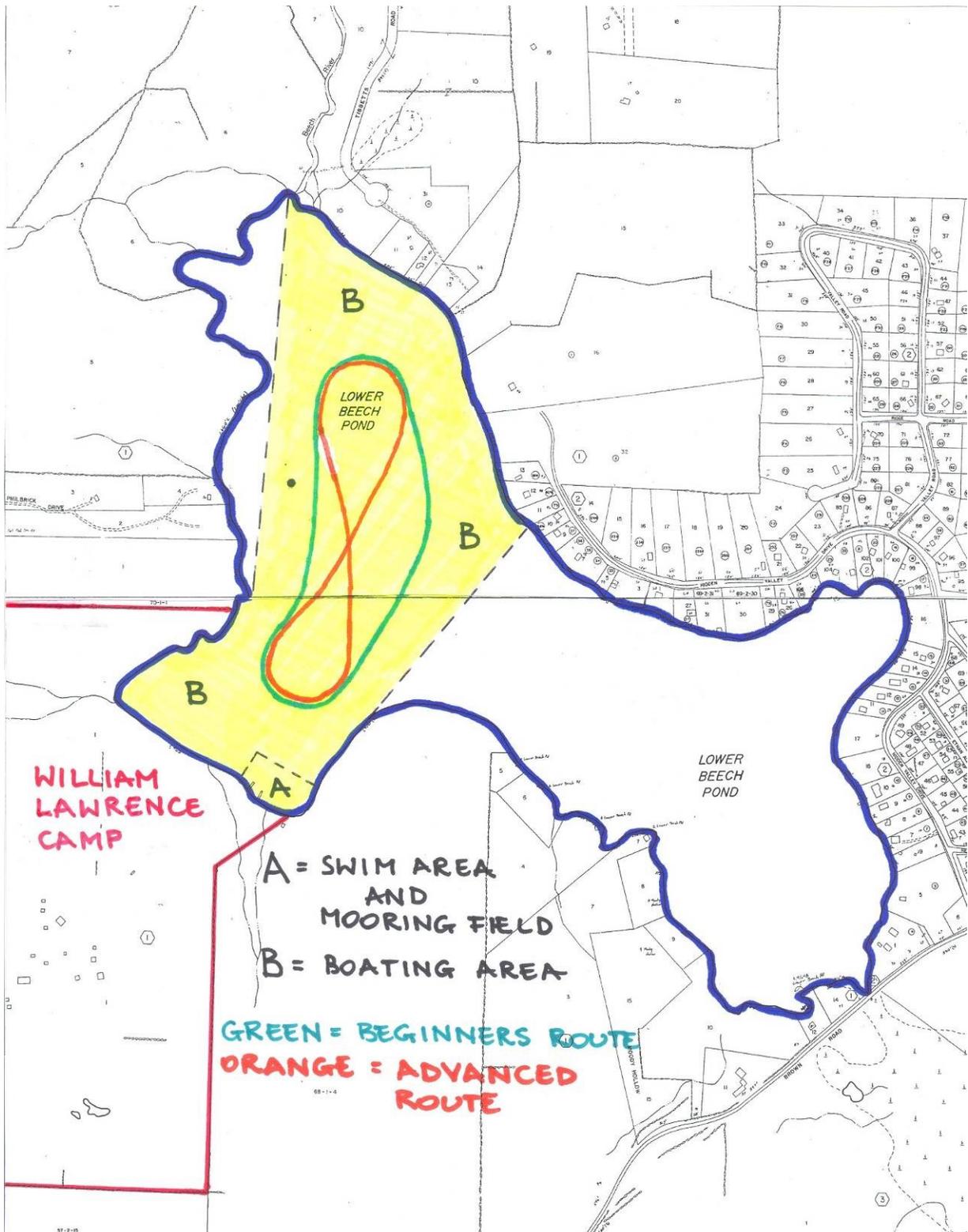


OK



### Sub-Appendix 3

## WATERSKIING ROUTES ON LOWER BEECH POND



## **XIV.APPENDIX D: TRANSPORTATION PROCEDURES**

### **GENERAL INFORMATION**

Each season, the Camp designates a transportation supervisor and transportation assistant whose responsibility it is to make sure that the transportation rules and regulations are in place.

#### **Vehicles location**

All motor vehicles are kept in the parking area to the left of the farmhouse as you drive into camp. All vehicles are fueled regularly and keys to all vehicles are kept in the office.

#### **Passenger vehicles**

Campers are allowed transport only in passenger vehicles owned or leased by the camp for the purpose of transporting campers.

#### **Non passenger vehicles**

The camp prohibits the transportation of any camper in a non-passenger vehicle. All staff are made aware of this. Campers may never ride in the back of pickups/dump trucks or on any other parts of vehicles not designed for passengers. Staff members may ride in the back of pickups/dump trucks only with the permission of a member of Central Staff and only on camp property and at slow speeds (5-10mph).

#### **Private Vehicle Use**

Private vehicles at camp will be used for private use only. If a private vehicle must be used in the case of an emergency, an authorization slip from the owner of the vehicle must be available in the office.

#### **Commercial Vehicles**

Companies renting/leasing any commercial vehicles to camp must provide us with a standard certificate of insurance and a copy of their maintenance policy.

#### **Traffic Control**

There are signs on the camp road for designated speed limits, for visitors parking and for the office, where all deliveries are taken. Staff vehicles must be kept in the staff car park and not the visitor's car park; this information is in the staff handbook. Unless permission is given by the camp director, only camp vehicles and maintenance vehicles may be driven beyond the senior wayside.



## Arrivals and Departures

During the camp season, all arrivals and departures from camp are on the knoll or at the front of the farmhouse. All arrivals and departures are to take place in a controlled environment and carefully supervised by the driver or another trained member of staff.

## Transportation Information to Parents

If any campers are to be picked up/dropped off at airports or bus stations, all information regarding flight/bus times and pick up and drop off times is shared between the parents and the camp. Safety procedures are followed at all times.

## Transportation Change Notice

In the event of an emergency situation where a child could not be picked up or dropped off, the camp office must be informed immediately. The office will then inform the parent/guardian of the child.

## Mechanical Evaluations

During the off season, camp vehicles are regularly maintained at a local garage. All documents are kept in the office.

## TRANSPORTATION POLICIES

### Vehicles and Loading

Campers are transported only in camp vehicles, never in privately owned staff vehicles. When transporting campers, supervision should be as follows:

15 Passenger Vans:	1 Driver plus 1 Adult to 13 Campers (trips, all camp outings) 1 Driver to 14 Campers (games)
SUVs:	1 Driver to 7 Campers
School Buses:	6 Adults to 42 Campers (Staff are to sit scattered throughout the bus)

If transporting fifteen (15) or more campers, there should be another staff member (in addition to the driver) who has been trained in safety responsibilities and group management.

All vehicles must be loaded from **the front to the back**; this is of utmost importance to the 15 passenger vans as excess weight in the back can make steering and braking difficult.

**Head counts** are to be done upon every departure. Counselors will be provided with camper and staff lists on all unit days and trips. Seat belts are required for both staff and campers at all times.



Staff is to manage camper behavior, keep noise levels low and body parts in the vehicle.

As a rule of thumb, campers should not sit in the front seat. If necessary, only campers at least 12 years of age that are at least 5 feet tall and weigh 125 pounds or more may sit in the front seat.

A list of individuals on each trip is to be posted on the pin board in the office prior to trip departure.

### **Trips to public areas**

These include trips to such places as beaches, movie theatres, bowling centers and minor league base ball games. When out of camp, all campers and staff are fully responsible for their behavior. Appropriate shirts are to be worn at all times when representing camp away from camp.

### **For Inter-camp Activities (local)**

Our camp competes against other nearby camps in a variety of sports and social events. When visiting another camp, all campers and staff are responsible for their behavior. All campers and staff must treat the other camp with respect and courtesy at all times. Campers and Staff are to wear appropriate camp shirts.

### **Convoys**

When the camp is traveling as a group for such events as unit days or for dances, camp vehicles are to maintain significant distance apart from each other. Specifically, the camp asks that drivers maintain a 4 seconds following distance adding an additional second for each adverse weather condition. At higher speeds, a good rule of thumb is a minimum 6 seconds following distance.

If the group needs to stop, the location must be a safe distance off the side of the road.

### **Health information**

When taking day trips to public areas, the camp nurse will provide a list of information on campers with medications and special concerns. Copies of the first page of health form (which includes permission-to-treat and emergency contacts) for each participant (camper and staff) will be sent on the trip. Originals of the health forms are kept at camp and, should an emergency arise, the designated leader of the trip is to contact camp to obtain necessary medical information. This will be provided via conversation or fax. There is always a staff member in camp to provide this information if needed.

(Same procedure is followed for Overnight Trips/Wilderness Trips)

### **Bus/Van Supervisor**

During staff training week, all staff participate in training seminars on managing camper behavior. Additionally, all staff who will transport campers during the season are to meet with the director and the transportation supervisor to review transportation policies and safety responsibility. This includes a supervised driving test in a camper transport vehicle to confirm competency.



The staff who are responsible for supervising campers during transport need to make sure:

1. The campers get on and off the vehicle in single file and in an orderly fashion.
2. All occupants of the vehicle have made use of seatbelts when provided.
3. No one stands while the vehicle is moving.
4. Campers do not bother the driver or take his attention away from the road.
5. The noise level does not bother the driver.
6. No one sticks any body parts out of the window.
7. Nothing is thrown around inside the vehicle.
8. Nothing blocks the emergency doors.
9. The number of kids complies with the list provided at the start of each trip.

## **DRIVING PROCEDURES**

### **General Procedures**

A Safety checklist is to be reviewed before each use. All drivers must meet the drivers' requirements and have participated in behind-the-wheel training. For each trip, a member of the Central Staff will assign the appropriate vehicle(s) to be used and the designated driver(s). Every staff member must report to the Camp Office prior to a trip departure. The Director, Assistant Director or Program Director will review details of the trip, including trip routes, prior to departure.

### **Trip Necessities (The Pouch)**

Before each trip, the driver or another staff person on the trip will check into the office and will be provided with a bank pouch containing emergency cash, credit cards for purchasing gasoline and a camp cell phone. Any cash spent must be for emergency purposes and requires a receipt. The cell phone should never be used whilst driving. Its use is limited to communicating with camp or necessary agencies in the event of an emergency. Staff are not to bring their personal cell phones unless specifically instructed to do so by the camp management.

### **General rules**

Seat belts are to be worn at all times.

Speed limits must be obeyed at all times. Speed should be adjusted accordingly if the roads are wet or icy.

When vehicle stops (traffic lights, junctions) space should always be left between you and the vehicle in front of you. The tires of the vehicle in front of your vehicle as well as the road surface should be visible.

If stopped waiting to make a left hand turn, keep wheels straight ahead to avoid being pushed into on-coming traffic should you be rear-ended.

### **Backing up**

Driver assures that all mirrors are set right and adjusted accordingly. Driver makes sure that the area behind the vehicle and on the sides is clear.

If possible, driver should ask another staff member for out-of-car assistance. If driving alone, driver should exit the vehicle and check the area behind the vehicle to ensure that no one is standing directly behind the vehicle.

While parked at the Camp, the vehicle should face the Knoll.



## Loading and unloading

Load is always distributed **front to back**. When a vehicle is not full, passengers should fill all forward seats making sure that most of the load is forward of the rear axle. **Heavier campers** should always sit in front. (Note previously stated policy with respect to campers in the front seat)

Before loading or unloading, driver makes sure that the vehicle is at a complete stop, shifts to park and puts the emergency brake on for extra security. Driver slowly leads passengers in and out of vehicle, making sure there is no traffic around. Vehicle should be unloaded front to back. There should be a designee who leaves the vehicle last, ensuring that no one is left behind.

In case of roadside breakdown, driver always leads people to a safe place away from the road.

## Refueling

Driver checks fuel gauge prior to leaving camp. Driver makes sure vehicle has enough gas in the tank at all times. If the vehicle runs out of gas, the driver should get help from the nearest house or store. When refueling, campers should be out of the vehicle whenever possible. Always return vehicle to camp with at least  $\frac{3}{4}$  of a tank of gas.

## Breakdown or illness

Do not panic. Driver should secure vehicle, put hazard lights on and reflectors out as well as proceed with carrying out accident procedures.

Driver should call or wait for roadside assistance from either another car or the police. If the camp vehicle and passengers are in a safe place and under the supervision of a staff person, driver should call Camp for the further assistance.

Driver never leaves car and campers unattended. If drivers need to go away for phone calls, etc. other staff or adult should be assigned to take care of campers.

In case of passenger illness, driver should find a safe place for parking. For sickness, the victim should be given a period of rest outside of the vehicle. For illness worse than vomiting, driver should follow basic first aid procedures as outlined by the Camp Health Director during staff orientation.

## 15-passenger van considerations for safe driving

Vans require additional braking time as well as more space and additional reliance on the side-view mirrors for changing lanes. Driver should scan the mirrors every 3-5 seconds as well as glance over their shoulder to reduce the blind spots. Driver should avoid abrupt steering maneuvers. Driver should be particularly cautious on curved rural roads and maintain a safe speed to avoid running off the road.

As mentioned before, seat belts must be fastened at all times and specific loading rules need to be followed.



## Police pull-over procedures

If stopped by law enforcement, cooperation is key. Pull off the side of the road into a safe area, come to a complete stop and set the emergency brake. Reassure all passengers that everything is under control and ask them to remain silent. Partially roll down your passenger side window and place your hands on the top of steering wheel, clearly visible to the police officer. When the officer has approached, politely verify that the person is in fact a valid law enforcement officer. Once confirmed, follow all instructions given. Instructions will likely include allowing the officer to review your license and registration. Consequences of driving infractions vary and may include a Warning, a Ticket, a summons or an Arrest.

If arrested, explain your situation to the officer (that you are employed by a summer camp and that you are responsible for the passengers in the vehicle). When possible, delegate responsibility to another staff member present.

In all cases establish immediate contact with camp and await further instructions.

## SAFETY PROCEDURES

1. Vehicles are never to be overloaded; only the recommended passenger limits are allowed, for example, there are to be no more than 15 people in a 15 passenger van
2. All Campers and staff must wear seat belts at all times when provided.
3. Passengers must stay seated at all times when the vehicle is in motion.
4. Distractions to the driver are to be absolutely minimized.
5. Music devices are not to be used by staff when transporting campers.
6. No audible music is to be played in the vehicle including such audio as talk radio or Books-on-tape.
7. Staff must refrain from using headphones for any reason (however, passengers may listen to music using headphones).
8. Driver must ensure that the inside front area of the vehicle stays clear of loose objects. Objects may fall on the floor blocking the clutch, brake, and/or accelerator.
9. During long journeys, short interval stops must be made for rest and toilet breaks for drivers, staff and campers. This must be done at a safe location.
10. It is recommended that on long journeys, 2 drivers be assigned (this will not always be possible). When two drivers are available, they should switch every 2 hours. When only one driver is available; the driver must take longer rest breaks and should not drive for longer than 4 hours without the break.
11. No roof racks are to be fitted to any 15-passenger vans at any time.
12. Persons in wheelchairs are seat belted into wheelchairs that are in locked positions and secured to vehicles.



## Safety Checks

All vehicles used to transport passengers are to be checked by the driver prior to each use. The Maintenance staff is responsible for oil and filter change schedules.

A safety check is done before each unit day or trip and a record is kept in the vehicle.

### Check List:

1. Leaks, loose parts (check underneath the vehicle)
2. Tires. (Air pressure/Wear each day that vehicle is used and checked once a week or when needed with tire gauge)
3. Lights (Blinkers, hazards, brakes, headlights, reverse, interior lights)
4. Seats and seat belts
5. Drivers seat (there should be 12-15 inches space between the driver and the steering wheel, air bag pointed to driver's chest)
6. Mirrors
7. Horn
8. Floor debris
9. Gas indicator
10. Inside gauges
11. Wipers, windshield and windshield fluids
12. Brakes / Brake fluid
13. Engine oil
14. Cooling fluid
15. Transmission oil
16. Hoses and cables (check for leaks and/or breaks)
17. Spare Tires
18. Evaluate trailer hook up and trailer (Trailer hook up needs to be properly secured and all lights must work)
19. First aid kit
20. Reflector kit
21. Registration and Insurance Card
22. Drivers License



## EMERGENCY AND ACCIDENT PROCEDURES

### Emergency Transportation

There will always be transport available in the event of an emergency at camp; this is not a specific vehicle.

In the event of an emergency situation, the driver must report to the Camp Office and inform a member of the central staff of the incident and what vehicle they are taking.

### Accident Procedures

Each vehicle carrying campers shall include a staff member who has been trained to carry out the following:

- Assess who is hurt and who is not injured.
  - Able to provide or secure appropriate first aid care for injured as detailed by the camp nurse:
    - Assess air way, breathing and circulation
    - Activate the emergency medical system
    - Provide first aid
- Supervising the uninjured.
  - Get them out of the car without panicking
  - Lead them to a safe place away from the road and cars
  - Have the group sit down and assign someone (another staff member, an adult witness, or if necessary a responsible camper) to control the group.
- Specifying whom to notify in case of an emergency. (In this order)
  1. Call ambulance and the police
  2. Call the camp
  3. The camp will take responsibility for notifying the parents
- Identify accident participants and witnesses.
  - Make a notation of the number plate details of the car/cars involved in the accident as well as the name and address of the owners/drivers
  - Find witnesses to the accident
  - Take their names, address, and telephone number
  - Ask them for their help if needed (securing the accident site, take care of the uninjured and people from the other vehicle).

All drivers of camp vehicles are provided with emergency cash, directions, maps, a cell phone and a gas card on all unit days and trips. When in a convoy, drivers must be provided with walkie talkies.

### Emergency Equipment

All vehicles are equipped with first aid kits, reflector kits and fire extinguishers. It is the driver's responsibility to ensure that the emergency kits are present and in good order.



## DRIVERS

### Drivers requirements

1. All drivers at camp are 21 years of age or older and hold current and valid driver's license.
2. Drivers are not to be behind the wheel of any vehicle while under the influence of alcohol or drugs at any time. There should be **no alcohol consumption 12 hours prior** to driving.
3. Drivers must obey speed restrictions at all times.
4. Drivers are never to use cell phones while driving.
5. Drivers are never to use headphones while driving.
6. No music devices on at any time.
7. No audible music on at any time.

**Drivers are not to navigate while driving trips etc.: other staff or an older camper may navigate.**

All drivers need to be approved by the director.

Behind the wheel training on camp vehicles is provided during staff training week.

Every staff member must review routes prior to leaving camp.

Before each unit day or trip, all safety checklists must be completed.

### Training for Drivers

All training is given to staff during staff training week and that includes driving training for trip leaders. A record of who has completed a driver training session during staff training week is kept in the office (Driver Training Record Sheet).



## **XV. APPENDIX E: OUT-CAMPING PROCEDURES**

The following documentation contains guidelines that are to be followed by staff and campers participating with the William Lawrence Camp Tripping Program. The purpose of these guidelines is to define areas of activity within the trip program, recognize risks for each, and to set safety standards to manage these risks. An individual management plan or statement has been organized for each specialized activity as well as for general expedition elements. Each plan contains requirements and recommendations specific to each activity. These should be understood as follows:

**REQUIREMENTS:** ESSENTIAL PRACTICES THAT MUST BE FOLLOWED WHEN PARTICIPATING IN THIS ACTIVITY. THERE ARE NO EXCEPTIONS OR ALTERNATIVES TO THESE CRITERIA.

**RECOMMENDATIONS:** ADVISABLE PRACTICES THAT SHOULD BE FOLLOWED WHENEVER POSSIBLE.

It is also stressed that unless otherwise stated, the following guidelines apply equally to staff and campers.

### **STAFFING**

When staffing a wilderness based trip program, all aspects of outdoor leadership must be brought into consideration. A program is only as good as the people who develop and run it. Selection of staff is based on individual skills, training, and experience. Minimum skills and training requirements have been created for field staff at William Lawrence Camp. These requirements are based on national and community standards for wilderness education. In addition to these necessary attributes, parameters for quantity of leaders, group sizes, staff/participant ratio, and staff evaluations have also been outlined.

Required Criteria for Staff Selection:	18 years of age or older Basic First Aid Current CPR Wilderness First Aid or above Flat-water Canoe Training/Experience Whitewater Canoe Training/Experience* Maine Trip Leader Permit* Life Guard Training
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\* Necessary for staff working in these areas

Recommended Selection Criteria:	Wilderness First Responder Attend separate staff training Documented teaching experience in above areas.
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### **Group Size and Staff Ratio Requirements:**

Minimum number of staff for any trip:	2
Maximum Ratio for backpacking Trip:	1/6
Maximum Ratio for White Mountain Trip:	1/4
Maximum Ratio for whitewater canoe trip:	1/6
Maximum Ratio for flat-water canoe trip:	1/6
Maximum Ratio for all trips in Maine	1/6

\*\*\*For all flat-water trips there must be an even number of campers so each canoe will have 2 paddlers - this is essential for windy weather.

### **Pre-Trip Orientation:**

#### **Skills covered:**

- Flat-water canoe program
- Backpacking procedures and protocols
- Health and Sanitation procedures – including treatment of water by the use of iodine tablets, bleach and filtration, and the pros and cons of each. Also the construction of an outside bathroom and the **leave no trace** (LNT) principles after the use of the toilet is finished.
- Off trail hikes using a compass as an effective use of direction finding
- Awareness of the implications of inclement weather in the New England area, that can change very quickly and can make alternative routes necessary
- WLC trip program and protocols

### **Staff Evaluation and Assessment Requirement:**

1. Instructors will keep and maintain a log of all expeditions.
2. At the end of each session, field staff will evaluate co-leaders.
3. At the end of each session, field staff will evaluate the trip program and tripping director.

## **TRIP PLANNING & PREPARATION**

All trip planning is complete by the Tripping Coordinator if he isn't a leader on the trip there will be a Primary Leader and Secondary Leader assigned for the trip by the coordinator. Also the Primary Leader and Unit Leader may be called upon to recruit camper for a trip, the names are then to be passed onto the Tripping Coordinator who, following a particular criteria, selects from the list of campers that have priority.

Competent planning and preparation of a wilderness trip helps ensure a safe adventure. With enough care and forethought these actions can also increase the chances of an incident-free expedition.

**Elements of planning** include creating a trip plan, inventory/inspection of group gear, and menu planning.



**Preparation** includes meeting with participants and helping pack their personal belongings, food packing, gathering weather forecasts, submitting trip plan copies to the office, inspecting vehicles, checking first aid and final person and gear counts before departure.

All of the following are required before a trip leaves William Lawrence Camp:

**Trip Plan (see samples at the end of this manual):**

- A. Complete Trip Itinerary including Backup Plans in writing. A copy is to be placed on the office pin board. A list of campers on the trip is also to be posted at a location indicated by the program director. This is to inform other instructors who will not be in their activities while they are on the trip.
- B. Logistical Information:
  - Emergency Contacts
  - Start and Finish Locations/Times
  - Driving Instructions
  - Maps marking routes and evacuations
  - Required permits
  - Medical and Parental Consent Forms
  - Camper Medications (if needed)
  - Weather Forecasts
- C. Group Equipment List:
  - Boats and Paddle Gear \*
  - Tents and Tarps
  - Stoves and Fuel Bottles
  - First Aid Kit
  - Repair Kit
  - Cook gear and H<sub>2</sub>O bags (for some trips)
  - DeLorme Topo USA maps
- D. Personal Gear List:
  - Personal clothing and gear inventory
  - Paddles\*, PFD's\* and packs
  - Sleeping bags
  - \*if a canoeing trip
- E. Menu Plan for entire trip accompanied by food inventory.

Once trip registration is complete, a list will be given to the nurse so a package of camper medical forms can be made. These should be reviewed with the nursing staff in order to recognize any existing or potential medical problems. Copies of each medical form should be kept with the Primary Leader's Trip Plan. Both trip leaders should look over the medical history before the trip leaves camp.

**Inventory and Inspection of Group Equipment**

Both the Trip Coordinator and the Primary Leader must inspect all equipment before a trip departs. In order to leave ample time to repair or replace damaged equipment, please conduct such inspections at least one day before a trip's scheduled departure and at the return of every trip. If equipment shortages are discovered, inform the tripping director ASAP.



## Group Meeting and Pack Out

Once trip registration is complete, field staff for that trip should meet with the group. This will generally take place after flag lowering on the evening before the trip departs. The purpose of this meeting is to inform each participant of departure and return times, discuss individual gear and clothing requirements, inquire about dietary needs, introduce trip safety and conduct standards, and to schedule a time for the group to pack out. It is strongly recommended that field staff supervise each trip pack out. This allows staff to check that all required clothing and equipment is present on the trip. Leaders should have group gear prepared so that it may also be packed at this time. This preparation time allows staff to size backpacks, teach packing methods, and to inspect each participant's gear to insure they are prepared for the expedition. DOUBLE CHECK each participant's clothing and gear. A wool/synthetic sweater and down/synthetic sleeping bag are required on all overnight trips.

Trip leaders are encouraged to meet with canoe trips participants during Free Swim before a trip to practice paddling techniques.

## Final Preparation

- A. Vehicle and Trailer Inspection/ Preparation:
  - Tire Pressure (Van and Trailer)
  - Fluid Levels
  - Spare tire, Jack, and Tire Iron
  - Lights and Turn signals
  - Spare Key in magnetic box (place on inside of Rear bumper-Drivers side, when the van is parked at put-in point)
  - Trailer hitch and chains
  - Canoes secured with **truckers hitch**
  - Bungy cord to secure over the canoe to prevent sideward movement
  - Record van mileage in vehicle log
- B. Submit copies of trip plan to Camp Office (Pinned to board)
- C. Pick up participant medication and first aid kit from Nursing Staff
- D. Final inventory of gear and head count
- E. Check in with Central Staff member

## GENERAL EXPEDITION

The area of general expedition encompasses all tasks and actions that are part of both canoe and backpacking trips. Minimum impact techniques, stove use, fires, swimming, and water treatment are just some of the tasks that must be considered. Our general camping practices are the most important elements discussed in this document. These practices include day-to-day activities with significant safety considerations, but they also show the quality and care invested in our program. Therefore, how we treat our environment and present ourselves in the field is a crucial component in a well-run tripping program.



## Minimum Impact Camping:

### A. Camp at established sites when possible

If a pristine site is the only option, use the following criteria in selecting and using a camp site:

1. Site must be 200 ft from established trails
2. Attempt to camp on a durable surface (rock, sand and grass)
3. Spread out tents and cooking area to minimize trampling vegetation
4. Disperse general activity away from the site
5. Upon departure, camouflage site so other parties do not use
6. **Always** leave any campsite cleaner than you find it
7. No camping is allowed in “Wilderness Areas”

### B. Pack out everything you pack in

C. Always use toilets and latrines made available at campsites. At primitive sites and when travelling, observe the following guidelines.

1. Human waste disposal must:
  - a. Minimize the chance of water pollution
  - b. Minimize the chance of others finding
  - c. Maximize the rate of decomposition
2. Individual cat holes are most likely the best alternative for groups
3. Always disperse waste sites and keep at least 200 ft from water sources
4. Digging group latrines is not acceptable

D. It is best to scatter wastewater. Avoid using sump holes, or draining waste water into fire rings. Remove and pack out any large food scraps. Scatter water at least 200 ft from other water sources and campsite.

E. Fires may be made in established fire rings only. Never make a new fire ring. Only wood collected from the ground may be used. Never remove wood from standing trees or vegetation; dead or alive. Collect wood from a large area at least 100 yards away from campsite. Never burn food or trash in fires. DO NOT pack in wood from camp; you are subject to large Federal and state fines if caught.

F. Keep noise to a minimum.

## Staff Equipment:

While in the field, each leader must carry the following items:

1. Copy of the trip plan (Duplicate of office copy)
2. Delorme Topo US Maps covering the entire trip area or appropriate Topo map
3. One staff member must carry a first aid kit
4. Both staff members must carry an extra top and bottom thermal layer for anyone that may need them



**Water Purification:**

All water from natural source (rivers, lakes, streams, etc.) must be purified. The following options are available for water purification

1. Chlorine (bleach) solution (1:10 solution, 2 drops per liter)
2. Iodine / Betadine (2 drops per liter)
3. Bring water to a rolling boil for a minimum of 5 minutes

**Water Consumption:**

It is a leader's responsibility to see that all participants are staying well hydrated when in the field. Dehydration is the primary cause for many physical problems in or out of the wilderness; you should drink 4-6 Liters a day. The most significant concern for wilderness leaders is heat exhaustion, which if not recognized, can lead to a heat stroke (life threatening condition).

Causes include heavy physical exertion, exposure to heat and sun, and dehydration. Combat these problems by resting in the shade at frequent intervals and enforcing water consumption. Continue the enforcement at campsite. If needed, distribute electrolyte packets (these come in some form of simple sugar; i.e. honey, Gatorade mix, sugar, etc.) from the first aid kit.

**Stoves and Fuel:**

Most camp stoves are fueled by white gas, which is an extremely volatile liquid fuel.

For this reason, the following requirements must be strictly followed:

1. Campers may not operate stoves without continuous, direct supervision.
2. Staff should stay in possession of fuel at all times. They are to carry the fuel and stoves on all trips.
3. Always fill stoves before using. Do not attempt to fuel either device when hot.
4. (2) Fuel containers should be carried, (1) by each leader. There should be no fuel carried except in designated containers for camp stoves.

**Participant Medications:**

All medication must be carried and kept by leaders. Trip leaders are the sole dispensers of any medications in the field. Participants must administer medications under the direct supervision of the trip leader.

**Swimming:**

1. Swimming is only allowed when LGT staff are present and managing a designated swimming area
2. Diving headfirst into the water is never allowed
3. Jumping off high objects (bridges, rocks, etc.) is never allowed
4. Swimming is not allowed when the following conditions are present
  - a. Between sunset and sunrise
  - b. During electrical storms
  - c. When strong currents are present – there may be exceptions for white water
  - d. If a PFD is not worn



## Lightning Drills:

“In the U.S., there are between 100 and 200 deaths each year due to lightning. It is estimated that there may be four or five times as many lightning strikes to humans as there are lightning deaths reported. When lightning strikes people, there can be many victims at once. People are injured by lightning in three ways:

- 1) Directly- associated with high morbidity;
- 2) Secondly- after primary object, such as a tree, has been struck; or
- 3) Through ground current. (Iserson WMS, 1989)

The best treatment for a lightning strike is *prevention*. Wilderness leaders have a significant responsibility in recognizing weather conditions that cause electrical storms, and then acting efficiently to position a group in the safest possible location to weather such storms. The following are rules to live by:

1. Sound travels at 1100 ft/ sec. (5 seconds » 1 mile). A 10 seconds lag between lightening and thunder (2 miles) is a strong warning to seek safety. When traveling on water it is wise to head for shore when lightening is five (5) miles away. When on a peak or on a lake, because of the time needed to reach safety, it is best to head towards shelter once thunder clouds (Cumulonimbus Clouds) are spotted.
2. When on land avoid relatively high, open, or sharp locations. In wooded areas take shelter in thick growth or medium height trees, but avoid being on top of any root systems. In open areas, go to a low place like a ravine or valley. **DO NOT** go in a ditch or gully. Avoid caves unless they are deeper than they are tall. Stay away from metal and remove metal frame packs.
3. Spread a group and instructors out. Insulate yourself and participants from the ground with Ensolite pads or packs (if they are not metal framed). Keep all body parts off the ground.
4. If a group is in canoes, head for the shore to seek appropriate shelter as described above. If the group is unable to get off the water (due to steep embankments or heavy brush), boats should be spread along the shoreline and tied off. **Instructors should be in separate boats** and away from each other. Sit on Ensolite pads in boats. Care must be taken to make sure no body parts, gear, or ensolite pads are in contact with the water. Participants should also maintain a low profile.
5. When going ashore move at least 100 yards away from the water. **The shoreline is the worst place to be.**

## Food preparation & storage:

Food is to be prepared the evening before a trip and packed just prior to the departure of the trip. Food is to be packed in appropriate storage containers, such as ziplock bags and nalgene storage containers.



The type of food chosen should be based on the needs of the group and the type of the trip taken. In particular, hiking trips tend to carry lighter foods, while canoe trips may carry heavier items such as canned goods since weight limits are not as large of a concern.

In planning meals, attention must be paid to when items will be used. For example, fresh items (such as fresh vegetables and cheese) should be used sooner rather than later, while sauces and pasta have a longer shelf life. Extreme caution should be used when considering taking highly perishable items, such as eggs. In the majority of cases it would be unadvisable to take eggs or fresh meats unless properly chilled. Instead, trip leaders should refer to industry guidebooks for further suggestions in this matter.

### **Cleaning procedures:**

Cooking utensils and pots are to be cleaned after each use. Only approved biodegradable products should be used. Cleaning should be done far away from a water source (200 yards).

All dishes are to be cleaned in one large pot. Larger waste should be strained and packed out while water is dispersed at least 200 yards from campsite, water source, trail, or structures. These practices must be stressed, as they are crucial to the LNT principals.

## **BACKPACKING**

Backpacking tends to be the most injury prone element of any outdoor program. Sprained ankles, twisted knees, and all kinds of bumps and bruises can be the result of a momentary lapse of attention while carrying a heavy pack on a rough trail. Though these types of accidents could happen during any program element, the fatigue associated with long days on the trail increase the chance of it happening. Through constant awareness and monitoring of group and individual needs, a wilderness leader can help prevent frequent mishaps on the trail. There are many tools and skills at a leader's disposal, which help insure that a group has a fun and safe expedition. A wilderness leader has the responsibility of teaching these skills to each group he works with.

### **Instructional Requirements:**

1. Backpack loading and adjustment
2. Foot care and blister prevention
3. Trail techniques (Pacing, rest steps, etc.) – All stop at trail junction and wait for instruction.
4. Introduction to maps, compasses, and navigation
5. Dehydration and heat injury prevention (thermal regulation)

### **General Considerations:**

1. Conduct layer breaks (add/remove clothing & hydrate)
2. Conduct frequent hot spot and blister checks
3. Use lead and sweep
4. Make sure group is paced to the slowest group members
5. All members should be in voice and visual range.
6. Have one leader at the front or very near the front and the remaining leader at the rear.
7. Travel during daylight as much as possible.



### Special Considerations:

#### A. Travel above Tree Line

1. Leaders must consider distance, time, exposure, & weather conditions. Sufficient shelter or escape routes must be available.
2. Participants must have adequate clothing. Minimum requirements for above tree line travel include: wool or synthetic sweater, warm hat, wool or synthetic socks, & durable rain gear.
3. Groups may not attempt alpine peaks or crossing when electrical storms are approaching or present.
4. Expeditions planning to encounter frequent alpine locations should consider bringing a length of parachute chord, as it can come in handy in many scenarios.

#### B. River crossing (where bridges are not present)

1. When at all possible, travel up or downstream to a bridge.
2. Staff must evaluate, supervise and spot all river crossings.
3. Pack buckles **must be undone** and shoulder straps should be loosened.
4. Boots or tennis shoes must be worn. (No sandals).
5. One leader to cross first, then the campers, then the second leader last.
6. Hand line is recommended.
7. Avoid walking through water that is more than ankle deep.

## FLAT WATER CANOEING

Canoeing on lakes and slow moving rivers represents the majority of paddling done on camp trips. The tasks involved with flat water canoeing are relatively simple, and once learned they permit access to some remarkable locations. Despite the understood simplicity of this type of boating, there are several related safety concerns that must be made clear.

Elements requiring particular attention include: proper equipment outfitting and use, specific instruction, and several important safety considerations. Unless otherwise noted, the following guidelines are requirements and must be followed at all times.

### Equipment Requirements:

1. USGS or DOT certified Type III PFD's must be worn at all times.
2. Shoes must be worn while boating (flip-flops are not acceptable, however Crocs are).
3. Bow and stern painters must be present and secured on each boat.
4. **Paddling trips must carry at least 2 extra PFD's and paddles.**
5. A staff member must carry 1 throw rope



**Instructional Requirements:** (the following must be taught or present)

1. 1 LGT staff person must be present
2. Loading, unloading, and carrying canoes
3. Basic strokes should be taught on land before paddling boats
4. Entering and trimming weight in canoes
5. Paddling positions (sitting & kneeling)
6. Strokes should be practiced in boats near shore
7. Capsize drills
8. Loading and storage of packs and equipment in canoes
9. Need and use of lead and sweep boat

**Participation Requirements:**

1. Campers (and staff) must wear PFD's at all times when on or near the water
2. Campers should be competent swimmers and must always wear a PFD when swimming on a trip.

**General Safety Requirements:**

1. Use caution when paddling on exposed lakes. Strong winds can create large waves capable of capsizing canoes. Avoid long crossings and stay close to shore when such conditions are present.
2. Use existing trail while on portage. Establish a lead and sweep person.
3. Be aware of changing weather conditions. At the first indication of an electrical storm, head to the nearest shore and prepare for a lightening drill.
4. Never paddle after dark.

## WHITE WATER CANOEING

White water paddling is a challenging, adventurous sport that offers much excitement but also has inherent risks. Proper introduction, instruction and execution of a white water site are a crucial part of managing these risks. The following outline contains requirements that are specific to white water paddling and at no time may they be ignored. White water includes all river sections that are Class I or higher. Camp expeditions may frequently run Class II rapids and may on occasion paddle non-technical Class III rapids. At no time may camp related trips exceed this level of difficulty. Groups must practice on flat-water sites before any white water is run. \*See white water instructions below.

**Equipment Requirements:**

1. USGS or DOT certified Type III PFDs must be worn at all times.
2. Closed toed shoes must be worn while boating (no boots, flip-flops, or Teva's).
3. Helmets must be worn in all rapids
4. Bow and stern painters must be present and secured on each boat.
5. White water trips must carry at least 2 extra PFDs, helmets, and paddles.
6. Three throw ropes must be carried in separate boats including both leaders' boats.



**Instructional Concerns:**

1. One lifeguard-trained person must be present.
2. Campers must be instructed in basic and advanced canoe strokes and braces. Stroke introduction must first take place on land and then practiced on flat water. Before running white water, campers must also practice strokes on moving water.
3. Campers must be taught and capable of executing eddy turns and ferries in moving water before running white water.
4. Before running any white water, campers must understand the personal responsibilities involved with white water paddling. Instruction must cover capsizing, swimming in white water and self-rescue. The following rules must be explained and comprehended by white water paddling participants. In the event of a white water capsize or swimming situation:
  - a) Hold onto paddles unless it endangers you to do so.
  - b) Get up stream of your boat.
  - c) Stay with boat, facing down stream with FEET UP in front of you. Your feet and legs will absorb any impact you may have with a submerged rock.
  - d) NEVER ATTEMPT TO STAND IN MOVING WATER!
  - e) While holding boat and paddle, kick towards shore once through rapids.
  - f) Follow instructions of staff and uses of throw ropes and boat assists.
5. Participants must be taught white water features and understand hazards of moving water. The following feature and dangers must be understood:
  - Standing water
  - Eddies
  - Pinning
  - Undercut rocks
  - Strainers

**Participants Requirements:**

1. Campers and staff must wear PFD's at all times when on or near the water.
2. Staff must double check campers PFD's for fit and closure.
3. Campers and staff must wear helmets in rapids.
4. Before attempting any white water campers must have had flat water paddling practice.
5. Campers must understand that they are responsible for their safety.

**General Safety Requirements:**

1. Staff must scout all rapids with campers that they cannot see the entire rapid from above.
2. Staff must make campers aware of specific river conditions and hazards.
3. When deciding to run white water and when choosing routes, staff must inform campers of their thought process.
4. Campers may elect to portage or walk any white water. Staff and other campers must honor this choice as all rapids are challenge by choice.
5. Use existing trail while on portages. Establish a lead and sweep person.
6. Be aware of changing weather conditions. At the first indication of an electrical storm, head to the nearest shore and prepare for a lightning drill.



## EMERGENCY

### Search and rescue:

**Required:** In the event of a missing person, activities must be stopped, a safe base camp must be designated and all people with pertinent information must be interviewed and their comments written down (see Missing Person Report). Next a decision to search or get help must be made. In most situations, a group can perform a quick search of surrounding areas using their available resources. If nothing substantial turns up, then they may wish to seek outside assistance, depending on the time it will take.

**Recommended:** While a staff member directs the quick search, another person should be recording all events and times that occur. Such a record, along with the Missing Person Report, often proves invaluable to a professional Search and Rescue Team. Staff should be familiar with basic field-search procedures (hasty search of high probability area and course-line searches of the area in square grids). Land flag and record any clues found on a map of the field area. Be aware that runaways may not want to be found, so notify law enforcement.

**Suggested:** Hasty searches ought to be conducted by teams of no less than four people and each team should be self-supporting. For all searches, a predetermined meeting time should be arranged and participant headcount should be conducted frequently. If the missing person is not located after a set period of time (no more than an hour), get outside help.

### Evacuation:

**Required:** Once the patient is stabilized, staff must consider evacuation by determining whether the person can continue with the program, walk out under personal power or needs evacuating. If an evacuation is definitely called for, then finding resources is the next step. This involves planning a route out, locating building materials and construction of a litter to carry the patient. These determinations must be made in light of the knowledge that an evacuation by stretcher is an extremely difficult undertaking and a strong and capable group takes a long time to travel a short distance. Do not evacuate an unstable patient. Stabilize for shock first and then transport. Refer to WFA book in the tripping shed for more details.



- Recommended:** Staff should consider getting assistance for severe injuries. Staff may need to recruit the help of a professional search and rescue team for major injuries that are more than an hour from the trailhead. In general, the speed a rescue party can move with a litter is the inverse of speed the party can walk uninjured. This means, for example, if the party is travelling at 2 miles per hour, they will be able to carry a litter out at one mile every two hours.
- Suggested:** Staff ought to share decisions with the campers, especially if they are to be the litter carriers. Allow time to practice with a volunteer victim.

**Going for professional or outside assistance:**

- Required:** If outside aid is needed a SOAP Note must accompany the party going for help. The party must consist of at least two and preferably four people, at least one of whom must be staff member. The Search and Rescue team providing the help needs to know the extent of the injuries and the intended evacuation route (send an evacuation report and a map with grid references). No one should go for help before at least two sets of the victim's vitals are taken and recorded on the SOAP Note.
- Recommended:** A copy of the patient's health form should be attached to the patient ready to transport to the nearest hospital, as well as another copy of the SOAP Note.
- Suggested:** The party going for help ought to be self-sufficient, stick together and carry their supplies. They ought to flag the return route for the Search and Rescue Team, mark it on their map and return with the Search and Rescue Team if able.



## TRIPPING PROCEDURES (Detailed)

This section of the Expedition Procedures Manual outlines the protocol for the WLC Trip Program including trip planning, preparation, camper sign-ups, and documentation, medications, schedules, and travel and trip breakdown.

The overall schedule for trips is pre-planned during the off-season and during staff training. Trips are generally similar from year to year. The Trip Program Coordinator is responsible for oversight of the program. Leaders participating in specific trips are announced several days before departure to allow time for thorough preparation and planning. Leaders of trips are expected to adhere to the guidelines that follow.

### Signups:

Sign ups for the trips are generally done at least two days before departure.

When doing sign ups, first write down the names of all campers that would like to go on the trip. If more people sign up for the trip than are able to go, follow these guidelines:

1. Choose the campers who have indicated that doing trips is one of their top three activity choices on his camper enrolment form (see Program Director for list).
2. If there are still spots left choose campers that have Wilderness Skills at a priority, and if it is a canoe trip choose those who have Canoeing as a priority.
3. If there are still spots to fill after camper priorities have been satisfied choose campers that are second years as they will not have another chance to go on that trip.

It should be emphasized that once a camper has signed up for a trip, they are expected to go on it. They will not be able to withdraw without consequences. A consequence may be withdrawal from other trips they are later scheduled for. An alternative without consequences is finding a replacement for their position. The trip coordinator must be notified, at the latest, at Flag Lowering when the names are called out for the trip departing the following day.

### Trip lists and logistics:

All trips must have a Trip Planner. This includes (page 1) a camper and leader list and (Page 2) the camp phone number and appropriate emergency/state police phone numbers. It will also include detailed driving instructions (page 3) outlining a day-by-day itinerary of the trip. The next pages will include detailed maps of the area, copies of any permits required and a copy of the payment for the campsite used, if payment was required. **Also attached must be a weather forecast**— this is obtained from the office. A copy of the Trip Planner will be given to each leader and one will be posted on the notice board in the Farmhouse office (see the Trip Planner attached). A copy of the first page (camper and leaders on the trip) must also be posted on the Activities board on the porch of the dining hall. This is so other activities leaders will know if campers that are missing from their activity are on a trip.



Trips are expected to depart at **9:00 am** on the first day and arrive back at camp between **3:45 and 4:45 pm** on the last day. If trips arrive earlier, campers cannot enter program until **Free Swim**, so this time should be used to break the trip down, and inventory gear.

### **Pre-departure Meeting (Night before):**

The night before each trip departs, an announcement will be made at flag lowering by either the Trip Coordinator or the primary leader assigned for the trip instructing all participants to meet at Washington (trip shed). Following announcements, the campers and trip leaders will proceed to the trip shed and be given backpacks or dry bag, depending on the trip. They will also be provided with a list of equipment and clothing to pack. For hiking trips, it will be emphasized that room must be left in the backpack for food that will be distributed and packed into participant's packs the next morning.

All campers are expected to be on time to Evening Program and must be released at the sound of the bugle. At this time, the primary leader designated for the trip shall stay behind to continue trip preparation. This will include coordinating with the kitchen staff for the purpose of preparing food for the trip. The other leader assigned for the trip will leave with the campers for their evening program assignment. Both leaders are to be back at their cabins at the end of Evening Program to attend to their campers and to ensure a proper night of rest.

Canoeing trips are slightly different. Participants are given a dry bag and a list of necessary equipment. The leaders will pack food in separate dry bags. All campers and leaders must be fitted with correct size paddles and PFD; these should be placed on the canoe trailer as soon as the fitting has been done. This is done so the chance of a paddle or PFD being left behind is minimized. As well as packing all the food, the leaders are also responsible for packing all other items listed in this document including fuel, burners, pots, etc (and on the attached checklist). For canoe trips, leaders should secure trailer to designated vehicle and assure functionality of trailer lights.

After the evening meeting with all trip participants, a list of campers and leaders must be given to the camp nurse for preparation of medications and for the leaders to obtain a copy of all participants' health forms. Tripping Coordinator will coordinate with the Food Service Director to ensure that the first day's lunches are packed.

### **Pre-departure Meeting (Morning of trip):**

All trips participants are to meet at the trip building immediately after reveille on the day of the trip with gear packed. A list of essentials will be reviewed. These will include: sunscreen, bug spray, hat, and water in their water bottles (at least 1 liter for canoe trips and 2 liters for hiking trips), raincoat and appropriate clothing for all conditions. Trip leaders must make sure that each camper has the required items. If they must go back to their cabin to get items, let them do this. Campers going on a hike shall also use the space they have left in their packs to pack the food and group gear. This can be evenly divided among all participants in the trip, both campers and leaders. Note: all fuel, stoves, and matches/lighters are to be carried by one or both of the leaders.



### **Trip Leaders responsibilities:**

Prior to departure, leaders must collect a first aid kit and any medications from the nurse that the campers and leaders may need for the duration of the trip. They should collect emergency money and a fuel card from the Farmhouse. If sandwiches have been arranged to be made, pick them up from the kitchen before departing. Check that the canoes are securely tied to the trailer using a trucker's hitch. Check that all safety chains and hitches are connected and functional and that a spare tire and lug wrench are packed. Double check that all trailer lights are working. If they are faulty they must be fixed before the trip continues. This should be done the night before the trip leaves so time for maintenance is available if required. Finally, make sure that all items are secured in the trailer, so that nothing can fall out.

### **Driving:**

All campers and leaders must wear seat belts. It is camp policy to wear seat belts, and a law for any person under the age of 18. Speed limits must be adhered to at all times as must all other road rules. All drivers must be familiar with and follow guidelines outlined in the Camp's Transportation Policy Manual. It should also be noted that the 15 passenger vans handle differently from a normal car, especially with the added weight of a trailer with canoes. The braking distance is significantly longer. Concerns specifically related to 15 passenger vans are outlined in the manual. **Seats need to be filled from the front to the back.**

When reversing, have the other leader get out of the vehicle and stand at the back driver side to give directions and notify the driver of possible obstacles that the driver cannot see. From the start of a trip to the drop off and from the pick up back to the camp, the driver should make no stops; the only exception is for toilet stops and for fuel. **No purchases are to be made aside from fuel.**

### **Trip:**

For a trip to run as smoothly as possible, the leaders must have good knowledge of the trip itinerary. The Trip Program Coordinator will give a map to the leaders before the trip. The leaders are to review the map and ask the Trip Coordinator any questions they may have before leaving camp.

Each camp vehicle will have a spare key in a magnetic key holder box sitting in the center console. This is to be used only if no shuttle is needed (if the put-in point is the same as the take out point or if the van isn't needed for other camp activities). The magnetic box is to be placed behind the driver's side rear bumper, out of sight. This is done so that if the other key, which is taken by one of the leaders, is lost there is a spare with the van.



### **Post Trip Tasks:**

Upon arrival back at camp, the van should be driven to the Tripping Shed. Then, the campers should do the following in order:

1. Set up tents for proper drying in front of the tripping shed, on the athletic fields, or in the barn.
2. Any borrowed equipment, (ex. bowls, cutlery) must be returned and washed.
3. Group gear should be returned to its proper places; this includes cleaning coolers and group cooking gear, as well as returning unused food to Washington, throwing away trash, and replacing PFDs, paddles, and helmets.
4. Camper should empty their dry bags/backpacks and take just their own belongings back to their cabin; this may take more than one trip. No camp equipment should be taken back to the cabins.
5. Van and tripping shed must be cleaned.

When you arrive back to camp you are expected to do all dishes from the trip, erect the tents for airing, place any food that is still usable back into the refrigerator, or appropriate place. Campers are not scheduled for any activities if you come back early, they must be occupied until Free Swim. If you allow them to shower one leader must be present near the shower block in the appropriate unit, the campers must be supervised.

### **Trip leader's responsibility:**

Leaders are to collect all dishes (pots and pans) used, including used bowls and cutlery. These are to be cleaned by the campers in the tripping shed. Any food that is still in good condition and left over after the trip should be properly put away in the tripping shed – food that needs to be kept cool should be left in the fridge or freezer. All dry food can be left in the large plastic storage bins. No food should be left on the center bench, as this will attract squirrels and other rodents. Excess/unneeded food may be returned to the kitchen as needed.

### **Trailer Maintenance:**

At the beginning of the season, at the end of the first session, and the end of the second session, wear of the tires should be checked and tires should be replaced if necessary. The spare should also be checked. At the beginning of each session, the correct size of tow ball for the trailer hitch must be checked. Tow balls must be 2" for the canoe trailers. Tow balls should also have grease applied. The tie ropes for attaching the canoes to the trailer should be in good order and not fraying; replace if needed. There should be two for each canoe to tie the front and rear of each canoe. These ropes are to stop sideways movement; the painters on each canoe (front and rear) are to be tied to stop any forward and rearward movement. Trailer wiring for the lights must be constantly checked throughout the season.

### **Canoe Maintenance:**

At the beginning of the season, all canoes will be equipped with two painters, two secure seats and two secure thwarts. These will be checked throughout the season and replaced or repaired as needed.



## **Sub-Appendix A:** **Leader in Training (LIT) Trip**

### **Overview:**

The LIT trip has several objectives, however, the main goal of this trip is to improve the LIT's leadership skills while drawing them beyond their comfort zone. While the itinerary of this trip varies, it is traditionally either a five (5) day trip in Northern Maine, or a three (3) day trip in northern New Hampshire. The Maine itinerary is two and a half days of canoeing on Flagstaff Lake followed by two and a half days of hiking across the Bigelow Range. The New Hampshire itinerary is a one-day canoe down the Androscoggin River followed by two days of hiking through the Northern Presidential Range. Overall, the LIT's should expect the trip to be not only physically hard, but mentally tough as it is meant to both test and improve their leadership, interpersonal, and introspective skills.

### **Trip leader's responsibilities:**

The official trip leader will possess at least a wilderness first aid and lifeguard certification and be at least twenty-one (21) years of age. If there is a second trip leader, they must be at least eighteen (18) years of age. The main purpose of the trip leader is to guide the LIT's through the trip planning and preparation processes as well as ensure the successful execution of leading a trip for their peers. The trip leader is to guide the process along to avoid failure, but should not hand solutions and answers to the participants.

### **Planning and preparation:**

To start the trip preparation process the trip leader should have the LIT's brainstorm what they will need to do in order to have a successful trip. This list should include: creating an itinerary, gathering maps and reservations, planning a full menu (keeping dietary needs in mind), and creating a gear list. LIT's should be reminded that while they are preparing a trip for themselves, they should keep in mind what they would do if they were preparing a trip for campers. It is encouraged that the leader takes notes on how the LIT's interact and work as a group as this is an important learning moment for them to reflect on.

### **Leadership:**

Every step along the way should have an "LIT leader". This person should act as any trip leader would and will have all the same responsibilities including keeping the group on task, navigating, and doling out assignments at camp. The purpose of the LIT leader is to get every participant out of their comfort zone and to give them authority and responsibility in a way they are unlikely to have had in the past. The trip leader should make sure that the LIT leader is following all procedures outlined in the trip manual. Throughout the entire trip process, the trip leader should have the LIT's reflect on their decisions and actions, noting what has gone well and areas that they can improve. At the end of the trip a longer and more in depth debrief should be conducted.



## **Sub-Appendix B:**

### **Instructional Requirements for Hiking Trips**

#### **1. Backpack loading and adjustment**

- a) Heaviest items should be packed toward the bottom of the backpack keeping in mind that items that need to be accessed during the day should be towards the top.
- b) When putting backpack on the straps should be adjusted in the following order:
  - i. Hip strap buckled and tightened first,
  - ii. Load lifters tightened (located where the top of the shoulder straps meet the backpack),
  - iii. Shoulder straps synched,
  - iv. Chest strap buckled.

#### **2. Foot care and blister prevention**

- a) Talk the importance of wearing wool socks that are clean and dry.
- b) Talk about identifying hot spots on campers' feet so they do not turn into blisters.

#### **3. Trail techniques**

- a) Talk about how to pick a good pace, such as having the slowest camper lead the group.
- b) Rest every half hour to 45 minutes for no more than 5 minutes.
  - i. DO NOT SIT DOWN during short breaks, because lactic acid builds up in your legs, which will start to cramp up.
  - ii. If tired use "rest steps" to recover, but not stop completely.
- c) Walk single file to minimize human impact to trail especially in the Alpine Zone.
- d) Stop at all trail junctions.

#### **4. Introduction to maps, compasses, and navigation**

- a) Include campers when you are reading the map—alternatively, when you arrive at camp go over the map and how to navigate with the campers.

#### **5. Dehydration and heat injury prevention (thermal regulation)**

- a) Stress the importance of taking sips of water every 15-20 minutes to limit dehydration.
- b) On extremely hot days closely monitor camper's fluid intakes.



**RE-READ THIS MANUAL. WHEN YOU SIGN YOUR CONTRACT, YOU ARE  
AGREEING THAT YOU HAVE READ, UNDERSTAND AND AGREE TO THE  
CONTENTS OF THIS DOCUMENT.**

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YOU CAN EXPECT THAT THERE WILL BE AT LEAST ONE QUIZ ON THE MATERIAL!!

AREA FOR NOTES:

