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## **FAMILY FOUNDATIONS MINNESOTA: STAFF TRAINING MANUAL**

We are so glad to have you as part of the staff at Family Foundations Minnesota (FFM). Please ask questions whenever they arise. You can contact Sarah or Travis at anytime using the following number: 218-760-8442 (Trav) and 218-255-2163 (Sarah). We will use cell phones and walkie talkies to contact each other (channel 1 and channel 2 for emergency). We ask that you do not text or use your cell phone, unless there is an emergency, a need to talk with staff, or if it is during your time off.

If you hear the horn with 3 blasts, there is an emergency and follow the procedures that we practice during pre-camp training. We will be practicing fire drills and emergency procedures with the youth as well. Follow the attached schedule and we will let you know in person or through a phone call if the schedule or location changes at all. We are accredited with the American Camp Association and we follow all protocols and procedures for the safety of our campers.

### **CABIN ASSIGNMENTS:**

You will be given a separate sheet with your campers, ages, information, and cabin assignment.

### **MORNING ROUTINE:**

We are teaching life skills and independence at camp. Please be sure the youth do the following each morning:

- a. Make their bed or fold up sleeping bag.
- b. Brush teeth and hair.
- c. Get dressed and put away other clothing or belongings.
- d. Eat breakfast.
- e. Campers help serve others and clean up after the meal.
- f. Pick up the cabin. (vacuum as needed, wash dishes, sweep, etc.)
- g. Use chore chart to assign and rotate these duties.

### **SHOWERS:**

Please be sure ONLY ONE person is in the bathroom at a time with the door closed. The older youth can shower each day if they choose and the other youth need to shower during their camp experience. Instruct on how to use the shower if needed.

### **BEDTIME:**

Only one youth is allowed in each bed and doors are to **remain opened at night**. You can leave on the bathroom light if needed or use nightlights. **NO ONE** is to sleep next to one another in a bed and there must be 30 inches between each camper. Please be sure



the younger children use the bathroom before bedtime. **Be sure to check for pull-ups or if moisture proof bedding is used.**

**SITE AND FOOD SERVICE**

**EMERGENCY EXITS**

There is at least one emergency exit in addition to the main door or entrance exists for all cabins. The second exit is by using the windows in each bedroom with removable screens and ladders are under the bunk system to use the top window. Exit procedures are taught to all campers on the first day of orientation and discussed at staff training.

**CARE OF HAZARDOUS MATERIALS**

Gasoline is not stored on-site. Materials used for cleaning (ie- sanitizers & bathroom cleaners) will be checked out to counselors as needed. These cleaners are in a locked facility and not near food. Bleach and chemicals needed for food preparation and cleaning will be accessed by food managers and counselors and located in top kitchen cupboards, out of reach of campers.

**MAINTENANCE**

Document any need for repair at the playgrounds or camp facility in the following areas when interacting with campers and notify the Camp Director immediately.

<b>C4 Play Area</b>	<b>Date Observed</b>	<b>Inspector</b>	<b>Repairs</b>	<b>Working Condition (X)</b>
<b>Sandlot Area</b>	<b>Date Observed</b>	<b>Inspector</b>	<b>Repairs</b>	<b>Working Condition (X)</b>
<b>Obstacle Course Play Area</b>	<b>Date Observed</b>	<b>Inspector</b>	<b>Repairs</b>	<b>Working Condition (X)</b>
<b>Sports Equipment</b>	<b>Date Observed</b>	<b>Inspector</b>	<b>Repairs</b>	<b>Working Condition (X)</b>



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## **FIRE EQUIPMENT EVALUATION**

FFM has written evidence that qualified personnel annually conduct a safety examination of applicable fire equipment in the following areas:

- \* Carbon monoxide detectors
- \* Smoke detectors
- \* Fire extinguishers: Annual inspection completed by state of Minnesota Fire Marshall. All fire extinguishers on-site are tagged with the current year and the name of technician with his/her initial to document his/her certification.
- \* Cooking areas and fire rings

\*All of these are in working order and have been checked. If you need a battery for your smoke alarm or carbon monoxide detector, contact the Camp Director to have a replacement battery and document it on the maintenance form. Documentation is kept in Google Docs.

## **PERMANENT SLEEPING QUARTERS**

In all permanent sleeping quarters where FFM has camp there is a means for ventilation and temperature control including windows and fans, at least 30 inches between sides of beds, and adequate space to provide freedom of movement and allow exit in an emergency. Be sure to monitor this standard nightly in the cabin.

## **HAND-WASHING FACILITIES**

There are hand-washing facilities adjacent to toilets and readily available in areas where food is prepared and consumed. Hand soap and hand sanitizer is provided for the bathroom areas and kitchen area. Let the Camp Directors know when you need additional supplies.

## **FOOD SERVICE AREAS**

The food preparation and storage areas at FFM camps are free from accumulated dirt and grease and are protected from rodents and insects. Food is kept in cupboards, refrigerators, off the floor, and screens and doors are used in each facility.

## **REFRIGERATION**

FFM ensures proper storage of potentially hazardous foods at 40 degrees or below by providing thermometers for all refrigeration units and monitoring temperatures by using a written record and initials of area checked. The appropriate personnel are notified of any temperature changes. The copy will then be in Google Docs.

**TEMPERATURE CHARTS**

**Refrigeration Unit Temperature Chart**

Location:

Date	Day	Time	Temp.	Recorder	Action
	Sun.				
	Mon.				
	Tue.				
	Wed.				
	Thurs.				
	Fri.				

**GARBAGE CANS**

The garbage cans are located in the kitchen and outdoors are leak proof. After each meal, the garbage bags are tied and sealed and placed in the garbage dumpster at the end of the property. Additional bags are located under the kitchen sinks.

**SANITIZED UTENSILS AND SURFACES**

There are procedures are in practice to use only clean and sanitized utensils and equipment during food prepared and food contact surfaces are cleaned and sanitized after each use.

**FOOD TEMPERATURES**

FFM staff are all required to minimize the time that potentially hazardous foods remain in the food temperature danger zone of 40 degrees Fahrenheit to 140 degrees Fahrenheit. Thermometers are used in the refrigerators and documentation is kept on Google Docs. Please let Camp Directors know if refrigerators need any repair.

**DISHWASHING**

FFM requires that dishes and food service utensils are washed and sanitized after each use. Dishes and food service utensils are washed by hand and initially washed and rinsed using at least 100 degrees Fahrenheit and a second rinse process is used with an approved chemical sanitizer. Water thermometers are used to determine appropriate temperatures and documentation is kept in Google Docs.



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## DISH DRYING AND STORAGE

FFM requires that all dishes and food service utensils are air dried and protected from dust and contamination between each use. This occurs with the 3-compartment sink drying area.

## TRANSPORTATION

### MEDICAL EMERGENCY TRANSPORTATION

FFM has a system in practice that assures emergency transportation is available at all times by the camp and youth. The Honda Pilot is available at all times to transport staff or youth in case of any emergency. The two camp directors are available and able to transport. Emergency transportation is provided by the camp vehicle or the area's ambulance services. The nurse and Camp Director cooperatively decide which mode of travel will be used.

### ARRIVAL AND DEPARTURE

Please be at the unloading arrival area one hour before check in. Wear your staff shirt and name tag. Also have name tags made for each of your campers. We will remain at C4 (Character Challenge Course) until all families have checked in and will have a meeting at the log pavilion. After families depart, please bring all campers to the designated location to begin orientation as noted in your schedule. A reminder that no youth can be placed in non-passenger vehicles. Be aware that parents will be leaving and cars will be present, so take safety precautions with young campers please.

## HEALTH AND WELLNESS

### FIRST AID AND EMERGENCY CARE PERSONNEL

FFM requires trained adults are present in camp and on duty at all times. Access to emergency medical system (EMS) is 20 minutes or less and one of the Camp Directors is certified in first aid and CPR., as well as nursing staff. Copies are kept in staff files.

### HEALTH HISTORY\*

FFM receives a current signed health history form from each camper and staff member. The form requests a description of any camp activities from which the camper/staff should be exempted for health reasons, a record of any past medical treatment, and a record of allergies or dietary restrictions. It also documents a record of immunizations including the date of the last tetanus shot, current medications, either prescribed or over-the-counter, and a description of any current physical, mental, or psychological conditions requiring medication, treatment, or special restrictions or considerations while at camp. The nurse will perform screenings for all staff and campers during the first 24 hours. You will be asked to bring your campers



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to the health-care center (located at C4) for screenings, and staff will be screened as well.

## FFM HEALTH CARE POLICIES & PROCEDURES

### CAMP STAFF RESPONSIBILITIES

**All camp staff** have health-care responsibilities specified in their job descriptions. Procedures for health, safety, sanitation, and security are part of written manuals, pre-camp training, and activity guidelines. All staff are expected to provide a positive example.

The **camp director** is responsible for the total health-care program through implementation of procedures and supervision of staff. All camp staff, including service staff, are expected to understand and support camp discipline and child abuse reporting policies and procedures. Procedures are distributed and discussed during pre-camp training. Camp directors will instruct staff in safety and emergency procedures, complete all documentation on facilities, ground safety, water temperatures, and all health-related areas.

The **camp nurse** is responsible for providing first-aid and nursing services and for monitoring health and sanitation procedures throughout camp. The nurse instructs staff in first-aid procedures and makes sure medications are safeguarded and administered, and keeps accurate records using CampDocs.

**Cabin counselors** are responsible for maintaining high standards of health and safety in all activities, for seeing that camper health needs are recognized and met, and for supervision of personal hygiene. Counselors are responsible for general shower/bathroom cleanliness. One counselor in each cabin is assigned responsibility for seeing that health procedures are implemented and that required medications are taken on schedule. Counselors will bring campers to the nurse for medication distribution. Counselors are alert to symptoms of illness, follow-up on instructions from the health-care administrator, provide for special needs/accommodations, and report to the nurse or camp directors on all treatment/first aid they provide.

**Food service** people are responsible for conducting their activities according to established procedures and regulations. Kitchen staff are responsible for providing healthy foods, using sound health practices, implementing sanitation and safety practices, and rehearsing emergency procedures. Special dietary needs are recognized and accommodated when possible. If a diet requires something that the camp cannot provide, the parent or individual may be asked to provide foods. A wristband will be placed on a camper with a food allergy/dietary need so all staff are aware.



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## **CAMP PRACTICES**

- ❑ Emergency procedures are practiced for a variety of emergency situations specific to the site: fires, evacuation of buildings, storms/tornadoes, lost campers, etc. Emergency fire drills are held within the first 24 hours of each session. Emergency drills involve the total camp.
- ❑ The appearance and safety of activity and living areas is the responsibility of the camp directors. This aspect of responsibility includes safe storage of equipment and supplies, policing the areas, posting rules, and safeguarding areas not in use. The camp directors are responsible for conducting weekly inspection tours of the total camp.
- ❑ Supervision and teaching personal hygiene is the responsibility of cabin counselors. This step includes, but is not limited to, frequent hand washing, regular tooth brushing, and making sure that campers shower.

## **HEALTH CARE RESPONSIBILITIES**

### **The Nurse or Health Care Assistant**

The RN autonomously treats people's response to injury, illness, and/or life events. The health-care assistant (HA) works within the same context but does not have the autonomy of the RN and is more closely supervised as a result. The nurse/HA's responsibilities do not replace the medical expertise of a licensed physician or an equipped medical facility.

## **GENERAL CAMP STAFF**

There are two levels of health care in which camp staff participate. The first helps maintain the health of campers. The second is a support role during illness and injury. It is reasonable for parents to assume that their child will return from a camp experience in good health. Consequently, it is the responsibility of the entire staff to help monitor that health status and refer the child to the nurse, as warranted.

### **In the Cabin**

Within the cabin, it is the responsibility of counselors to monitor self-care (i.e., teeth brushing, hand washing, showering, management practices appropriate to the activity). While enjoying unscheduled time, it is the responsibility of staff to be aware of camper activity around them and appropriately intervene. Each of these needs attention in a way which compliment the campers' developmental stage.



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## **Response to Injury and Illness**

The second level of general staff participation in health care is specific to injury/illness. It is the position of the camp that people too ill to participate in the program should be under the care of the camp nurse/HA. As a result, staff refer sick people to the camp nurse/HA for assessment and assist with providing an appropriate activity level for those in a recovery mode.

The camp position with regard to injury is based on the State Good Samaritan law and use of universal precautions. Staff assist injured people according to the level of their training, initiate the camp emergency response system per protocol, and relinquish care of an injured person to the designated camp emergency-response team. This stipulation acknowledges that different staff members have different training and experience with emergency situations. In addition, the staff, with guidance from the director and nurse, organizes and drills camp emergency responses so that everyone knows their responsibility. Not all injuries require full emergency-response measures. Staff members are expected to adhere to training guidelines.

## **GENERAL ROUTINES FOR CAMP HEALTH CARE AND SANITATION**

### **Confidentiality**

Health information is confidential and privileged information. Health forms are sent to the Director who, in turn, gives them to the camp nurse. The camp nurse reviews the forms and shares information with counseling and/or kitchen staff on a need-to-know basis. Staff must treat disclosed information in confidence.

The nurse is responsible for maintaining complete and up-to-date health records following the procedures outlined in the *Health-Care Manual*. Individual health forms contain information about each individual's health care and are the place where nursing notes are recorded. The daily medication administration record serves as documentation for routinely dispensed medications. The log provides summary information for surveillance. Health records are confidential and available only to nurse and the Camp Director, and are kept on CampDocs.

\*\*It is essential that any information you are given by family members, campers, or staff be kept confidential. The campers may have come from foster care, adoptive families, and have a variety of backgrounds and needs. This is NOT public information to be shared and it is to be kept private. Photographs are not placed on facebook or the internet without prior approval, as permission is obtained in registrations. Media questions are handled by Camp Directors.

### **Procedure or Health Screening**

Screening is conducted within 24 hours of participant arrival (staff and campers). The practice is a risk-management strategy to (a) protect the camp community from preventable illness and (b) obtain up-to-date and complete health information for each



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person. In general, the process updates the health form, gathers information about medications, assesses current health status, and specifically asks about exposure to communicable disease. It is expected that campers and staff arrive for their camp experience in good health. The camp reserves the right not to admit an ill person. Significant findings from the screening are acted upon as warranted by the situation. Parents/employees are notified of potential health concerns identified in the screening process (e.g., immunization needs, dental pain, vision problems).

## **First Aid**

The person designated to administer first aid is the camp nurse/HA. However, it is expected that individual staff members will coach first-aid care to the level of their training when the nurse is unavailable or until the nurse arrives. It is also expected that the staff person with the most training will assume primary care-giver status in a given situation.

First-aid supplies are available in the health center, as well as at the activity and water locations. The nurse makes first-aid kits appropriate to the needs of the camp program and trains staff about their use. A record of first-aid care is documented in each kit. The nurse periodically checks the kits, restocks them, and monitors record keeping.

Because the nurse is available in the camp and relieved by someone with at least first-aid certification, the waterfront is the only additional location where a first-aid and CPR certified person must be present when the activity is open.

## **Emergency Medical Care**

Medical care is the province of a physician. Beth Morris, PA, acts as supervising physician for the camp. She works for Essentia Health of Park Rapids, MN. She is available to the Camp Director and nurse by phone. She also recommends adjunct physicians who provide care to campers outside the local area.

## **Emergency Responses**

Emergency transportation is provided by the camp vehicle or the area's ambulance services. The nurse and Camp Director cooperatively decide which mode of travel will be used. In general, the ambulance service is used when the victim is not stable and/or has need for special equipment (e.g., life-support systems). It is an annual responsibility of the health-care administrator to contact local emergency-response systems and arrange for their services.

Based on camp protocols, staff are trained to assist in emergencies. This training is initiated during orientation. Emergency situations to which staff are expected to respond include: cooling a burn, providing band-aids for small cuts, knowing what to do in the lost-camper drill, activating the camp emergency-response team, and knowing



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the camp's severe-weather response.

As part of risk-management procedures, each unit's staff rehearse their lost-camper drill during the first week that campers are on-site. Continued drilling is at the discretion of the camp director. The waterfront staff rehearses their lost-swimmer drill during the first week of arrival and at two week intervals thereafter.

## **Contacting Parents**

Phone contact with parents/guardians is established in an emergency. Each person's health form contains contact information, as well as designates alternate contacts if the parents/guardians cannot be reached. This process is initiated by the Director. Since the program has no way of determining what each person considers an emergency, the general camp practice is to contact parents when there is concern about a person's health and/or when a situation is not progressing as expected. Because many people remotely access their voice mail, it is expected that camp personnel leave voice messages on answering machines that appropriately communicate the need for a given parent to call the camp. All contact, successful and unsuccessful, is documented on the individual's health form.

## **Routine Health Care**

Routine health care is provided by the camp health-care team. Orientation includes a review of medical protocols, communicable disease control techniques, organization and administration of the camp health center, instructions about use of health-care inventory (medications and supplies), and guidelines for sanitation checks, record keeping policies, and education about culture bound, health-care beliefs.

## **The Camp Health Center**

The camp has a health center with an admit area, bathroom, and nurse's room. There is one admit bed available for every 50 people (staff and campers) on-site. These beds are placed in such a way that genders can be separated and isolation can be assured. The health center maintains "hours," times during the day when the camp nurse sees people. These hours are cooperatively determined by the camp director and nurse and are sensitive to the camp schedule. For example, it is inappropriate to open the health center when people are supposed to be in activities but very appropriate to open during medication distribution and as needed as per the camp directors or nurse.

## **Medication**

It is policy that all medication (stock medications and personal medications of both staff and campers) is kept in a locked area under the nurse's supervision. This mandate complies with ACA standards and State Department of Health guidelines. Routine personal medications are administered under the supervision of the nurse and



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in accord with orders from a physician or, as in the case of vitamins, upon the request of parents. Medications are most commonly given at a meal (breakfast and dinner or bedtime) simply because people are easy to find. The nurse makes special arrangements with a person if that individual's meds need to be taken at a different time. Use of "as needed" medication is supervised by the camp nurse. It is important to realize that the rationale for giving a particular medication must be documented. The camp recognizes that most over-the-counter meds can be administered by people educated to do so (e.g., the nursing assistant), but the decision to use most medications requires professional assessment. In cases where a question exists about medication, the camp nurse must contact the appropriate person (i.e., the prescribing MD, parent) by phone to clarify the issue. This conversation is documented in the client's health record and supported by an order with the consulting individual's signature. It is possible that a parent may send a camper with a variety of medications packaged together. The nurse may not be able to identify the medication. Nurses may not administer medication unless they follow standard nursing medication practices. Consequently, the nurse may have to tactfully arrange with the parent for a new supply of appropriately labeled medication. Parents are advised before camp of the process of medication distribution for their children and the policies to follow. Camp nurses are expected to refuse to give a medication which does not meet safety guidelines.

## **Counselor Role in Routine Health Care**

The supervision of routine health care is specifically charged to the camp nurse. Counseling staff, however, are integral to health care also. They are specifically charged with managing cabin and activity groups to support activities of daily life (e.g., adequate rest, water, nutrition). Counselors often note symptoms of illness or signs of injury before they are noted by the nurse. Consequently, it is their responsibility to act appropriate to their observations.

In addition to records kept by the nurse, the camp makes use of incident reports to document unusual situations. The camp director determines when to initiate the incident report and is charged with maintaining documentation, as well as appraising camp administration.

## **WHEN FIRST AIDERS PROVIDE HEALTH CARE**

A first aider is an individual who has taken training and is certified to give immediate emergency aid until medical care can be obtained. The first aider's certification and a record of training given at camp will be on file and documented.

Administration of medications does not fit this description and is therefore not within the authority of the first aider unless specific instructions have been given by the parent or a physician. This includes medications such as aspirin and Tylenol®.

Three essentials for administering medications, regardless of the qualifications of the



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health-care provider are:

- Written directions from the parent for any medications that will be given or applied for any existing condition, OR written order of a physician (including procedures in treatment procedures).
- Written record of treatment which includes the reason for the treatment, the dates and times of treatment, and the person giving treatment. When medications are given, the written record should show the medication, dosage, authority for giving it, and the name of the person administering the medication.
- Written information provided to the parent for anything that was done other than what was discussed in advance.

Medications must be in the care and protection of the health-care provider (in a locked container) to assure proper use and to protect against unauthorized use. Medications must be dispensed from the original pharmacy container with instructions for use, and must refer to the individual being treated (see below for exception). The health history or health exam asks about being under a physician's care and about medications. This is an alert to discuss a health condition with a parent and to request the appropriate written instructions. It is not a direction to treat.

If a first aider doesn't have written instructions when a child develops a stomach ache, sore throat, headache, or other minor complaint:

- Provide a place for the child to rest. Offer the child throat lozenges, hard candy, water, or a glass of soda pop.
- Call the parent if the condition persists. Record the content of the call.
- Take the child to a medically qualified person.

## **INFORM STAFF OF SPECIFIC NEEDS**

FFM has procedures in practice for informing staff of any specific needs of campers for whom they are responsible. This information can be documented in your manual. Be sure your manual is kept in a location that campers cannot access information. The nurse will also share any medical needs and allergies or dietary changes will be reported to food service personnel. The specific behavior, social, and emotional needs of the youth with special needs will be shared with cabin counselors to be proactive in approaches during camp.

## **STAFF TRAINING**

FFM camp staff are trained in the camp's written procedures to:

- Identify their role and responsibilities in health care (location of first aid kits)



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- Prepare them to use health care supplies and equipment with which they may be furnished
  - Identify those situations which should be attended to only by certified health personnel (medication management and illness)
  - Use established sanitary procedures when dealing with infectious waste or bodily fluids

## Information on Universal Precautions

As part of an overall exposure control plan, mandated by the OSHA Blood borne Pathogens Standard, "universal precautions" are part of infection-control practices. They are specific guidelines that must be followed to provide every person protection from diseases which are carried in the blood. Since blood can carry all types of infectious diseases, even when a person does not look or feel ill, knowledge of universal precautions is essential for anyone who might come into contact with blood or other body fluids.

The following are sample guidelines, recommended by the Centers for Disease Control, to prevent cross- contamination from blood borne pathogens:

1. All health-care providers should use appropriate barrier precautions to prevent skin and mucous-membrane exposure when contact with blood or body fluid of any person is anticipated. Personal protective equipment such as latex or vinyl disposable gloves should be readily available in health-care, housekeeping and maintenance areas, in all first-aid kits, and in vehicles.
2. Any person giving first aid should **always** wear latex or vinyl disposable gloves if blood is visible on the skin, inside the mouth, or if there is an open cut on the victim. Gloves should be changed after contact with each person.
3. Gloves should **always** be worn when handling items or surfaces soiled with blood or bloody fluids. Such areas (floor, counter, etc.) should be flooded with bleach solution (1 part bleach to 10 parts water), alcohol, or a dry sanitary absorbent agent. However, routine cleaning practices are all that are needed if blood is not visible or likely to be present. With regard to the requirement to wear gloves, these items should always be worn when cleaning up blood from a counter after a cut finger, but gloves do not usually need to be worn to handle urine-soaked bedding, unless blood is obvious. Disposable towels and tissues or other contaminated materials should be disposed of in a trash container lined with plastic. Biohazard bags ("red bags") are to be used for dressings or other materials used to soak up blood or other infectious waste.
4. Remove gloves properly - pulling inside out. Place gloves in bag with waste. Hands and other skin surfaces should be washed with soap and water immediately and thoroughly if contaminated with blood or other body fluids.
5. Masks, protective eye wear, gowns or aprons should be worn during procedures that are likely to generate droplets or splashes of blood or other body fluids.



6. Needles should NOT be recapped, purposely bent or broken by hand, removed from disposable syringes, or otherwise manipulated by hand. After use, disposable syringes and needles, scalpel blades and other sharp items should be placed in puncture-resistant "sharps" containers for disposal.
  7. Mouthpieces, resuscitation bags, or other ventilation devices should be available for use in areas in which the need for resuscitation is predictable.
  8. Health-care workers who have draining lesions or weeping dermatitis should refrain from all direct care and from handling equipment until the condition resolves.
- All procedures should be specific to the staff and clientele served. All persons who might come into contact with blood or other body fluids must be trained to follow procedures.

First-aid kits are stocked and available at the following activity areas: pool, waterfront/lake, activities area, and nurse area. The nurse area always has a first-aid kit available and the other activity areas rotate the kit as campers are present.

## **HEALTH CARE CENTER**

FFM camp has a health care shelter or center available to handle first aid and emergency cases that provides:

- Protection from the elements
- Space for treatment of injury or illness
- A lockable medication storage system
- Available toilets
- Available water for drinking and cleaning
- One bed per 50 campers and staff
- Isolation, quiet, and privacy

## **AVAILABILITY OF AN AUTOMATED EXTERNAL DEBRILLATOR (AED)**

FFM has determined that the camp is located within 10 minutes of a hospital and clinic, as well as accessing EMT. There will not be an AED on site, but FFM is able to access this availability and medical services in about 10 minutes time.

## **SUPERVISION IN THE HEALTH CARE CENTER**

FFM implements a procedure that requires continual supervision of persons in the health care center. The nurse will staff the health care center and counselors will bring campers as needed or for medication distribution. It will be locked during all other times, unless the camp nurse is present.



**MEDICATION MANAGEMENT**

YES, to prevent the unauthorized use of drugs, FFM requires all drugs to be stored under lock (including those needing refrigeration), except when in the controlled possession of the person responsible for administering them (RN camp nurse), and :

- For prescription drugs-dispensed only under the specific directions of a licensed physician and
- For nonprescription drugs-dispensed only under the camp's written health care policies (see standard HW-3), or under the signed instruction of the parent or guardian or the individual's physician

All medication is kept locked in the health care office and camp staff will take campers to the office for medication as per the nurse's request.

**OPERATIONAL MANAGEMENT**

**FIREARMS CONTROL**

FFM has no firearms or ammunition allowed.

**OM-4 INCIDENT ANALYSIS**

FFM has established a system that includes input from outside advisors to annually review and analyze when and where incidents, accidents, and injuries occurred. This includes identifying steps needed to reduce incidents, accidents, and injuries, and modify procedures and implement changes as necessary. Copies are in your manual, reviewed daily with the directors, and kept in documentation logs for review and necessary changes.

**OM-4 INCIDENT ANALYSIS**

<u>Date &amp; Time</u>	<u>Observer</u>	<u>Incident, Injury, or Accident</u>	<u>Reported to whom &amp; time</u>	<u>Analysis &amp; Follow Through</u>



**EMERGENCY PROCEDURES**

FFM has written, site specific emergency procedures established to respond appropriately to reasonably predicted emergencies, including natural disasters of storms or fires and building and site evacuations made necessary by such events as local threats or power outages. This includes forest fires and thunderstorms and tornadoes. Flashlights will be provided in each cabin in case of a power outage instead of candles for increased safety with youth.

**Emergency Checklist**

Emergency is at camp address and exact directions) and location of camp	What happened (be concise)
Telephone number and extension that call is being made from (number)	Number of people injured
Your name	Condition of patients
Name of patient(s)	First aid being given

**EMERGENCY CONTACT INFORMATION**

<b>TITLE</b>	<b>NAME/CONTACT PERSON</b>	<b>PHONE</b>
<b>Medical</b>		
Ambulance service	_____	_____
Hospital	_____	_____
Physician	_____	_____
<b>Fire Safety</b>		
Local fire department	_____	_____
State fire marshal	_____	_____
<b>Law Enforcement</b>		
Sheriff	_____	_____
State police	_____	_____
Licensing	_____	_____
Child protective services	_____	_____
<b>Organization</b>		
Executive director	_____	_____
President, board of directors	_____	_____
Legal advisor	_____	_____
<b>Environmental Health</b>		
Local authority	_____	_____



State health department	_____	_____
<b>Insurance</b>		
Liability	_____	_____
Property	_____	_____
Vehicular	_____	_____
<b>Crisis</b>		
Clergy	_____	_____
Social worker	_____	_____
Psychologist	_____	_____
Counselor	_____	_____
<b>Media</b>		
Local paper	_____	_____
Regional paper	_____	_____
Radio	_____	_____

**FAMILY FOUNDATIONS MINNESOTA CODE OF CONDUCT:**

1. Participation is required and modifications will be made on an individual basis.
2. Appropriate language only, which includes no put-downs, bullying, or swearing.
3. Respect boundaries of others, including personal space and personal belongings.
4. Music in cabin only and no electronic music devices during camp activities.
5. RESPECT for all staff and campers.
6. No illegal substances, including drugs, alcohol, cigarettes, or tobacco. No weapons or animals.
7. No youth in cabins w/o staff supervision. Cabins will remain locked.
8. Only same gender allowed in each cabin.
9. Only one person changes in each bathroom and each bedroom at a given time.
10. Doors remain opened after changing at all times.
11. Youth must remain with a staff member at all times.
12. No cell phones unless pre-approval with parent permission. (Staff will have cell phones for safety, contact, and emergency procedures.)
13. No fighting allowed, or a loss of privilege and phone call home will occur.
14. Have fun, make friends, and build your character!



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### **PERSONAL PROPERTY REGULATIONS**

FFM requires that campers, staff, and groups be advised in writing of regulations for possession and use of:

- Alcohol and drugs (a smoke free camp for staff and youth)
- Personal sports equipment (can bring fishing poles)
- Vehicles
- Animals
- Weapons

This is included with the behavior expectations listed on the reservation form. The only personal sports equipment campers may bring are fishing poles. All other equipment is provided by the camp.

### **SMOKING POLICIES**

FFM prohibits smoking at camp. The non-owned site is also smoke-free inside the cabins and lodge areas. This is stated in the camp reservation information as well as no smoking signs are in the cabins.

### **STAFF EMERGENCY TRAINING**

No two emergencies are the same. While the various steps and suggestions outlined in these procedures represent Family Foundation Minnesota's guidelines, your own good judgment should be the final authority until you are able to contact assistance. The safety and well-being of the campers and staff ALWAYS comes first.

### **MAJOR INJURIES AND ACCIDENTS**

If you are the primary staff member at the scene in camp:

1. Count to ten and evaluate the overall situation. Do not rush or panic.
2. Take charge. Be firm and clear with your instructions to campers and staff. Use a calm tone of voice.
3. The staff member with the highest level of appropriate certification is delegated the responsibility to aid the injured party. Give priority attention to caring for the needs of the victim. The person rendering first aid must enter the information in the camp health log within 12 hours of the incident.
4. Delegate another staff member to ensure the safety of other campers by taking them away from the immediate scene and organizing other activities. Retain one staff member at the scene of the accident with the victim.

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5. Contact the health-care supervisor as soon as possible. Provide a clear description of the emergency and your location.
6. Notify the Camp Director immediately. If someone else answers the call, tell them: "This is an emergency, I must talk to the Camp Director." Do not discuss the situation with them.
7. Begin collecting the facts. What happened? How? When? Where? Witnesses? Where were the staff? Campers? What could the victim have done to prevent the injury?
8. Once the health-care supervisor/Camp Director arrives at the scene, summarize the situation and answer questions. The health-care supervisor or Director will take charge.
9. Prepare accident reports within 24 hours.
10. In the case of a critical accident, serious injury, harm or fatality: Keep a responsible adult at the scene of the accident or emergency situation to see that nothing is disturbed until medical aid or the law enforcement authorities arrive.

### WATERFRONT EMERGENCIES

#### General Guidelines:

1. The buddy system is used at all aquatic activities.
2. "Buddy checks" need to occur at least once during each aquatic activity period.
3. Waterfront staff and watchers should have periodic rehearsals of aquatic rescue procedures.
4. In the event of an aquatic emergency, the waterfront staff member with highest qualification/position shall be in charge. There will be a lifeguard on duty at the lake during water activity time.

### AT THE POOL

#### Near-Drowning:

1. The lifeguard signals a long blast on the whistle. This signal alerts other pool staff and watchers that it may be necessary to clear the pool and put rescue procedures into action.

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2. Lifeguard on duty will reach victim in the fastest possible way and administer appropriate lifesaving techniques. If she/he requires help in the rescue, she/he extends a clasped fist into the air. Remaining lifeguards assist with the rescue.
3. Lookouts and additional guards signal all campers and staff to leave the water and the pool area. The lookouts/counselors will supervise the campers.
4. One counselor will be asked to report immediately to the office and explain the nature of the incident. The health-care supervisor and Camp Director will be contacted immediately. If the emergency is a drowning or major injury, 911 will be contacted. (Follow procedures for Major Incidents and Accidents.)

### Lost Swimmer:

If a camper is missing during a buddy check or the camper's buddy or counselor notifies the lifeguards or lookouts that a camper is missing:

1. A whistle is blown for a "buddy check." Everyone immediately gets out of the water and a recount of swimmers is immediately taken.
2. Unit staff assigned by the waterfront director or lifeguard will take other campers out of the pool area or other designated place.
3. Waterfront staff will immediately scan the pool and check the changing room, lodge area, and restrooms.
4. Waterfront staff will designate a staff member to inform the camp office of emergency details. If the camper is not found, Missing Person Procedures will be followed from the Emergency Procedures.

### AT THE LAKE

#### Capsized Canoe:

1. Campers must complete a "tip test" prior to canoeing to receive instructions on what to do in the event of a capsized canoe. Everyone in a canoe must wear a size-appropriate PFD.
2. When the staff has spotted a capsized canoe, instruct the other campers to move away from the area. Talk to the campers and tell them to do just what they did during the "tip test."
3. If the campers are unable to maneuver the canoe and their group to safety, a staff member should canoe next to the campers and assist them.



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### Lost Swimmer:

In the event that a camper has capsized his/her canoe or fallen into the lake, follow appropriate rescue techniques. If a camper is missing:

1. Remove everyone immediately from the lake and onto the shore while a recount is quickly taken.
2. Unit counselors take campers away from the lake and inform Camp Director of emergency details.
3. Waterfront staff scans the lake until other help arrives.
4. The administrative staff contacts other staff members and proceeds to the lake area with a walkie talkie. One staff member will stay by the phone. A rescue squad (911) should be contacted, and the emergency procedures followed.
5. A designated drill person will stay on the shore and direct the others to look for the camper, moving with as little movement as possible. Depending on the condition of the lake, the staff may look via canoe, rowboat, or by swimming: The safety of the staff members is very important!
6. The search continues until rescue authorities arrive and take over and direct the staff on their duties.

### FIRE

Fire drills are held within the first 24 hours of each session as prescribed by state law. The safety of campers and staff depends on everyone performing their job efficiently. To avoid confusion during an emergency, learn your responsibilities well.

Review with campers an emergency exit from their sleeping area and where to assemble when they hear the alarm. Review with campers an emergency exit from the area or grounds in case of forest fires. Staff will call 911 to report all fires.

### Signal:

Blasts of the air horn is 'the signal.' When the signal is heard in the unit, blow the emergency whistle to assemble campers. Contact the camp office by phone, walkie talkie, or runner to let them know you've heard the signal and to receive any instructions. If the phone is not working, send a runner. If the fire is in the unit, designate one staff member to walk the campers away from the fire (upwind or downhill). Another staff member is designated to sound the air-horn alarm and to notify the Director. (Use the cell phone or send a staff runner.) Other staff members



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attempt to contain the fire using hoses, rakes, shovels, bucket brigade, and fire extinguisher. Begin fighting the fire at the outside perimeter, not in the middle, since attacking the center tends to spread it more. Use good judgment! Do not risk injury to staff or campers. The supplies for fighting the fire are located in the garage and in the pole barn. Staff will be shown these locations during staff training.

When the Alarm Sounds:

Stop all activities, assemble all campers in a buddy line and count to be sure all the campers and staff are present. All persons, if possible, should have shoes on their feet, and if at night, flashlights. Proceed quickly and quietly to the designated area. Upon arrival, do another head count and report the number of campers and staff present to the person in charge. Keep the campers quiet and calm and wait for further instruction.

If possible, bring the campers' medications and the unit first-aid kit. Staff without unit responsibility will carry out their assigned tasks.

Exit:

If it is necessary to immediately evacuate the camp, campers will be divided by units and walk to a safety zone. This will be the driveway area of C4 away from the road until emergency vehicles reach the non-owned site.

**THUNDER STORM & TORNADO**

Lightning will seek tall objects, so stay away from lone trees, metal devices, and hilltops. Seek shelter under a low clump of trees if you cannot reach the lodge or building/cabin. All swimmers and canoers must go to the edge and get out of the water upon the signal from the waterfront staff. Staff will remain with campers until the storm has subsided and a phone call is made to each cabin or area. In case of a tornado, campers will come to the garage area as it is built into a hill for shelter. Camp Directors have access to the internet to monitor weather conditions, make phone calls, or check the local radio and will inform staff accordingly.

**MISSING PERSON PROCEDURE**

On the first day of the session, review with campers what to do if separated from the group with campers. Upon determination that a camper is missing:

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1. Determine when and where the camper was last seen. Stay calm so you don't frighten the other campers.
2. Discover (if possible) the state of mind of the camper. Was he/she depressed or angry, threatening to run away? Did he/she fall behind on a hike, or leave to visit a friend in another unit? A camper who does not wish to be found will require a wider and more careful search.
3. Do a search of the immediate area with available staff. (The camper may have wandered to the edge of the activity.) Ask nearby campers and staff if they have seen or know where the camper is. Before leaving the rest of the group to find a camper, see that they are supervised by another staff member.
4. Check any known accomplices (friends in other cabins, etc).
5. Check bathrooms, activity or water areas, the cabin, and a friend's cabin.
6. Contact the Camp Director and include the name of the missing camper, when and where last seen, description of camper: hair, eyes, weight, height, and, as close as possible, clothing. The Camp Director will organize an extended search. If the camper is not found in 20 minutes, the camper will be presumed lost. The Camp Director will institute a public search that will include contacting the sheriff department, camp office, and camper's parents.
7. Do not ignore the remaining campers. Be calm and positive. Acknowledge their fears and move on to some activity.
8. Complete an incident report and any other reports requested.

### INTRUDERS

Unfamiliar persons on the camp property may range from someone lost and looking for directions to a person with intent to do harm to persons or property. Some judgment must be made on the part of staff. Be observant as to the make, model, and license number of the car. Persons should be questioned to ascertain who they are and why they are here. Do not antagonize the intruder. Be polite, give assistance if possible, refer the person to the camp office, or ask them to leave. This is private property and not open to the public. Observe to ascertain that the person leaves the site. If the appearance of the unfamiliar person makes you uncomfortable, approach with another staff member. Someone should stay with the campers away from the situation. If the person seems threatening in any way, do not approach or take any chances. Remove yourselves and the campers from the area, notify the Camp Director, and observe the whereabouts of the person. If you see or suspect an intruder in camp at night,

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immediately and quietly notify the other staff members and the Camp Directors. Check all camper sleeping areas with a head count. In order to prevent false alarms and unnecessary fright, all camp personnel will carry flashlights and identify themselves when walking in the camp at night. Teach the campers to come quietly and tell you if they see an unfamiliar person on the property. If a child encounters an unfamiliar person, real or imagined, never tell the child that "it really wasn't anything," "there is no need to be afraid," or "it was just your imagination." Frightened children need to be allowed to experience their fear, to know that it is okay to be afraid, and to talk about their experience. Complete an incident report and any other reports requested.

## **KIDNAPPING**

**DO NOT ALLOW ANYONE (stranger or known) TO REMOVE A CAMPER FROM CAMP!** All staff members will refer all visiting persons (stranger or known) to the Camp Director. Under **NO** conditions may a camper be removed from camp without the permission of the Camp Director.

Strangers may come to the camp in search of potential victims. Custody disputes between parents can result in an attempt to remove a camper from camp. FFM has a form that parents sign on registration day if a camper is to be picked up from camp early or by another person. The Camp Director will verify this written instruction if someone comes for a camper and photo identification will be required.

Should a camper be taken from camp without the expressed and direct approval of the Camp Director: *Get descriptions of all persons involved if possible (hair, clothes, height, license number of car, etc.) and notify the Camp Director IMMEDIATELY!*

## **UTILITY FAILURE**

### **Water:**

FFM camp has a self-contained water system. When it fails, we have serious problems. Because of the limited supply, practice conservation and teach the campers to restrict the amount of water they use.

1. Loss of pressure or unusually rusty-looking water is a symptom of a problem in the system. The units at the end of the system are typically the first to notice the problem. Immediately notify the Camp Director if you suspect a problem.
2. Should a major leak/break in the line occur in your area, contact the Camp Director immediately.

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### Electrical:

A power loss may occur from sources inside or outside the camp. An electrical fire must be dealt with immediately. Be sure everyone knows that the wires and electrical equipment substations and large green transformer boxes are dangerous and off limits. Complete the Camp Director to have repaired if you see one unlocked.

1. Lack of Power: Check the circuit breakers as instructed during pre-camp training. A "tripped" breaker will be positioned midway between on and off, and may have some red or orange showing. To reset, turn the breaker off then back on again. If the breaker trips again, and you can manage without the circuit, switch the breaker to "off" and report the problem along with the breaker number to the Camp Director to have repaired.
2. Electrical Fire: Sound air horn and divide duties. Assemble and evacuate all campers, notify Camp Director while staff fight the fire. Never use water on an electrical fire. Use a fire extinguisher or baking soda. Try to turn off the circuit breaker.
3. Downed power lines are extremely dangerous. Stay clear and don't touch them. You risk death if you contact energized lines or appliances or if you touch a victim who is in contact with them.

### EMERGENCY COMMUNICATIONS

There will be cell phones and walkie talkies used by the camp directors and between staff members for emergencies. Numbers should be exchanged and documented on the phone log. There is a land line for phone emergencies as well located in the lodge at the adjacent resort. The Camp Directors have all phone numbers of parents/guardians in case of an emergency and all other emergency numbers are posted in the cabins. Media will not be allowed for the camp youth that may still be in a foster care placement. For positive media articles, photos will not be taken of youth that are not allowed to be viewed by the public according to the termination of parent rights or safety issues. All other youth will be able to be photographed as written permission is obtained from parents/guardians in the camp registration packet. All other media related to accidents, disasters, or injuries will be handled only by the Camp Directors. Campers and staff will not speak with the media, unless it has been agreed upon ahead of time.



**CAMPERS IN PUBLIC AREAS**

Youth will have contact with others during off-site trips only with the LITE camps (leadership camps). There is always camper supervision by staff during all interactions. Campers are not allowed in the vehicles of others and they are not to use the property of other people. Staff always accompany the campers in public areas and use the buddy system as used in the water. Attendance is taken and documented in Google Docs as well. During the drop-off and pick-up times, youth will wear name tags to distinguish camp youth. The staff will all wear their camp shirts so that families can contact them for questions and answers during the first day of camp. The Camp Directors will meet with families and the nurse will meet on medication and health issues with families. There will be a one to four ratio of youth under age 15 and one to six ratio for youth ages 15-18.

**CAMPER SECURITY**

With camp registration, parents/guardians will need to complete the form to state who will drop off and pick up each youth. If it is not going to be the parent/guardian, the name must be given and photo identification will be required by one of the Camp Directors at the time of release. Staff will have daily attendance sheets and Camp Directors should be notified immediately of changes.

**Family Foundations Minnesota Daily Attendance**

\*Copies found in manual for documentation.

Youth Name:	Date:	Date:	Date:	Date:

**HUMAN RESOURCES**

**JOB DESCRIPTIONS/INFORMATION**

**Cabin Counselor Job Description**

The camp features activities designed to promote a sense of community among youth with special needs and those without special needs. The purpose of the camp is to teach character skills to youth ages 8-18. The number of campers range from 10-50

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with a one to four staff ratio for younger children under age 15 and a one to six ratio for youth 15-18. Some of the skills that are taught include communication, self-esteem, conflict resolution, teamwork, leadership and are modified based on age. Applicants must be over age 18 and must hold a four year degree from an accredited university. Some of the areas may include social work, education, health/nutrition, psychology, business, etc.)

This person needs to be a quick thinker, problem solver, flexible, patient, must be able to relate well with youth, and possess leadership qualities. A cabin counselor will be responsible for the day-to-day care (hygiene, working with the nurse as needed, etc.) and supervision of campers. A cabin counselor must be mobile and should be comfortable in the water and with high-energy activities. A counselor will also direct and guide assistants who will help in each cabin. The following list is an example of the expectations of a cabin counselor (other duties can be added, subtracted, or modified). An interview, reference checks, background check, and other information will be obtained by the Camp Director.

### **Basic Expectations:**

- Keep cabin neat and organized.
- Assist with organizing and keeping records of health needs.
- Direct kitchen responsibilities and prepare food for cooking.
- Facilitate group activities and maintain a positive attitude.
- Supervise free time such as sports, swimming, and games.
- Document incidents and report these occurrences to Camp Director immediately.
- Supervise daily activities of campers such as teeth brushing, showering, etc.
- Enforce positive behavior modification and use flexibility and creativity as taught during pre-camp training.
- Follow emergency procedures and staff training manual policies, direct cabin assistants, and communicate with other staff and Camp Directors.
- Counselors must be available the entire camp. Counselors are allowed to go to sleep after lights out and after campers are asleep. Check-in is 12:00 p.m. on the first day and check out is 11:00 a.m. on the last day of camp. Cabin counselors need to assist with clean up after the completion of each camp. Cabin



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counselors must also be willing to the pre-camp training prior to camp. Arrangements will be made to set up orientation meeting time and place.

### **Cabin Assistant Job Description**

The camp features activities designed to promote a sense of community among youth with special needs and those without special needs. The purpose of the camp is to teach character skills to youth ages 8-18. The number of campers range from 10-50 with a one to four staff ratio for younger children under the age of 15 and a one to six ratio for youth ages 15-18. Skills that are taught include communication, self-esteem, conflict resolution, teamwork, leadership, and are modified based on age. Applicants must be at least 18.

At the Camp Character, each cabin needs a high-energy individual to connect with youth and assist in the supervision of activities. A cabin assistant must possess skills that would include the ability to engage in and lead conversations with youth, initiate assistance when needed and be able to build positive relationships. A cabin assistant will follow the lead of a cabin counselor and must be willing to participate in activities and "go with the flow" as schedules can change and activities are sometimes modified. A cabin assistant must be able to be physically active and carry light weight equipment for activities. An interview, reference checks, background check, and other information will be obtained by the Camp Director.

### **Basic Expectations:**

- Assist Cabin Counselor at all times.
- Assist in supervision of activities or small group leadership.
- Assist with kitchen responsibilities and cooking duties.
- Supervise free time during sports, water activities, and participate in all activities.
- Report any incidents to Camp Director (as needed).
- Maintain high level of professionalism including appropriate language.
- Maintain a positive attitude at all times.
- Cabin assistants must be available the entire camp. Check-in is 12:00 p.m. on the first day and check out is 11:00 a.m. on the last day of camp. Cabin assistants



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must also be willing to attend a pre-camp training prior to camp. Arrangements will be made to set up meeting time and place.

### **JOB TRAINING**

FFM implements a system to provide each camp staff member, prior to assuming job responsibilities, training that is specific to his/her individual job functions, including clear expectations for acceptable job performance.

Some of these requirements include:

- Job skills needed for each category or position
- Reports reviewed to be completed daily (attendance, incidents, injuries, etc.)
- Behavior expectations of staff and youth
- Safety procedures for water activities, group activities, and challenge course
- Emergency evacuation procedures, emergency phone numbers, contacts
- Pick up and drop off procedures
- Review of health history and any modifications needed for youth
- Medication distribution times and first aid supplies and activity areas
- Youth allergies or specific needs and behaviors of each camper
- Food preparation and cleaning duties

### **PERSONNEL POLICIES**

Family Foundations Minnesota (FFM) provides equal employment and volunteer opportunities to staff and applicants without regard to race, color, religion, national origin, gender, age, disability, or veteran status - except in limited instances when age or gender considerations are bona fide occupational requirements (for example, for cabin counselors or to meet minimum accreditation age requirements.) The cabin counselor and cabin assistant are the primary instruments through which the objectives, goals, and philosophy of FFM are transmitted to the camper. They are expected to be aware of and abide by the following personnel policies:

**Camper Welfare:** The first responsibility of each and every staff member is the health and welfare of the campers. Each staff member is expected to take every care to protect the privacy and person of each camper. Physical punishment or any sexual contact between staff and campers is inappropriate and will be grounds for dismissal. Caution should be taken any time a staff member is alone with a camper (outside of



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the view of other staff members). This is for the protection of the camper and the staff member, as well as the camp.

**Facilities:** All staff are responsible for care of the camp's buildings and equipment. Camp vehicles are not available for personal use without prior approval of the staff member's immediate supervisor. Unauthorized use of camp gasoline, tools, equipment, or supplies is prohibited. Office phones are for camp business only.

**Insurance:** Worker's compensation insurance is carried by the camp on each employee for work related injuries/illnesses. This insurance does not cover non-work related injuries/illnesses. Liability insurance is carried by the camp which covers each employee when carrying out assigned camp responsibilities, as long as the employee is not negligent in carrying out those responsibilities.

**Pay Periods:** The wage agreement is the length of camp since it is impossible to clock the actual work hours of most camp staff in the camp setting. The camp will issue pay checks on the last day of each camp.

**Sick Leave:** If a staff member is sick, please report to the camp director or camp nurse.

**Time Off:** Time off periods will be scheduled as regularly as possible but at the convenience of the camp program. At least 2 hours daily will be freed up for persons with responsibilities for living groups. A plan for coverage of the living group should be worked out with the staff member's camp director.

**Alcohol/Tobacco/Controlled Substances:** Alcohol and controlled substances are not allowed on the camp property. In addition, employees are not to return to the camp property under the influence of alcohol or controlled substances. Breaking this policy is grounds for immediate dismissal. Smoking and chewing tobacco are not allowed at camp.



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**Community Relations:** Staff are asked to be sensitive to the people in the communities near the camp. Each staff member represents the camp in his or her dealings with members of the local communities, as well as behavior off the camp grounds.

**Tips/Gratuities:** We expect our staff to treat all campers equally. Therefore, staff members are asked not to accept any tips or gratuities from the parents or relatives of campers.

**Health Services:** A registered nurse works at camp and staff members have access to his/her services as needed. The cost of prescriptions, doctors, or hospital visits must be covered under one's personal insurance unless the injury/illness is work related.

**Grievances:** Should there be a disagreement over the interpretation of camp policies or a grievance related to one's duties or relationships with fellow staff members, it should be reported to the camp director promptly.

**Evaluation:** In an effort to help the staff member perform his or her at an optimum level, each staff member is evaluated on a regular basis. This will occur at the closing of each camp and a copy will be shared with each employee. It will be filed in the staff member's personnel file.

**Harassment:** Family Foundations Minnesota recognizes that a person's right to freedom from discrimination includes the opportunity to work and play in an environment untainted by harassment. Offensive speech and conduct are inappropriate and intolerable to the harmonious relationships necessary for the operations of the camp program. Harassment has the potential to create an intimidating, hostile, or offensive work environment and may unreasonably interfere with an individual's work performance, which could adversely affect an individual's employment opportunity. Harassment includes all unwelcome advances, written or verbal innuendos, threats, insults, or disparaging remarks concerning a person's gender, national origin, race, creed, color, ancestry, age, sexual orientation, veteran status, physical or mental disability, or religious beliefs that are offensive to a person associated with the camp program. Examples include verbal harassment (epithets, derogatory comments, demeaning jokes, slurs, threats, etc.), physical harassment (assault, unnecessary touching, impeding or blocking movement, physical interference with normal work or



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movement, etc.), and visual harassment (derogatory or demeaning posters, cards, cartoons, graffiti, gestures, etc.).

**Sexual Harassment:** In addition to the above, sexual harassment is defined as unwelcome sexual advances, requests for sexual favors and conduct of a sexual nature when submission to such conduct is made either explicitly or implicitly a term or condition of employment AND/OR submission to, or rejection of, such conduct is the basis for or a factor in any employment decision affecting the individual.

Any employee who has a question or concern regarding any type of discrimination or harassment is encouraged to bring it to the attention of the Camp Director. Any individual who is found to have harassed another individual, will be subject to discipline. Persons that have been exposed to harassment are encouraged to report the harassment immediately and document any incidents.

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

### **ACKNOWLEDGMENT**

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

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

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

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

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



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

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

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

Camp Director Signature \_\_\_\_\_ Date \_\_\_\_\_

\*Please sign copy and return to Camp Director.

**CAMPER SUPERVISION RATIOS**

Required ratios of staff who are on duty with campers in units or living groups and, in general, camp activities that meet the following requirements:

<b>Camper &amp; Age</b>	<b>Number of Staff</b>	<b>Overnight Campers</b>
4-5 years	1	4
6-8 years	1	4
9-14 years	1	4
15-18 years	1	6

The exception will be if registration forms document a need for more supervision of certain campers and will be adjusted accordingly. Exceptions (if any) to the general ratios for segments of the day when greater or fewer staff are required for supervision. During waterfront activities, there will be additional life guard staff provided. One lifeguard will be at the pool location and one lifeguard will be at the lake or waterfront. Staff trained in first aid/CPR will also be present, along with staff for lookout. Activities, locations, or situations where a minimum of two staff members to be present. There will always be two staff members present during designed activities, ropes course, aquatics, and teaching times.

All staff are expected to supervise and instruct campers while on duty. This means that campers are number one and should be attended to during that time. It is not a time for reading, working on crafts, writing letters, or visiting with other staff. You received during pre-camp training a description of what to do while leading activities and being on duty. Please refer to your job description and the specific program procedures for more information.



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### **STAFF AGE REQUIREMENTS**

100% of the staff are 18 years of age or older that work at Camp Character. All staff are 18 years of age or older and at least two years older than the minors with whom they are working. Documentation is found on the camp's website and in staff descriptions.

### **PRE-CAMP STAFF TRAINING**

Family Foundations Minnesota (FFM) was founded in 2006 with a vision of Sarah Coumbe-Guida and Travis Guida to develop and facilitate camps for special needs children. Although FFM operates various programs with elements adapted to many ages and needs, there are core components and skills that are identified and taught for each character area. The goal is to acquire skills in a camp based setting and to increase generalization of these character skills to the home, school, and the community.

FFM is fully committed to developing life and social skills, confidence, and character for children. This camp focuses on building communication, trust, self-control, leadership, transition skills, teamwork, self-advocacy, and much more. FFM is an outdoor based, hands-on camp that allows children of all needs an opportunity to develop their strengths and connect with other youth.

**Personal Strengths:** To identify the individual strengths of each youth and learn to apply them in daily life and relationships with others. To increase self-confidence and personal growth through group activities and self-reflection.

**Service:** To promote identification of needs in the home or community setting. To practice giving and caring for others to increase compassion and self-reliance.

**Friendship:** To identify and practice friendship skills of personal introductions, communication, and sharing.

**Trust:** To identify the definition of trust through small group discussion, role plays, and bridging past experiences to the present environment.



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**Conflict Resolution & Anger Management:** To cultivate awareness of how to resolve conflicts peacefully with peers and family using communication, body language, and verbal skills. To identify personal triggers for anger, role play positive ways to express anger, and apply these in real life situations and stressful circumstances.

**Communication:** To increase understanding of verbal, nonverbal, and para verbal communication. To identify body language, feelings of self and others, and use active listening skills.

**Transition and Self-Advocacy:** To identify services in the community for transition. To understand their own special needs and determine how to address these needs as they develop. To understand IEP services, work based learning, and to assess skills for future vocation and independent living.

**Leadership and Teamwork:** To practice skills acquired at camp during small and large group activities. To apply communication, trust, friendship, and strengths to serving others and networking with youth for a common goal.

**Health & Fitness:** To instill self-control, discipline, and increase personal fitness levels through outdoor recreation activities. To identify healthy foods and personal choices and incorporate them into daily living.

**Etiquette:** To facilitate an environment to practice manners, social skills, and self-confidence.

### **Family Foundations Minnesota Description of Camp Activities** **Meeting the Needs of Special Needs Youth**

This camp focuses on providing training and curriculum to youth with special needs and mental health disorders. Youth will meet with other children who have similar pasts, learn life skills and social skills, have the opportunity to participate in a high and low ropes Challenge Course, play sports, swim, kayak, and much more. All activities are hands-on and team based to allow for acquiring new skills and practicing them in practical situations. The curriculum is modified to meet youth's special needs, ages, and attention span. Our training center provides opportunities where youth can be given the chance to develop meaningful relationships with others who have experienced similar pasts. Direct instruction of social skills occurs for approximately six hours



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each day. Often, youth with traumatic pasts will feel isolated and be reluctant to learn self-advocacy skills. These children will also find it difficult to develop strong relationships with others. Through teamwork activities and discussions, youth will learn to network with other children with special needs and mental health disorders to develop a community where they belong and grow. At FFM, we incorporate hands-on activities into our teaching to make everything learned applicable to life.

### **Emotional/Behavioral Disorder**

Youth will learn to identify their triggers for impulsivity and aggression, withdrawn behaviors, or disordered thought processes. Camp counselors are trained to use positive behavioral interventions including social conferencing, behavior breaks, setting limits, and keeping structure daily. Functions of behaviors will be identified, along with antecedents to share with older youth and with parents of younger youth.

### **Other Health Disability:**

(Example: Attention Deficit/Hyperactivity Disorder, Fetal Alcohol Syndrome or Fetal Alcohol Effects) There are multiple diagnoses within this disability. Activities that focus on improving appropriate behaviors, boundaries, and life skills are reviewed. The keys when addressing the needs of a youth with fetal alcohol syndrome, attention deficit, or hyper-activity focuses on providing activities that are hands-on, outdoor and recreation based, and movement oriented. Skills are reviewed for repetition and consistency.

### **Anxiety & Depression**

Due to the diverse backgrounds of many youth with special needs, anxiety and depression have a deep impact on many of their lives. FFM offers a structured environment that provides youth with several types of activities that will teach coping strategies as well as helping them to realize their battle against these feelings are not unique. This camp provides an environment with a high staff to youth ratio to practice skills, receive reinforcement and redirections, and allow for small group discussion.

### **Reactive Attachment Disorder**

Reactive Attachment Disorder (RAD), which is also called "[attachment disorder](#)" affects many of the youth today. Children with attachment disorders struggle to forge emotional attachments to others, often because of serious disruptions in their



early relationships. Programming that assists youth with this disability will be highly engaging, active and supervised.

### **Oppositional/Defiant Disorder and Conduct Disorder**

Oppositional defiant disorder (ODD) is a condition in which a child displays an ongoing pattern of uncooperative, defiant, hostile, or other behaviors toward people in authority. FFM establishes routine, rules, and expectations immediately. Youth are given a verbal warning for any misbehavior and then a break for a short period of free time if they choose not to follow directions. Positive praise and modeling of appropriate behaviors are consistently applied to all settings. The philosophy of PC2 is taught at the FFM. (My power, my change, my choice.)

### **Learning Disabilities:**

Youth will learn about the IEP process and understanding their disability and services available throughout their school years. Youth will also learn transition and job skills. Ninety-five percent of the activities at FFM are hands-on, team building, and encourage group discussion. Youth will learn self-confidence, self-advocacy, and how to use coping skills to listen, comprehend, and repeat directions.

**Developmental/Cognitive Disability:** Areas that affect youth with developmental or cognitive disabilities are independent living skills, self-care, learning, self-direction, and receptive and expressive language skills. At FFM, youth will be able to practice life skills, social skills, transition, and learn in an environment that is safe, accepting, and motivating.

### **Autism/Asperger's Syndrome**

Youth with Autism or Asperger's Syndrome are not able to successfully identify social cues, read body language, or initiate or maintain conversations with peers or adults. Many youth do not respond well to changes in routine and often lack empathy for the feelings of others. The positive benefit is that as these youth learn new social skills, they are able to apply them to other settings at camp when working with youth and counselors. These skills are reinforced and modeled during all activities.



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### **Post Traumatic Stress Disorder**

Youth will learn to identify thoughts about the world and themselves that are making them feel afraid or upset. Youth will learn to replace these thoughts with more accurate and less distressing thoughts, using individual and team activities. Youth also learn ways to cope with feelings such as anger, guilt, and fear.

### **Objectives, safety considerations, skills progression, operating procedures, and competencies required for program activities.**

All activities can be modified based on the specific needs and age groups of campers. The campers will be placed into groups based upon their age and ability levels when they arrive at camp. The campers that are older will be mentors in each group. The camp directors facilitate ALL activities, design curriculum, and modify objectives as needed. Camp staff serve as guides during instruction in social skills and participate with campers, while providing modeling and reinforcement of positive social behaviors. Camp staff also debrief with campers after each activity.

### **Behavior management and camper supervision techniques to create a physically and emotionally safe environment.**

The areas include setting limits, building rapport, understanding body language, code of conduct, and loss of privileges. Proactive skills are taught and reinforced, versus reactive skills, and each activity is hand-on allowing for participation and transition between activities.

- **Recognition, prevention and reporting of child abuse, child-to-child, as well as adult-to-child, both outside of and during the camp setting.**
- **Emergency procedures and the role of staff in implementation.**
- **Tour of facility as it is a non-owned site, review of materials, location of items needed for camp.**

**Daily schedule review and role play of group activities will be given to each staff.**

### **Personal boundaries to be modeled and reinforced due to special needs of campers.**

"Personal space" which is one hand length away unless participating in group activities, should be taught to all campers. These boundaries will include working with campers on not tickling, appropriate boundaries with hugging, and appropriate space and interactions with the opposite gender. For the younger children, the words "bubble



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space" can be used and can be modeled using a hula hoop placed around the body to show how much space is appropriate, unless participating in group activities.

### **CAMP STAFF RESPONSIBILITIES FOR GENERAL CAMP ACTIVITIES**

- Roles of each staff member
- Time off during each day and scheduling
- Determining triggers for behaviors
- Intervention techniques with youth that are angry, withdrawn, agitated, don't want to participate, fearful, etc. The use of role plays will be incorporated.
- Expected locations and duties of staff while they are "on duty"
- Monitoring, participation, and debriefing with each group activity
- Additional activities for morning or evening
- Teaching etiquette during mealtimes, group activities, and serving projects
- Contacting other staff and directors in regards to emergencies and protocols
- Contacting the nurse for medication management and specific needs

### **STAFF/CAMPER INTERACTIONS**

- Focus attention primarily on campers' needs and interests rather than on other staff and themselves
- Speak with and listen to campers in a manner that reflects respect for each individual, including those of different backgrounds and abilities
- Create and support an environment that provides emotional safety
- Guide group behavior in a developmentally appropriate manner
- Teach PC2-My power, my change, my choice to campers
- Teach empathic listening
- Use appropriate body language and learn to read the visual cues of others
- Kneeling down when speaking to younger campers to create a non-threatening environment
- Talking to campers in a gentle and firm tone
- Role modeling appropriate participation and cooperation, while diffusing bullying of other campers
- Using names of each camper or nicknames, creating team names for unity
- Discourage the use of physical contact other than high fives, knuckles, etc. due to the special needs of the campers with attachment concerns

# FAMILY FOUNDATIONS MINNESOTA

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## **BEHAVIOR MANAGEMENT AND DISCIPLINE**

Children's behavior may have many roots. It is not expected that one week at summer camp will cure all behavioral problems. As a camp staff, understand that children bring their past with them in their behavior. If you can determine the root of the behavioral problem, it will give you clues on how to deal with it.

### **REMINDERS:**

1. Be proactive and not reactive. Always state the expectations positively and expect that campers will comply. Look for incidents and triggers before they occur to prevent problems and increase time-on-task.
2. Your campers are not mini-adults. Expect them to want to have fun and be active.
3. Expect your campers to test their limits; they still, however, want and need limits.

### **Common reasons for surface behavior problems:**

**ATTENTION:** It may be better to be infamous than unknown.

**LACK OF CONTROL:** Unsatisfied needs or desires often cause children to "lash out".

**HOMESICKNESS:** Being scared and nervous often causes frustration.

**HUNGRY:** Youth may have unmet or psychological food needs and give a snack as needed. Remember to keep food out of reach if told ahead of time about specific food hoarding concerns with campers.

**ILLNESS/EXHAUSTION:** No one is at their best when they are sick or tired.

**CONFLICT WITH OTHERS:** This often causes people to become defensive.

**PRECIPITATING FACTORS:** Problems with family, friends, etc. can follow campers to camp.

**PRE-SET PATTERNS/ESCAPE:** Lessons learned at home won't be forgotten at camp.



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## Some ways to provide clear structure:

1. Establish clear expectations right away.
2. Balance structure with a reasonable amount of freedom.
3. Reinforce, model, and encourage desirable behaviors.

## Things to do about rule violations or refusal to cooperate:

1. Give camper one warning; make it clear that they have done wrong.
2. Give your camper a chance to explain; they may have a good reason.
3. Be consistent and impartial.
4. Stay cool and calm; keep strong emotions in check.
5. Avoid lecturing or embarrassing the camper; discipline in private if possible.
6. Stress that the behavior is the problem, not the camper's personality. Help the camper to identify acceptable alternatives to the problem behavior.
7. If they need a second warning for the same behavior, they will sit with a counselor and miss 10 minutes of the activity or free time to think about their choices and how to correct their behavior.
8. Once the disciplinary time is over, accept the camper as a part of the group again.
9. If the behavior continues or escalates, please find one of the Camp Directors to assist and document.

## Time-Tested Strategies

1. Be the kind of person you want your campers to become - obey the rules yourself!
2. Know as many campers as possible by name. Know something about them. Build relationships.
3. Be friendly. Always show interest in what individual campers are doing and their progress.
4. Remember that you truly impact the lives of youth by your own modeling of behavior and standards.
5. A sense of humor is extremely valuable. Use it frequently.
6. Maintain your poise at all times. Don't let the campers "get to you."
7. Never take misbehavior personally. It is a choice the camper is making.
8. Always remember that every child has needs; his behavior will give you clues as to what those needs are.

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9. Keep in mind that misbehavior is seldom willful. Try to find the cause.
10. Try to see the camper's side of the situation. Discuss it with them until you understand.
11. Distract, distract, distract! One of the best methods to control behavior is to keep them busy!
12. Show your disapproval of behavior through your speech, facial expression, and action.
13. Being close when you note a potential problem can keep it from actually occurring. This is called using proximity to manage behavior.
14. Enlist other leaders (peers or staff) to provide role models.
15. Allow natural consequences to occur if the results are NOT too severe.
16. Sending a child to "time out" or "take a break" allows time to cool down and think about behavior change.
17. Have a group meeting to discuss and resolve generalized problems.
18. Remain with your campers during meals and free time.
19. Avoid getting campers over-tired, keyed-up, or tense.
20. Be willing to admit when you're wrong and ask for forgiveness.

Sometimes it is best to simply ignore behaviors, rather than reward or punish, which may actually provide attention to encourage the behavior. Ignoring behaviors usually works best for campers who seek attention by clowning around.

Sometimes, giving the child attention or affection, which has been lacking, may solve the problem. Giving the child some form of responsibility or encouraging a special interest or talent may result in improved behavior. Often the activity, if it is at his/her own physical, emotional, and intellectual level, is enough to correct the situation.

### The Bully or Show Off

To deal with these children, you first need the child's confidence in you as a leader. To do this, you should not be dominating, overly critical, or too demanding on the child's performance. To maintain this child's confidence, praise good behavior - instead of only criticizing bad behavior. Discuss with the child the rights of others and courtesies due them. Let him/her know others will be more accepting if this behavior is turned more positive. Demonstrate compromise in your actions for the child to learn.



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Essentially, the bully or show off requires understanding and patience combined with placement of the child in groups that lend to his/her development of leadership traits in honest competition with other children.

## **Fighting**

Serious fighting often evolves from what starts out as just "fooling around." Keep a close eye on such horseplay to keep it from getting out of hand. Remember to review "personal space" and "bubble space" with the campers as was taught at orientation. When a fight breaks out, separate the combatants AT ONCE. Let your voice show calm, mature authority. Attempt to give them time to cool down. Watch facial expressions to indicate less tension. Disallow any angry verbal exchanges, and physically remove combatants to a "safe distance" from each other if necessary. Fights that involve serious contact (hitting, kicking, biting, punching) require both combatants to visit the nurse, who will check for bruising and internal injuries. An incident report should be completed immediately and the Camp Directors should be kept informed.

Once combatants have regained composure, try one or more of the following:

1. Calmly discuss the situation separately with each individual. Emphasize resolving the problem, not placing blame. Aim for a mutual "shake hands and make up" plan.
2. Hold a face-to-face hearing where each participant describes his/her version without interruption from the other. Attempt to help each see the other side, then reconcile differences, make up, and forgive.
3. Allow the individuals to discuss the situation between them privately IF you are sure the anger has dissipated. You can help mediate if they wish.
4. Invoke a logical consequence if clear provocation can be established or if this is a repeat offense. (See the Camp Behavior Management Policy)
5. Document the incident on the forms from your staff manual and report all fighting to the Camp Directors. Phone calls will be made home if necessary.

## **Stealing**

Prevent stealing by establishing an atmosphere of trust within all members of the group. Discuss openly the need to respect each other's property. Establish group rules as campers feel a need to protect individual's property and define sanctions for rule

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infractions. Always discourage campers from leaving valuables out in the open unnecessarily. If stealing still occurs:

1. Give the offender opportunity to return the article anonymously, without punishment.
2. Be sure that you may need to play detective if the item is not returned and the offender is still not identified. Be cautious in seeking group cooperation in order to avoid the offender being ostracized.
3. If you have evidence to identify an offender, deal with the camper privately. Give him/her a chance to make restitution and make a plan together to avoid repeat behaviors.
4. If evidence is lacking as to the offender's identity, try handing out sheets of paper to each member of the group. Have them write either "I did not take it," or "I did take it and I'm sorry," and sign their name. Give them the opportunity to secretly place the papers in your custody. Deal with the offender privately at a later time.
5. If the problem persists, follow camp procedures and inform the Camp Director.

\*Remember that all of these major infractions of FFM rules will be reported to the Camp Directors, who will share information with families when their children are picked up on the last day of camp. Camp Directors will make phone calls to the families if/when necessary.

### **Behavior Management Policy**

FFM advocates a positive guidance and discipline policy with an emphasis on positive reinforcement, redirection, prevention, and the development of self-discipline. Remind campers that camp rules are established for safety and to ensure that we have a common standard of behavior. As staff members, we need to show the campers that we see the need for following the rules ourselves. Please do not contradict the established guidelines!

Corrective discipline must be a creative, caring effort on the part of the camp staff, and it must be seen as such by the camper. Always suggest positive alternatives to unacceptable behavior before it gets out of control.



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1. Discuss rules with campers and identify out-of-bounds areas. This code of conduct is read and signed between parents and campers before arriving at camp. The code of conduct is taught at staff training and at the camp orientation for all youth.

**FAMILY FOUNDATIONS MINNESOTA CODE OF CONDUCT:**

1. Participation is required and modifications will be made on an individual basis.
  2. Appropriate language only, which includes no put-downs, bullying, or swearing.
  3. Respect boundaries of others, including personal space and personal belongings.
  4. Music in cabin only and no electronic music devices during camp activities.
  5. RESPECT for all staff and campers.
  6. No illegal substances, including drugs, alcohol, cigarettes, or tobacco.
  7. No youth in cabins w/o staff supervision and cabins will remain locked during activity times.
  8. Only same gender allowed in each cabin.
  9. Only one person changes in each bathroom and each bedroom at a given time.
  10. Doors remain opened after changing at all times.
  11. Youth must remain with a staff member at all times.
  12. No cell phones unless pre-approval with parent permission.
  13. No fighting allowed, or a loss of privilege and phone call home will occur.
  14. Have fun, make friends, and build your character!
2. Discuss the possible consequences of breaking any rule and use role plays or examples:
    1. Quiet time
    2. Restriction from activity
    3. Restriction to adult supervision
    4. Conference with director
    5. Conference with parent/director
    6. Removal from the camp (parent contact and meeting)
    7. Enforce all rules at all times, without malice, and be consistent in application.
    8. Inform the Camp Director of all disciplinary measures.
    9. **Never** allow discipline to include depriving a camper of sleep, food, or restroom privileges, placing a camper alone without supervision, or subjecting a camper to ridicule, shaming, threat, corporal punishment (striking, biting, kicking, squeezing), washing out the mouth, or physical exercise or restraint.



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10. Conduct a periodic evaluation of the program/staff/camper groups to ensure that the camp environment is not contributing to behavior problems.

### **Family Foundations Minnesota Behavioral Modification Strategies**

#### **Setting limits:**

1. Tell what the inappropriate behavior is.
2. Tell what appropriate behavior should be used.
3. Role play if necessary or teach replacement skills.
4. Give choices with natural consequences and be specific.
5. Allow time to respond.
6. Go to eye level of youth and keep a firm, but calm voice.
7. Do not take behavior personally and focus on the behavior and not the child.

#### **Keys to setting limits:**

1. Simple and clear
2. Reasonable
3. Enforceable
4. Consistent across settings
5. Immediate, especially for those campers under 10 years old

**\*NOTE:** A limit should be stated so that it says exactly what the acceptable behavior is and exactly what consequences will be given when not following the limits.

\*Avoid power struggles as you are counselors. Give direction, remain firm, and disengage as needed.

\*Don't take things personally and allow the youth to see you having fun.

#### **Body Language**

**Verbal:** Listen for cues in change of intonation, rhythm, and tone of a camper's voice. This will often signal a trigger and can be addressed immediately to prevent further behaviors. Ask to speak to the camper quietly and privately so that they can be heard. Remember to keep your voice calm and quiet, even when the camper escalates their voice.



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**Nonverbal:** Look for cues in facial expressions, posture, clothing changes with hood over head or face, or anything else that is not spoken. These can be clues to campers wanting to avoid interactions, power and control needs, lack of confidence, and many more. Ask to speak with the camper quietly and privately to determine their need or cause of behavior.

### **SENSITIVE ISSUE POLICY**

The following sensitive issues should be reported to the Camp Directors immediately. The directors will make a decision whether the camper's family should be called and the camp counselor should use the incident form to document immediately as well.

- Smoking and Drug usage  
Alcohol consumption and Tobacco
- Presence of the above four illegal substances found in possession or in cabin
- Attempt to date or spend time with another camper alone
- Physical, emotional, verbal, or sexual abuse from the past discussion (may have a need for mandated reporting and should be reported to Camp Director, may also be discussion of past and family contact can be made by Camp Director)

The following are sensitive issues that may/may not be topics in the camper's vocabulary or lives. Please listen closely, document as needed, and refrain from judging campers.

- Social workers, guardian ad litem
- Court dates, termination of parental rights (TPR)
- Attachment disorder, ADHD, and other mental health diagnosis
- Medication issues
- Bladder or bowel needs
- Foster care, residential treatment centers, out of home placements
- Personal lives and needs (staff should refrain from sharing personal topics that are not professional, such as dating, use of substances, mental health disorders, medication, and other related topics)

### **SUPERVISION OF STAFF & OBSERVATION**

Staff will receive copies of their performance reviews, skill sheets, and other documentation. Copies will be kept in staff files. The following is one example of a form that may be used.



**FFM Camp Five-Minute Feedback**

Staff Name:	Date:	
Site:	Comments:	
Attitude: Shows enthusiasm for campers		
Participates in programs and activities		
Conveys enjoyment of camp to others		
Follows policies, procedures, and rules: (on time, follows schedule, helps others)		
Communicates with co-workers		
Ideas for improvement:		
Words of encouragement:		
<b>Overall Performance: (circle)</b>		
GREAT Job! Keep It Up!	You're doing well keep improving	Is this where you want to be?

**STAFF TIME OFF**

FFM gives staff members two hours off per day, as reviewed by other staff and the Camp Directors to meet requirements of managing campers and ratios.

**PROGRAM DESIGN AND ACTIVITIES**

**ENVIRONMENTAL PRACTICES**

FFM has evaluated the environmental impact of its activities and programs, and implemented procedures to minimize any detrimental effects. During nature activities, campers are instructed to remain on the trails. During water activities, there are not machines or boats used by campers. Campers help with clean up of the site daily and discuss recycling, serving, and keeping the environment clean. Reinforce this with all campers.



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### **PROGRAM EQUIPMENT**

If any program equipment is faulty, needs repair, or is not in working condition please document on the maintenance form and inform the camp directors. Remove the equipment from the use of the campers for safety.

### **FFM CAMP OUTCOMES & GOALS EVALUATION**

\*Each camper will complete an evaluation that will be distributed the last night of camp. The campers can complete them as a group and you can write the answers for less frustrations and more discussion. FFM uses this information to keep data, share with parents/guardians, and provide for more effective camp sessions.

### **ACTIVITY INFORMATION AND PERMISSION**

Please be sure that you have completed your waiver for the Character Challenge Course Company. All other information is complete, such as the Health History Form, FFM application, etc.

### **ENVIRONMENTAL ACTIVITIES**

YES, FFM includes, in each age group served in resident camp programs, structured activities that:

- Help campers feel comfortable in the natural environment
- Build appreciation for and knowledge of ecological principles
- Develop an awareness of and responsibility for practices that have minimal impact on the environment

During outdoor discussions and reflection or journaling times, campers are given education on environmental topics. Please incorporate the following into your discussions and debriefings:

1. Recycling
2. Picking up garbage
3. Firewood usage
4. Trail use
5. Respect of waterfront, animals, and forest
6. Use of friendly materials at ropes course to protect trees
7. Education of trees, nature, and animals
8. Use of bug spray and the effects on grass



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## **COMPETENCY DEMONSTRATION**

FFM requires that participants using equipment or vehicles be strictly monitored until competency is demonstrated. Any sports equipment, initiative or game equipment, or ropes course equipment will be modeled and reinforced by staff with all campers. If a participant cannot use the equipment properly, it will be taught again and demonstrated until competent and safety is the first priority.

## **PROGRAM AQUATICS**

### **LOOKOUTS**

In addition to certified lifeguards, lookouts (staff) are provided at a 1:10 ratio. They are located at both swimming areas (Lake & Swimming Pool). These lookouts are prepared for this activity through basic aquatic training before camp.

### **SUPERVISION RATIOS**

FFM implements written procedures that specify:

There will be one lifeguard on staff at the pool and one lifeguard on staff at the waterfront/lake area during free time activities. This is a rotation each day with groups of campers. The water is not used for other camp activities. There will also be one staff present for each 10 campers in each activity area, including the two water areas. There are two other staff trained in First Aid and CPR that are present during these activities for additional staff.

Camp administrative personnel should take the following into consideration and please be aware of these items stated below and report to the Camp Directors or lifeguard ASAP.

### **Environmental Hazards**

- Currents and wind conditions
- Glare-visibility of surface
- Bottom conditions-rocks, weeds, mud, dark (can't be seen clearly)
- Specialized water 'play' structures or equipment
- Air and water temperature
- Shoreline-straight vs. undulating
- Water traffic-other boats, activities
- Weather
- Turbidity-cloudiness of water for any reason
- Size and type of water space (pool, lake, river)



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### Experience and Qualifications of Guards

- Maturity and judgment of guards
- Experience of staff with this type of aquatic area
- Knowledge and experience of staff with activities being guarded
- Location of guards- Roving? Elevated above the water level? Able to see all areas?

### Skill Level of Swimmers

- Age-particularly with reference to their ability to follow directions
- Number of persons per square foot in the water
- Physical condition/ability of persons in water
- Disabilities

### Degree of Risk of Activity

- How far are guards from campers?
- Is there other activity nearby? (Boats, skiers, divers, etc.)
- Depth of water, skill of participants, and equipment to assist in rescue

## SAFETY REGULATIONS

### General

1. The FFM Camp Director is responsible for scheduling qualified personnel for the pool and waterfront/lake program during operation of the summer camp.
2. Each aquatic activity shall be staffed by certified lifeguards in accordance with the ratios established for the activity. Staff are certified in First Aid and CPR and first aid kits are located at each site.
3. A watcher (lookout) is on duty to assist the lifeguards in maintaining safe supervision of campers, and this includes cabin counselors with one staff for each ten campers.  
**Don't do:** Please do not read, sunbathe, have long conversations, write letters, text, talk on cell phone, or other activities that distract from camper supervision.
4. Campers and staff must follow all safety rules as posted at waterfront areas. Staff accompanying campers are expected to assist in enforcing rules. This includes no diving or running at the pool area and no diving at the lake.



5. The buddy system is always in use at the waterfront areas.
6. If severe weather approaches (thunder and lightning) all waterfront areas will be closed and campers must leave the area immediately. Other weather conditions (fog, high winds, mist) which may close down the waterfront areas will be up to the discretion of the waterfront director and/or camp director and/or program director.
7. If campers are not avid swimmers as is observed by lifeguards, a PDF must be placed on that swimmer. These are available at each water site and additional PDF's can be obtained by contacting the Camp Directors. Emergency procedures will be periodically rehearsed throughout the season.

## **Pool (All signs and safety equipment are located on-site)**

1. A certified lifeguard must **always** be present when swimming occurs.
2. Each camper will be tested within 24 hours of arrival to determine swimming ability or need for PDF.
3. Instruction in basic swimming safety rules is given on the first day, including:
  - No running
  - No horseplay
  - No dunking of campers
  - Jumping only in deep end, but no diving
  - No gum
  - Swim with a buddy
  - No breakable beverage containers (e.g., glass or mugs) are allowed in pool area
4. For every group of 25 swimmers or less, a minimum of three qualified persons must be on duty, one of whom must be over 18: one person holding a current lifeguard certification and two watchers skilled in the use of basic rescue equipment. When there are more than 25 swimmers, an additional currently certified lifeguard is needed. The overall ratio of one staff person for each ten swimmers must be maintained at all times.
5. Staff accompanying campers to the pool should plan to have the campers ready to enter at the scheduled time.
6. Upon entering the pool area, campers will wash feet in foot bath and sit on designated deck area.
7. Whenever a whistle is blown all swimmers will immediately go to the side of the pool, find their buddy and wait for instructions.



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## Lake

1. Staff will be instructed in basic small craft safety rules and emergency procedures during pre-camp training.
2. All campers and staff must properly wear a personal flotation device (PFD) while in a canoe or kayak.
3. All canoes and equipment should be inspected on a regular basis and any repairs reported immediately to the Camp Director. PFDs are given a safety check prior to use and proper fit is checked by lifeguards or cabin counselors.
4. All campers are instructed in safety rules and given basic canoeing instruction, including dry land practice before going out on the lake. Training to include:
  - a. Self-rescue in case of capsizing or swamping
  - b. Boat handling, loading, and changing positions
  - c. Use of PFD
5. Safety rules to be reviewed and enforced
  - a. Must wear PFD
  - b. No horseplay or standing in the canoes
  - c. No standing in canoes
6. A lifeguard is on the shore when water activities occur for safety.

## FIRST-AID KITS

FFM has a first aid kit, stocked with emergency supplies appropriate to the location including personal protective equipment, accessible to each aquatic area.

There is a first aid kit at the waterfront/lake area and the pool area. There are also disposable gloves and a breathing barrier available to staff in case of first aid or an emergency. Please let the nurse or Camp Directors know if you need any additional supplies.

## SAFETY SYSTEMS

YES, FFM requires that safety systems are used to quickly account for all participants in aquatic activities. The "buddy system" will be used during water activities and will be taught to all campers. Please have your attendance record and monitor campers during the entire time. Follow emergency procedures for the aquatic areas as documented in the manual if needed.



**PARTICIPANT CLASSIFICATION**

FFM implements a system to:

- Evaluate and classify participants' swimming abilities, and
- Assign participants to areas, equipment, facilities, and activities commensurate with their abilities.

The lifeguards will ask participants to demonstrate swimming skills, including treading water and swimming a short distance between the two walls in the pool at the shallow end and between the buoys at the waterfront. The lifeguards will determine the depth of water for each participant and if there is a need for a PFD. \*Please make a note on ability levels and the need for PFD for each camper.

Name of Camper	Date	Treading Water: 1 min. (pass/fail)	Swim to deep end (pass/fail)	Need for PFD (yes/no)

Docks are used by youth for fishing and visiting. Youth are instructed not to run on the docks or dive off the docks, due to shallow water depth. There are no slides or trampolines in the water. Canoes and kayaks are used for activities and instruction is given on proper usage, storing of the paddles and equipment, and ALWAYS wearing a PFD. There are no drop-off areas in the swimming zone and youth may swim in the yellow buoy area, as no fishing is allowed in that area as well as any motorized watercraft that may be on the lake. Access is controlled by lifeguard on duty, Cabin Director, and staff during observation of areas. An air horn will be present in case of emergency and staff will interact with campers so that safety rules are adhered to. Campers will only use water areas during scheduled times when lifeguard is present.

**SWIM LIFEGUARD CERTIFICATION**

FFM has lifeguards present written current certification of their credentials for lifeguarding from a nationally recognized certifying body, have driver's license verification, and are WSI certified. Documentation is on file by Camp Directors.

**STAFF SWIMMING**

FFM staff swim and participate with campers during activity times of water games,



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canoeing, etc. There are lifeguards present and additional staff available as stated in the handbook for safety. Staff do not swim during other times, as they are on duty with campers.

## **FIRST AID/CPR**

FFM requires a staff member to be on duty and accessible at each separate swimming location (pool and waterfront/lake area).

## **PERSONAL FLOTATION DEVICES (PFDs)**

FFM has implemented a policy that PFDs are safe for use and are worn by all persons in watercraft activities. After the swim test that is performed by each camper for the lifeguard, it is documented if they need a PFD for swimming. During all watercraft activities of canoeing and kayaking, campers will use a PFD. All PFD's are kept in the store room and brought to each location during the day. They are checked for safety by the Camp Directors and are coast guard approved.

## **WATERCRAFT ACTIVITY ORIENTATION**

FFM has procedures that specify that all persons using watercraft be provided the following training prior to use and this occurs during pre-camp training for staff and during free time activities for campers.

- Boarding and movement on the craft
- The use of PFDs, and
- Self-rescue in case of capsizing or swamping

## **AQUATIC SITES**

FFM implements procedures for the use of public pools or natural bodies of water that require:

- Campers and staff are oriented to rules and boundaries during pre-camp training and orientation for campers.
- Trained staff assess water and weather conditions to identify personal hazards and determine appropriate activities, which is completed at pre-camp training and facilitated by the Camp Directors. The Camp Directors also monitor weather conditions for safety and report to staff and campers accordingly.
- Camper access is limited, as appropriate and a lifeguard will be on duty for all water activities, including the use of canoes and kayaks. Water activities and



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swimming are prohibited at other times when lifeguards are not present. See daily schedule for specific times.

- Facility and equipment appear to be in good repair, as checked and monitored by the Camp Directors.
- Rescue equipment is readily available and in good repair at the pool and waterfront/lake locations.

## PROGRAM ADVENTURE/CHALLENGE

### ADVENTURE/CHALLENGE EQUIPMENT & SAFETY

FFM requires that equipment used in adventure/challenge activities be appropriate to the size and abilities of the user, and be stored in a manner to safeguard effectiveness. There are two sizes of helmets and harnesses to fit appropriate to size and age of participants. The SSB system is universal for all participants. Ropes are checked daily and documentation is kept in the rope log. Harnesses and helmets are inspected daily before use by staff. All equipment is kept in the office located on the property of Character Challenge Course Company (C4) and is locked. All other policies and procedures are handled by C4 staff and directors. You will be participating in and supervising the ropes course activities.

FFM requires that spotters and belayers be instructed in proper procedures and directly supervised until competency is demonstrated. The staff role model and practice the skills with the campers, and staff are also present to facilitate the majority of the belaying. The spotters and belayers are located in positions from which they can continuously observe (spot) and quickly assist any participant. There are also call outs practiced with campers. (Ready to climb, belayer ready, etc.) Participants in the adventure/challenge activities will spot each other on the low elements. All participants will be trained in spotting techniques, including proper hand position, feet and stance, monitoring calls and communication with each participant, and giving feedback and asking questions as needed. Staff are located at each high element and on the ground to supervise and support participants.

FFM hires ABEE to inspect the Character Challenge Course annually for integrity of hardware, materials, and equipment and provide the camp with a written report that includes recommendations for repairs, replacement, and potential closure of an element.



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## OTHER CAMP BASICS:

1. Escort youth to use the bathroom and other facilities, or use the buddy system. We want youth with counselors at ALL times.
2. **NO ONE** of the opposite gender is allowed in the cabin of others.
3. We will be using a universal signal to get the attention of the kids at camp.
4. Instruct families to use the designated drop off and pick up locations.
5. Families will be reminded to bring medication to the camp nurse.
6. Please be sure to teach boundaries throughout camp and have everyone respect personal boundaries of others, including not tickling others. (Bubble space or personal space)
7. The schedule has the activities stated, location to meet, if you complete it individually or with a group, meal preparation, and much more. You will have learned about each activity and how to debrief or participate. Sarah and Travis will facilitate all curriculum and teaching.
8. Be sure life jackets (PFDs) are used at all times on watercraft and available at the waterfront/lake and pool area. If youth cannot swim, we will have additional life jackets to use for swimming. The lifeguards will have each youth perform a swim test to know skill level.
9. Please be sure to use all activities as teachable moments to pursue goal setting, motivation, independence, teamwork, etc.
10. The cabin should be locked when you and youth are not there. The cabin counselor should have the key. Under no circumstances should a youth be allowed to go back to a cabin unescorted.
11. The last night of camp, fill out awards for each camper in your cabin. Sheets will be provided and further discussion will be had at staff orientation.
12. **HAVE FUN!!** Stay open to questions and to individual and group sharing. Be sure that you can visually see youth during the day and be there if they need anything. If you need to work one-on-one with youth, be sure another camp counselor can watch your group.
13. The last morning please walk around the resort and check the cabin thoroughly to be sure that ALL items are collected.



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## ***Camp of Champs Active Shooter Response Plan***

### **Introduction**

Effective response to an Active Shooter event requires effective planning and role reinforcement through training for personnel caught in the event, as well as for directors and staff coordinating the response to the event. Personnel in the vicinity of an Active Shooter may need to evacuate or shelter in place depending upon circumstances unique to that event. Organization leadership and camp directors coordinating the response to an active shooter event need to be able to provide effective direction to campers and staff in the vicinity of the Active Shooter, provide clear situation information to first responders, and inform the public.

This Active Shooter Response Plan is designed to be a training manual and for the **FFM Camp of Champs** staff, campers and personnel.

### **Purpose**

This Active Shooter Response Plan provides instructions and guidance to effectively address the response of **FFM** to an Active Shooter incident. The Active Shooter Response Plan provides guidance for developing and implementing procedures in response to an Active Shooter incident.

This Active Shooter Response Plan was prepared by *Travis Guida & Sarah Coumbe-Guida, Camp Directors, FFM (Camp of Champs)*.

### **Preparedness**

An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated place; in most cases, active shooters use firearms and there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims. Because active shooter situations are often over within 10-15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.



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## Relevant Plans

This section provides an overview of the plans, policies, and guidance documents that are applicable to the FFM.

### A. FFM Security and Safety Guideline Reference Manual

#### FFM Emergency Action Plan

#### FFM Security & Safety Plan

## Command Structure/Response Organization

## Pre-Incident Planning

Active shooter incidents often begin and conclude quickly, leaving camp directors and staff little to no time to coordinate response procedures with law enforcement and employees. Facility readiness requires that camp directors develop and exercise response plans that apply general preparedness and response protocols to specific types of emergencies and facility capabilities (including security resources).

### A. Develop Response Plans and Procedures

- Establish communication procedures for staff to report signs, flags, and threats of violence.
- Establish alternative methods of communication with employees during an incident—including emergency notification system, e-mail, phone, cell phone, text message, and announcements via walkie talkies.
- Determine how to estimate the impact of an incident on camp operations and communicate that to staff, families, and law enforcement.
- Communicate with emergency responders to manage facility expectations of response capabilities.

### B. Employee Training and Awareness

- Training captures the development of skills and/or understanding through procedurally defined learning activities focused on a specific application. This component combines the types of training and exercises and the types of staff trained.
- Train all employees on plans and those designed for specific scenarios.

### **C. Prepare for an Incident**

- Directors:
  - o Learn how to recognize potential camp violence and suspicious behavior.
  - o Identify the location of the nearest exits and potential safe areas. (use of cabins, lodge, or C4 office when possible, keeping them locked and campers away from doors and windows)
- Staff:
  - o Become familiar with emergency procedures and regularly review checklists or materials provided on emergency procedures.
  - o Call Camp Directors to report an incident and what information to provide about the situation.

### **D. Exercise Emergency Action Plans Regularly and Repeatedly**

- Schedule regular drills and functional exercises.
- Assess gaps in plans, exercises and training.

### **E. Establish a Relationship with Emergency Responders**

- Jointly map out incident management procedures and pre-identify a common, secure radio communication channel.
- Invite all emergency services responders to tour your site and provide details about the facility that will help responders to adjust their protocols if necessary.
- Gain a better understanding and awareness of the complexities involved in an integrated response to an incident, including law enforcement procedures.

## **Incident Response Considerations**

### **A. Employees:**

- Report the incident:

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- o If possible, call **911** or Camp Director 218-760-8442
  - Evacuate if possible
    - o Determine an escape route based on where an active shooter may be located. Use cabins or lodge or C4 office for secure area when possible and lock them, while keeping campers away from doors and windows.
  - o Leave all belongings behind. Keep your hands empty and visible at all times.
    - o Help others evacuate, if possible, but do not attempt to move the wounded. Evacuate even if others do not agree to follow.
    - o Move quickly to a safe place far from the shooter and take cover. Remain there until police arrive and give instructions.
    - o Remain calm. Avoid screaming or yelling as you evacuate.
    - o Follow all instructions of law enforcement.
  - Shelter if necessary
    - o Go to the nearest room or office and lock the door(s). If the door does not lock, wedge the door shut or use heavy furniture to barricade it.
    - o Identify an escape route in the event you are directed to evacuate.
    - o Close blinds, turn off lights, and cover windows.
    - o Silence all noise, including cell phones, radios, and computers.
      - Have one person call 911, if it is safe to do so. Be prepared to answer the dispatcher's questions.
    - o If it is not safe to talk, keep the phone on so it can be monitored by the dispatcher.
    - o Stay out of sight and take cover behind large, thick items or furniture.
    - o Do not open the door until the person can provide an identification badge.
    - o Remain under cover until law enforcement advises it is safe to evacuate.
      - Positively verify the identity of law enforcement as an unfamiliar voice may be the shooter attempting to lure victims from a safe place.
  - Take action, if you must



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o If there is no opportunity for escape or hiding, as a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter.

- Respond Appropriately When Law Enforcement Arrives

## **B. Facility Management and Security:**

- Manage the Perimeter
  - o Assist law enforcement in establishing a secure perimeter
  - o Control or prevent the entrance of the media
  - o Establish a safe location to remove campers
- Identifying Secondary Impacts
  - o Identify additional shooters or other threats
  - o Determine if the shooter has knowledge of the camp or its operations
  - o If necessary, execute safe shutdown procedures

## **C. Communication Information**

This section outlines the communication equipment, systems, and terminology used by FFM for communication among all personnel (i.e., local law enforcement, fire department, media, families, etc.).

- Walkie talkies & cell phone will be primary mode of communication.
- A "Code 1" indicates an active shooter situation
- All emergency communication will take place on channel 2
- All communication will go through a camp director. Communication will be disseminated on a need to know basis to those on site.

## **D. Warnings, Messages and Signage**

- Emergency Notification Message  
A sample announcement could be:

"Campers and staff, we regret interrupting the camp day. There is no cause for alarm, but we have received information that necessitates that we return to our cabin. This is for your safety. Again, we apologize for any inconvenience. Please follow the directions of the camp staff personnel who will direct you to the best location."

- Communication of Warnings
  - Detailed and specific messages and communications will be sent out at earliest and safest time.
  - The type of communication to be used will include hand held walkie talkie for staff, cell phone messages, and emails to families.

## F. Incident Recovery Considerations

- Address Victims and Families
  - o Established a family hotline
  - o Assist with victim identification
    - Gather information related to victim identities, extent of injuries, and what hospitals are being utilized
  - o Notify the family members
    - Use lead staff who are specifically trained for this responsibility
  - o Procure counselors for employees and families
  - o Develop an action plan to handle concerns about returning to camp schedule
- Communicate Internally
  - o Develop a plan for communicating the information
    - Consider if staff should return to their homes, remain onsite at a specified location, go to another site, etc.
  - o Determine how Camp Directors will communicate with families
- Communicate Externally
  - o Identify the designated official for responding to media inquiries
  - o Determine what information and details Camp Directors will provide to the media that will ease community concerns without inciting panic or hindering the investigation

## Continue Camp Operations

- o Implement recovery/continuity plans
- o Provide safety and security debriefings
- o Fill positions of injured staff
- o Take actions to ensure staff feel safe

## **Program and Plan Maintenance**

Camp Directors should participate in each phase of this cycle to ensure that the plan reflects the current camp strategies, structures, and methodologies utilized by response personnel. Following each event, training, or incident, an evaluation of all response actions and in-place mitigation measures should be performed. This will allow for the identification of areas to be sustained, improved, or added to enhance the overall preparedness.

- A. Program Maintenance**
  - Training on this plan will occur prior to the start of each camp calendar year. Updating relevant information will occur on an annual basis and as needed upon relevant circumstances.
  
- B. Plan Maintenance and Revision**
  - Training on this plan will occur prior to the start of each camp calendar year. Updating relevant information will occur on an annual basis and as needed upon relevant circumstances.