HELL WEEK BLUEPRINT - 2012

MONDAY:

 AM & PM:

 Debris crew; Distribution Team; Waterfront team

 Ball field team; Painting team; Fence team - 3 men, one day; Mowing team – Rob, Mike, Becky

Eve: Pass out Staff Manuals – brief description of week to follow

Clinic sign-up, hand out clinic outlines, clinic manual available

Admin cabin assignment team meets; First-year staff meeting

Read staff manual – Philosophy & Tips on Clinics

TUESDAY:

 AM & PM: 11:30 Morris Gold

Waterfront Team; Up-the-hill team; 1-2’s teams; Venue inventories

Philosophy discussion

EVE: Admin. minus Wipfler’s meet with staff; Read Staff Manual – Policy and Procedure, Cabin Life, Those First Two Weeks

Admin. meet to assign cabin staff

WEDNESDAY:

 9 AM: Boat Test @ Merriwood (Mike Wiff, AJ, Adam, Scott)

 AM & PM: Punch lists: “Country Club” look outcome defined quitting time

 Staff Manual & Taking Charge - Group Discussions

 EVE: “Model Clinic” discussion

Cabin assignments: discuss Cabin Life, yellow forms distributed

Read Staff Manual – Read Safety, Supervision, and Professionalism

THURSDAY

 AM: Chris Hamilton – CPR, First Aid, LG cert & re-cert (Matt J., Scott, AJ)

 PM: Ditto Wednesday, as needed.

Staff Manual - discussion groups; First year staff meeting

 PM: Venue heads train and certify others; clinic tests given

 EVE: Read Staff Manual – Coaching and Sportsmanship & Emergency Procedures

FRIDAY

AM: Boat Test @ Gilford – Bill Dalton

Venue heads meet; 5 day clinic outline prepared for Monday

Punch lists, Wrap up of all unfinished details from the above

Staff Manual - Discussion Groups, Kingswood Quiz (2009)

Lifeguards meeting; Cabin counselors meeting; Van drivers certified

 PM: Refresher course for SOLO people

 CIT Discussion

 EVE: No dinner served; all free; Read Staff Manual - Waterfront, Infirmary, Personnel Policies

SATURDAY

 AM: Breakfast @ 9:00

Individual contracts, joint agreement of employment, I-9’s, W-4’s, voluntary disclosure form, staff auto waiver, any other paperwork

 Infirmary Protocol Orientation - 10:00

 Camp stove use orientation - 11:00

 Waterfront Orientation - 11:30 (Certification process discussed)

 Practice Emergency Dive – All Staff

 PM: Final cleanup punch lists; Venues and cabins cleaned for inspection

 EVE: Cookout/Movie for any early campers (Nicolai, Jamie, Max, Jay)

THE KINGSWOOD FORMULA

Our Camping Philosophy: 1985

Take one boy. Remove him from the urban environment with its emphasis on material acquisitions. Place him in a rural environment with its demands inherent in nature. Separate him from the security of home where happiness is expected. For several weeks, substitute a community living experience where happiness is earned. Withdraw for a time the boy’s traditional authority figures – parent, teacher, clergyman. Expose him instead to the camp’s elders – its counselors – men of sterling character yet not much older than he.

The result of this arithmetic, in nearly every instance, is a myriad of adventures which leave indelible impressions on that boy’s mind and which foster enduring attitudes of both self esteem and a respect for others:

 *He falls several times attempting to get up on water-skis then miraculously succeeds.*

 *He loses a close tennis match to a friend, then develops some photographs in the dark room with that same friend.*

 *He taxes himself to the limits of his endurance to gain a mountain summit, then becomes awestruck by the view.*

 *His sits silently staring into the dying embers of the campfire, then suddenly feels an impulse of inspiration from the words of a respected friend.*

Occasions such as these we call PRIME TEACHABLE MOMENTS. The lessons they bring can raise a boy’s conscientiousness of life’s values in a permanent way. With timely but gentle nudges from counselors who love children and related well to them, no boy at Kingswood is too old or too hardened to embrace and immerse himself in these character-shaping experiences.

The Kingswood Formula, however, is a delicate one. While removing a boy from his accustomed environment, the camp has no intention of enforcing standards of deprivation. A hot shower on a cold morning or an extra scoop of ice cream, these are amenities we all cherish and which clearly enhance the happy atmosphere of camp.

We recognize, too, that some youngsters can initially feel the loneliness of separation from loved ones. Sensitivity to and compassion for these emotions remains at the forefront of our conscientiousness. Likewise, Kingswood remains attuned to the distinction between old hands and newcomers to the group living adventure.

A camp is only as good as its ability to deliver on its promise. At Kingswood, we speak of a “commitment to excellence,” a phrase we take especially to mean the creation of a healthy, happy camp environment where every boy may flourish, both physically and emotionally. This lofty goal becomes a fulfillable promise thanks to the Kingswood Formula, an equation that works. We are proud to call a summer at Kingswood a great contribution to a boy’s formal education.

WHAT KINGSWOOD HOLDS DEAR

 “At Kingswood, no boy ever slips through the cracks.” Keep this statement and its imagery always at the forefront of your mind, for these words simplify Kingswood’s fundamental philosophical approach. They seem to suggest that big brother is watching. Big brother, primarily, is you. Families constantly ask me to define what it is that sets Kingswood apart from other camps. I tell them that we really mean it when we say that we closely and personally supervise the quality of each boy’s summer stay at Kingswood. Every boy, no matter what his personality or temperament, is made to feel an integral member of our community. You have been hired primarily because I sense you have the ability to relate effectively – pleasantly, with warmth, compassion and understanding – to the boys we have here.

 At Kingswood, counselors fully engage boys their every waking moment. One summer afternoon long ago, it showered briefly at about 4:00, driving everyone indoors. By 4:30, the sun had reappeared, but it seemed the damage had been done since as I stalked down the hill toward the waterfront, I could hear nary a sound of activity from this normally favorite afternoon haunt. “I cannot believe that everyone’s bagged the afternoon,” I shouted to no one in particular as I rounded the corner of the dining room where I was stunned to see the entire waterfront staff sitting on the benches waiting for their charges to arrive. Within minutes the place was packed with kids in what had to be my most contented moment of the summer. There can be no letting up on the attitude expressed by this story, and on bad days especially (and we all have them from time to time) when no boy avoids becoming a bit of a nuisance to you. On these occasions, “Be a Pro.” This being done, Kingswood cannot fail in its task.

 Another favorite pet phrase is “The staff is everything.” Even some of you veterans don’t fully appreciate the impact you have on the kids. One mother told me recently that her son talked incessantly about camp and that his counselors were featured in every story. Not much comes out regarding clinics or activities, we’ve been informed, but mostly echoes of your speech and behavior in more informal settings like in the cabins or at meals.

 In truth, what you say to boys and how you treat them is the major component of parents’ perceptions of Kingswood. When you consider that 98% of families who send sons to Kingswood know very well another family who has sent children here, you begin to perceive the incredible importance of your personal behavior in your dealings with the current crop of youngsters.

 Our very best counselors are fully attentive to the best interests of each of their individual campers. One counselor publicly announced that no bullies would be allowed to mistreat any of his kids, then spoke privately to the potential troublemakers. His boys realized they were being as well protected and cared for as anyone could possibly be in a summer setting. They had a “great time” at camp and returned the following year.

 Parents who send their sons to Kingswood expect you to engage, protect, cajole, remind, discipline, counsel, teach, comfort and befriend their precious children. I assure them that the camp indeed attracts young men who are responsible, caring, bright, well-spoken, and fun-loving in order to fulfill this awesome chore. How to proceed? For starters, make believe that your every action in the presence of boys is being video taped. If you are willing to allow parents to view the entire film, with nothing to hide, then clearly you have done your share to contribute to the wholesome summer experience which not only brings boys back to camp year after year but also profoundly affects Kingswood’s grand reputation.

 In your dealings with youngsters, try to adhere to what I refer to as the “Six F’s of Effective Leadership”: FRIENDLINESS, FONDNESS, FAIRNESS, FRANKNESS, FRICTION, & FAITH.

 FRIENDLINESS: Many youngsters, regardless of their ability to mask their innermost feelings, are initially frightened by the prospects of separation from mother and father. Indeed, you are a surrogate parent to each camper, and, as such, must reach out with warmth and friendship to all the boys, no matter what their faults may be.

 FONDNESS: This notion is an extension of the above. A genuine affection for kids has always been a distinguishing Kingswood characteristic. Remember my constant urging to you: “Have a great time at camp, include the boys in your fun, and the rest is gravy!”

 FAIRNESS: This manual is full of statements, policies and guidelines the central core of which is the attitude of fairness. While you should possess the strength of character to prevent being exploited by the youngsters, you should also bend over backwards to be consistently fair with them. Oftentimes a tightrope act, fairness is not as easy as it seems. Each “issue” may require objective reasoning, consultation, dialogue and compromise. This takes both time and thought.

 FRANKNESS: You must be straightforward and truthful with youngsters. They can easily spot a faker. Frankness, however, demands tact in order to be effective. For example, don’t tell a boy you don’t like him when it is his behavior that bothers you. Let him know this and see if you can get him to alter his actions in ways which will improve your relationship.

 FRICTION: You have to stand up to kids whenever they exceed limits. Moreover, I believe children expect to be confronted when they go too far with their actions. They will respect you LESS when you let them get away with too much. Expect to be tested in the first hours of camp and pre-plan your response to this initial challenge to your authority. HINT: You can very successfully stand up to boys by incorporating the other F’s into your disciplinary responses!

 FAITH: This is the ultimate approach in dealing with children. Know deep down inside that youngsters are wonderful creatures, a vast majority of whom are destined to eventual success in dealing with others on this planet. Be certain to allow this notion to seep into your dialogue with boys and to be the main pillar of your relationship with them.

 In summary, the Six F’s provide you with the basis for a very positive relationship with the boys in practically all circumstances. To be sure, you’ll never ask yourself, “What “F” am I using in this circumstance?” But, when all is said and done, upon reflection, you’ll realize that your successful dealings with boys were based on these principals. Additionally, in the heat of the moment, if you simply remind yourself to “Use good judgment,” in all likelihood, you will select a combination of these notions, without naming them, to guide your behavior.

KINGSWOOD GOALS AND OBJECTIVES

(American Camp Association Standard)

Kingswood recognizes the need to have goals which express the purpose of the camp’s existence and operation. From these goals come measurable desired outcomes, the benefits campers receive as a result of their camp experience.

Goals

It is Kingswood’s goal to succeed “in some measure” with each of the following for every camper:

1. To place a boy in a rural environment with its demands inherent in nature
2. To give a boy a community living experience where happiness is earned
3. To withdraw a boy from his traditional authority figures, exposing him instead to camp counselors of sterling character
4. To give a boy a myriad of adventures which leave indelible impressions on his mind
5. To foster in a boy enduring attitudes of both self-esteem and respect for other thus raising his consciousness of life’s values in a permanent way

Outcome Objectives

It is Kingswood’s outcome objective to succeed “measurably” with each of the following for every camper:

1. To complete the nature and campcraft orientation and to take one day trip and one overnight camping trip
2. To complete the swim test (20 laps and 5 minutes treading water) thus enabling a boy to participate in all additional aquatic activities
3. To attain “certification” status in three activities each four week session
4. To participate in at least one Pemi Day event or one sports tournament each four week session
5. To attain a passing inspection grade as a cabin member each week
6. To attend three cabin meetings and three all-camp meetings each four week session: to listen, observe, ponder and respond to values-laden dialogue at each meeting

**TIPS ON CLINICS**

 Morning clinics at Kingswood easily are the most structured time blocks of the day. The goal for each clinic offered is to have five “guaranteed-to-be-a-winner” lesson plans, a rainy day contingency plan, and a pre-planned testing procedure – written and/or practical. Written lesson plans based on sound instructional values have been offered by successful Kingswood clinicians of the past few summers. They are available for you to study, take notes from, or copy. Use these plans as a basis for your own clinics or make a contribution yourself, either an adaptation or an improvement over what we already have, to be included in next year’s volume. One personal thought persists: for nineteen years as a school teacher, I maintained carefully crafted lesson plans, many of which had me salivating at the start of class. When a teacher absolutely knows that he has a can’t lose scheme, he is operating at the optimum professional level. Please expect clinic visits from the camp administrators. Do not consider these observations as spying missions, but rather accept them as facilitations. We are happy to sit down and work with you towards getting that perfect clinic! Other pointers follow:

* You may or may not be a clipboard carrier and the clinic manual is best left back in the cabin. Your written plan can easily be recorded on an index card and carried in a pocket along with a short pencil. The details remain inside your head, but listed should be a rough outline of today’s drills, projects, announcements, review. An attendance roster, too, should be in your pocket. Follow up on any boy who skips!
* Every clinic, every day, ought to begin with a short meeting which takes attendance, reviews pervious clinics and outlines today’s plan. No matter the activity, a goal or focus for the day such as a fundamental to be stressed or a simple competition should be explained at the outset. Any drill or game that spices up your clinic will enhance your status with the boys and have them talking about your activity long after it ends. Very simple ideas can be exceptionally effective. Please refrain from the temptation to offer foodstuffs as reward for accomplishments. Coke challenges, too, are discouraged. Once in a great while, with permission, you may offer special prizes.
* Insist that your clinic both start and end on time. Wear a watch! Demand that boys wear clothing and shoes appropriate for the activity. FOLLOW UP on all violations of your clinic rules. All you have to be is tough on kids once or twice very early in the going and you’ll gain their respect (and, likely, their admiration, too) for the entire summer.
* Seldom does any activity start in high gear. A high energy beginning by you, however – coupled with a bit of friction, if necessary – will get the job done in short order. Insist that everyone listen whenever you are giving commands or making teaching points. Tolerate no chitchat. Before long, everyone will get into the spirit and flow of the lesson.
* For some clinics – tennis, guitar, wrestling, for example – boys of significantly different level of proficiency will be enrolled. You must be prepared to offer both a beginner clinic and an advanced clinic during the same time slot. Best be advised to know your boys’ skill levels beforehand so that you can consult with the Program Director about having extra clinicians or more space to conduct your clinic
* Each activity will be assigned a “head counselor” whose additional duties will be as follows:
1. Approve the existing written clinic guideline or offer his own supplement/replacement. In either case, the head assumes the responsibility for the adherence to these procedures by all other counselors working in his activity. Try to find a way to use any CIT interested in your activity in a productive manner for both him and the campers. At no time should a CIT be left in charge without approval from the program director.
2. Enforce established safety regulations and both identify and manage environmental and other hazards relating to the activity.
3. Apply emergency health care procedures related to the activity and its participants.
4. Implement a system to monitor program equipment used by the campers and staff. All equipment should be regularly checked for safety, maintained in good repair, and stored in a manner to safeguard its effectiveness. Please do not condone any misuse of the equipment. A simple procedure governs this rule: The first person to arrive and the last person to leave the clinic site is YOU. Submit maintenance requests in writing to me, please. ASK FOR REPLACEMENT GEAR WELL IN ADVANCE OF TRUE NEED
5. Meet with appropriate leaders on a regular basis to review all of the aforementioned duties.
* While we no longer have Emblem days, we do from time to time schedule “never before” clinic to first-timers as well as “special clinics” that take just one day to complete. Please speak with the Program Director early in the summer about your ideas on specialty clinics. Even short-term specialty clinics should have a “master” written plan. We need to remember what we did in the very popular ones of the past couple years. Please remember to leave each clinic site in A-1 condition for the next user. This prime Kingswood rule has universal merit!
* Soccer clinics should gather and shoot away from the near side 18 (grass damage from over-use)
* Tennis coaches please maintain a “used up, no good” tennis ball bag for use in camp games. Balls in hoppers should not be used unless Klaus is there to oversee.
* Lastly, please remember that good fellowship, good sportsmanship, and good fun for all is the Kingswood way in clinics.

**POLICIES AND PROCEDURES**

 Factories operating at 100% capacity seldom operate at 100% efficiency. It is Kingswood’s goal to beat those odds and all of the policies and procedures which follow are aimed at this outcome.

SET A GOOD EXAMPLE

 Never forget that your primary responsibility is to be a good role model for the boys. They will mimic and emulate your actions, words, and even your thoughts. Contact with people of your age will have a profound effect on the shaping of their characters. When you dwell on this thought, you come to realize that none of your non-camp peers is doing a more important job this summer.

PUNCTUALITY

 “A late camp is a lousy camp.” While we at Kingswood take a far less rigid approach than most camps, we absolutely insist that scheduled events begin on time. No action can improve the potential of a successful activity more than a counselor who shows up on time, presses his charges to be there, too, and has an organized plan. Use your voice whenever you know that boys are running late to anything – including meals! On the flip side, remember that scheduled activities like clinics must run the entire duration. Don’t let kids go too early. Beware: I watch like a hawk for punctuality and you could not find a better way to stay on my good side.

APPLICATION OF CAMP RULES

 While we do not have a stringent set of rules and regulations here at Kingswood, those that we list are very important to the safety, health and happiness of the entire community. The American Camp Association standards require us even to state with emphasis that ALL WATERFRONT RULES AND PROCEDURES APPLY EQUALLY AND TOTALLY TO BOTH CAMPERS AND STAFF. While the above statement satisfies the standard applicable to that particular area, allow me to add with equal emphasis that ALL KINGSWOOD RULES APPLY EQUALLY AND TOTALLY TO BOTH CAMPERS AND STAFF.

JUNIOR CAMPERS

 At Kingswood, we feel the youngest campers have specific needs which set them apart from the older boys. The following items receive special emphasis:

1. A 1:3 counselor to camper ratio is maintained in the sleeping cabins.
2. The locations of the junior camper cabins are guided by such considerations as proximity to the bathrooms, directors’ cottages, and the infirmary.
3. Juniors are given both guidance and assistance during morning cleanup.
4. Before each block of activities commences, counselors review the upcoming schedule with the entire cabin. “Bush patrols” always keep an eye open for “little guys” who might need assistance in getting pointed in the right direction.
5. Understand that younger boys have shorter attention spans than do older campers. Clinics may need to be broken up into smaller components and more frequent breaks built into activities. At no time, however, should junior activities be short changed or ended early.
6. Each evening, the on-duty cabin counselor supervises the boys’ visit to the wash house and thereafter settles them down with a nighttime story or other quiet group activity. Invite the directors or nurses to stop by to give assurances that all is going well.
7. During the first three nights of each session, one counselor remains inside the cabin throughout, and thereafter once lights are out, a patrol is stationed outside the cabin within close range until off-duty counselors return to the cabin to go to bed. No one leaves the property on these first three nights.
8. CIT’s are usually assigned to the junior camper cabins. Use your CIT as a third counselor but never ask him to perform more than his share of the duties and never to do things you know are your responsibility alone.

DON’T EXPLOIT UNDERLINGS

This is a good spot to insert the reminder that we have no pecking order here at Kingswood when it comes to duties and responsibilities. From the Wipflers down to the youngest campers, we all share in the task of creating and maintaining a wholesome, smoothly functioning community. No ugly job gets passed down the ladder. DO IT YOURSELF!

GUIDES

Guides, the 15 year old boys, are given special treatment, too, which sets them apart from normal campers. While it is true that boys this age need lots of down time -- legitimate chunks each day where they are free to hang out – it is equally important that they get a good dose of staff (your) time. These kids look up to and emulate those of you just a couple years older than they are. Hang out with Guides and engage them in wholesome conversation (pretend that parental hidden camera is recording!) When camp is the issue, urge them to help in clinics, at least one per week where they will be present every day, assisting in the instruction. Tell them, too, how impressed you will be to see some Guide initiative during sponsorships time. A whole bunch of activities – Stealth, hide and seek, crazy Olympics, lip sync and Haunted Forest – seem to go very well when Guides are on hand. Guides are exempt on Sundays and instead are asked to supervise the younger cabins’ assignments. Also on Sunday, the Guides will cull all lost and found, return items with names to campers, and set out other items on the salad bar table after a meal. They will hold up only non-marked items of “worth,” tossing the unmarked/soiled items such as socks. They will chase down the list of names so that by the end of Sunday dinner, the lost and found box will be truly empty.

 Guides always want privileges – to skip a clinic, late lights, a trip to Hanover. Remind them it is very easy to say “yes” to Guides who set a good example for the rest of the campers. Try to speak privately with Guides you adjudge to be future staff material. Flatter them by urging them to keep Kingswood in their future sights. If Guides get out of hand, which they surely will do from time to time, be prepared to leap into the fray at once to set them straight. 15 year olds are notorious testers of limits and they absolutely expect to see your face before, not after, the wheels fall off.

Guides are NOT exempt from inspection. After an incident which included Mr. Wiff scrubbing toilets last summer, the following addendum has been added, “The Guides must scrub their toilets daily. Guide Director is responsible to see this 15 second chore is done.”

Starting this year, one Patrol each evening will be a Guide Patrol, GP on the duty roster, and will make it a point to be in and around the building several times during that day. At night, he will engage the Guides in a wholesome way, unobtrusively but clearly monitoring them.

CIT’s

 CIT’s are 16 year olds who are at camp to experience a program designed to transition them from camper to counselor. One thing we all need to remember: CIT’s are campers – they are paying customers. They are taking on more responsibilities, but cannot be used as full staff. CIT’s go through meetings similar to staff Hell Week meetings and have their own manual designed to teach them about what it takes to be a good counselor. They will look up to you and seek you out as mentors. Once a CIT is assigned to a cabin, you can expect them to be in the cabin during clean-up, bed-time, and rest hour, if needed. CIT’s will be assigned to clinics they are interested in to observe and assist in the first two weeks, and will transition to leading a clinic by the final week of the session. The lead counselor in a cabin and the observing “master clinician” will be asked to complete a brief evaluation of the CIT to help us determine their eligibility as staff the following summer. If you have immediate feedback or concerns, please speak directly to the CIT directors or any Wipfler.

FIRST YEAR STAFF

 First year staff have never been on staff before. They could have been CIT’s previously, took some time off after being a camper, or have never been to Kingswood. Whatever the case may be, make it your business to show these first year’s the ropes, and welcome them into the Kingswood staff family. First year staff will be assigned a mentor on the administrative team during Hell Week, and will meet weekly to discuss camper/staff issues, clinic progress, time off planning, strengths, areas of improvement, etc. These meetings should be viewed as an opportunity to express successes, concerns, and genuinely talk about how the summer is progressing. There will be meetings for first year staff during Hell Week and potentially during the session to continue training and orientation.

WIPFLERS

 Please know that as a family, we love running Kingswood. The camp “defines” us and never is far from our foremost thoughts at any time. This comprehended, understand that only Wipflers are responsible for what we call “the world view” of camp and, accordingly, are oftentimes weighted down by hundreds of issues, requests and details at any moment in time. I sometimes use the phrase “Overtaken by events,” to describe my countenance. Be patient, as OBE’s usually pass as soon as I have a moment’s respite. So, don’t bother us in our respective cottages unless invited or if you have a camp issue that simply cannot wait. “Wiff-drawals” do not count. Lastly, never lie to a Wipfler.

RESPECT FOR EQUIPMENT

 “I do not mind spending thousands to improve the facility, but the thought of a deliberately crushed ping pong ball drives me up a tree.” I expect your support in guarding against misuse of every piece of gear on this property. Always conclude your activity by overseeing the proper return and storage of the equipment used. YOU must be present at the storage site to ascertain that everything has been returned in good condition. A general Kingswood rule is that the lead counselor is the last person to leave an activity area. Equipment maintenance requests and new purchase requests (wishlists) should be made to me in writing. Don’t just toss broken equipment. Tell us first.

Everyone should be on board for the desire to always have a tidy look to the campus. It makes such an incredible statement about our community when everything is picked up. Join me in sponsoring the Director’s stoop and pick up loose bits of litter. I would like to see more stress given to cabin appearances on the exterior. Make a point to pick up debris around and under steps, cobwebs about the building, clotheslines. Two minutes per day could make a big difference. Don’t let the frisbee golf poles or the fences collapse. Don’t allow gear – or even chairs and tables – to wander. If everyone would agree to assume a small iota of responsibility for campus neatness, Kingswood could be one of the most beautiful campsites in America.

STAFF USE OF EQUIPMENT

Please do not assume that staffmen enjoy blanket permission to use any and all camp equipment themselves. Common sense tells you that a counselor who never has sailed should not be taking out a sailboat by himself during a free period. Please, therefore, ask permission to use any piece of equipment not directly associated with your responsibilities. Some specific rules are:

1. No one may use any kitchen equipment without the cook’s or the director’s permission.
2. The powerboats may only be used by staff trained and licensed to use them. No exceptions.
3. All equipment, without exception, kept under the Dining Room or in any other locked storage site, may be used only with the expressed consent of the administrative leaders of the camp. It is imperative that no counselor or CIT use any piece of power equipment or flammable material unless being supervised by someone authorized to do so.
4. Any equipment that has the potential to do physical harm – rifles, bows & arrows, lacrosse gear, baseball equipment, golf clubs may be used only under clinic conditions.
5. The infirmary medicine cabinet is kept locked whenever the nurse is out of the building. A note will be attached to the door indicating her whereabouts. No one uses infirmary materials without the nurse’s permission. However, you may use the emergency first aid kits located under the Main Lodge, in the kitchen, laundry room, and hoops + lacrosse equipment sheds.

STAFF USE OF PERSONALLY OWNED EQUIPMENT

 The camp encourages staff to bring such special personal equipment they deem beneficial to their summer experience. The lone exception are implements considered weapons, which are prohibited, unless I give permission for you to bring, say, your personal target rifle or bow. Personal equipment should be used only in appropriate circumstances and should never interfere with the program. The camp will take reasonable measures to safeguard your equipment but cannot guarantee its protection and will not be held liable in case of loss or damage. In the event that you occasionally use your personal vehicle to transport campers, you must give me written authorization from the owner of the vehicle granting permission to use the vehicle for this purpose. Remember, too, when you pack up to depart at summer’s end that you make the distinction between equipment you own personally and that of the camp.

If you have your car at camp and are on the insurance list of drivers, you are permitted by our insurance policy to drive campers from time to time. Understand that your policy is the “prime” protector and that Kingswood’s policy kicks in after yours reaches its limit. Kingswood would help you pay for incidental damages to your vehicle, not subject to reimbursement by your policy. It is suggested that campers always travel in the back seat. All driving rules listed elsewhere in this manual apply to you when you are driving your own vehicle. As a general rule, of course we prefer to use camp vehicles for all travel.

Counselors are reminded to keep your personal medications at the infirmary or completely out of sight of the campers. You could be personally held liable if a camper ingested any of your meds.

FREE TIME ON CAMPUS

 Use scheduled free time wisely – to rest, write a letter, take a shower, run an errand. Remember the importance of punctuality when your free time has expired. Distinguish, too, between scheduled, designated “free time” and unassigned, on-duty time such as meals, group gatherings, and rest hour. A general rule to follow when not specifically assigned is to GO WHERE THE CAMPERS ARE.

GET PLENTY OF REST

 A rest hour nap usually won’t be sufficient catch-up on needed rest. Monitor your energy and self-impose a bedtime curfew whenever you sense a lull coming on. Additionally, DO NOT ALLOW YOURSELF TO TIRE AS THE SUMMER WEARS ON. Current studies show that after just three consecutive nights of less than six hours sleep, physiological wear and tear commences, even for young people, and accelerates if sustained rest is not forthcoming. A fatigued counselor simply loses the will to follow up on his many responsibilities. Kids see this, exploit your flagging attention, and breakdowns occur. A real pro paces himself so that he has nearly as much energy at the end of camp as he did at the start.

How Sleep deprived are you?

Hardly ever = 1 point, Sometimes = 2 points, Almost always = 3 points

1. I sleep through reveille and have trouble getting out of bed.
2. I get annoyed by trivial matters because I am tired.
3. I have a difficult time concentrating or find myself dozing during the day.
4. Fatigue is the main reason I do not offer more sponsorships.
5. I find I get sick with cold symptoms easily.
6. I am needlessly grumpy during rest hour because I am tired
7. I need caffeine to stay alert during the day.
8. I struggle to keep my eyes open when I am off duty at night.
9. At bedtime, I am asleep five minutes after my head hits the pillow.
10. I wake up at night and find it difficult to fall back asleep.

Total your points

10-15: You are an A-1 sleeper

16-24: Your sleep debt is growing. Take care of the problem now

25-30: You are exhausted. Research suggests you force yourself to go to bed earlier for at least 10 days.

(Fahey, V. 1993. Health 9 (7), 16)

DINING ROOM PROCEDURES

The patrol group for each day will help oversee the CIT’sand act as Dining Room Managers. They may divide the task so that only one counselor at a time is on duty. Otherwise, they will eat either before the meal, after the meal, or during the meal while on their feet as facilitators. Do not sit on the counter.

* Pour and put out the hand-washing buckets.
* Invite early arriving campers to take down benches, distribute plates and silverware.
* Remind me to ring the bell a second time if stragglers are slowing things down.
* Be sure that every table has staff supervision. Help redirect boys if any tables are closed..
* After grace, help enforce the order of approach to the counter: Trays, then liquids, then salad bar table.
* Supervise the salad bar and leftover tables. Enforce the “one person at a time from each table” rule at the front tables and the counter.
* Keep boys and counselors at their assigned tables throughout the meal. Do not condone any horseplay
* Approve appropriate requests to leave the room.
* Help page campers receiving phone calls. Bang a pot to get everyone’s attention. Assist us in enforcing the “Seven minute phone call rule.” Be especially alert to “eat and run” meals such as when we have an early sports game. Unsupervised tables may be a hidden consequence.
* Give everyone an adequate amount of time to eat, but give heads ups to the slower tables.
* Oversee table clearing activities. Remind table waiters to be certain counter space is available before bringing up their trays. Organize the counter area to maintain an efficient process. Use those white barrel tables. Keep fresh liners on all garbage cans and never leave the cans unattended.
* Administer desserts, both those eaten at the tables and the carryouts.
* Help oversee dismissal of tables by rows with “benches up” command. Ask boys to pick up loose papers as they depart. Distribute packages.
* Retrieve buckets, close doors, pick up lost and found, and attend to any requests made by the kitchen.

TABLE MANNERS

1. Be on time for meals. You may not skip any meals unless you are “off duty.” Same applies to all campers and CIT’s. Take attendance and alert the DRM of any AWOL’s.
2. Wear clean clothing and footwear. Campers, too. Insist that boys use the sanitation supplies we have – buckets or sanitizers. 15 seconds of friction is advised.
3. Serve food in proportion to the number of people present, especially when doling out first portions. Counselors, too, take a modest amount on the first serving. While everyone is entitled to eat as much as he pleases, make sure to underscore the “moral component of waste.” Simply stated, we expect to see very little food going into the trash barrel. “Food waste carries a moral weight with directors.”
4. Insist on a civilized demeanor at your table. Ask the boys not to play with the food or engage in any horseplay. No binge contests, please, and minimize those silly clearing games!
5. Neither you nor the boys are to get up and leave the table without genuine good reason. If you are must be absent from the table for any length of time (eat and run, meetings) please inform the DRM. Unless permission if granted, the porch is off limits to everyone during meals. Stay out of the kitchen unless the cooks have a reason for you to be there.
6. Follow closely all instructions for serving and clearing the tables.
7. Make sure the boys pay close attention during announcements.

COOKOUTS ICE CREAM PARTIES

Without good supervision the above are prone to devolve into “me-first” shoving matches, sloppy manners, and sometimes a loss of control over the boys. Don’t allow any of this to happen. The SC of the day is in charge of cookouts. Campers go first through the lines. Counselors take the same portion as the boys. NO DOUBLE BURGERS! THIS APPLIES TO ALL STAFF. While you are welcome to sit anywhere you please, *remember that you are “on duty,”* and, as such, you are to keep a keen eye on the campers. Don’t allow them to abuse the food (one kid tossed his chicken bones into the lake), leave a mess behind for others to pick up, engage in any kind of horseplay either during or after they’ve eaten, or leave the general area before we reassemble in the council fire area for announcements.

Ice cream parties, too, can benefit from the same general guidelines as above. Let’s put a bit more teeth into the ice cream party “scoop size” procedure. Cabins AND THEIR COUNSELORS who squeeze in with a 3.1 average should get lots less than the top groups. A camp administrator will be on hand for parties to help enforce the above.

KITCHEN USE

 As a general rule, no one – campers or counselors – goes into the kitchen during mealtimes unless he is helping serve the meal. Please be sensitive to the cooks’ needs to have an uncluttered mind during the critical moments when each meal comes together. Remember, too, that the Wipflers would not take a slice of bread from the kitchen without permission from the cook. The same obviously holds for you, too. Staff are not to eat or congregate at the CIT kitchen table. The cooks are happy to leave out extra food and other snacks at night time for the counselors and CIT’s so long as this privilege is not abused in any way. Raiding the locked-up supplies or leaving a mess behind is a sure-fire way to lose the privilege.

KUDOS IN THE DINING ROOM

 It is a beautiful Kingswood tradition that counselors recognize boys for achievements – large or small – on a regular basis in the dining room. Please limit the effort to “top” the other guy’s announcement. Teasing one another is permitted so long as it is used in good taste and that no sensitive boys (or staff) are embarrassed. Please be exceptionally careful with the likes of the life-preserver punishment. I insist the Wipflers remain “above the fray.” Please remember, too, that there is a very fine line between genuine camp exuberance and out-of-control hysteria.

PUBLIC ADDRESS SYSTEM USES

 The PA system is used for legitimate announcements only. Make sure a whistle always is attached to the microphone cord. Any exception to this firm rule must be cleared beforehand with admin.

PHONE USE POLICY

 The 5556 LINE MUST BE KEPT OPEN FOR BUSINESS PURPOSES. Please do not give out the camp phone number to friends and ask them to call you. 603-989-5435 is the kitchen phone and you may receive calls at meals like anyone else. Seven minutes, please. Campers may not use either the camp phones or the staff phone under practically all circumstances. Follow up on any suspicions.

LAUNDRY– MAIL ROOM USE

A single washer and dryer are located in the Mail Room. You may use this equipment during free time but please do not leave your clothing there for days on end. Respect other people’s right to use the equipment. The Mail Room bathroom historically has been abused by both campers and staff. While it is there for an occasional use by anyone, it is not to be considered anybody’s favorite haunt.

MAIL ROOM

 Mail normally arrives at the start of the rest hour period. Guides are assigned to sort out the mail and distribute it to the cabins during rest hour. Be patient: Guides will be coming to the cabin soon enough. Strongly discourage your campers from loitering in the mail room area. All packages must be opened in your presence and foodstuffs received distributed only by the strict cabin procedures you have outlined on the first day of camp. Please be very consistent in enforcing all mail room policies. Outgoing mail is placed in the wire container just inside the door. We are happy to supply postage stamps.

LETTERS HOME

 Encourage boys to use rest hour or pre-bed time to write letters home. Remind them that the more they write, the more they will receive in return. If you know that a boy is writing an “unhappy letter,” (especially prevalent early in the session,) make no effort to censure the letter. Talk to the boy, and for certain, bring the issue to my attention.

VISITORS TO THE PROPERTY

 Please make it your business to cordially greet all visitors to camp. Not only is it polite but a helpful word to a guest makes a great statement about Kingswood as a community. When the guest is a relative of a camper, speak initially of positive things only and never make any disparaging comments. Absolutely, we will speak honestly with parents of boys who have had trouble at camp, but not without beforehand making plans on how to best approach the issue. The initial greeting in not the time to talk about sensitive or negative things.

 Parents have been informed that gratuities are not expected of them to you. Whenever parents have insisted, I have relented by saying, “O.K., but keep the amount in the pizza range.” Under no circumstances should you ever discuss “tips” with the boys. Any endeavor to politic for gratuities is considered a blatantly unprofessional action and is well beneath Kingswood’s dignity.

 Be very careful about inviting your own guests to visit camp. In the past, no matter how accommodating and gracious staff visitors have been, they have tended to get in the way of your doing your job. Please come to me well beforehand with any requests and understand that my most generous response will be along the lines of one supper, evening and breakfast only. Try to have company off the property on their own during inspection, clinic and A/B block time frames when you are busy with the boys.

 Some visitors really are not welcome at all and these are the occasional strangers who ask to use our facility for camping, picnicking, or as access to the lake. To save time and other disruption, please inform them politely that as a private camp, our insurance policy strictly forbids the use of our facility by persons outside our community. Neither relent nor send them to me in hopes that their case may be the exception to the rule. In the event that you confront a genuine intruder (someone attempting to steal equipment, for example,) do not resort to any physical means; rather, gather information such as license plate number or a very good description of the person(s) that we can hand over to the police.

 Immediate neighbors fit into none of the categories listed above. Those who identify themselves as such may indeed be sent to the directors. While on the subject of neighbors, allow me to remind you that we have a great respect for our neighbors, their property and their need for the peace and quiet which summer life in Piermont affords them. A few years ago, some local signs were stolen and displayed in the staff shack. Please, never again!

CAMPERS OFF THE PROPERTY

 Whenever we leave the property with a group of boys – regardless of group size, ages of participants, or destination, the following procedures pertain:

1. Each van driver or bus chaperone should make an accurate head count that agrees with the written list of participants. The nurse or director should have a duplicate list. Upon conclusion of the event, the count must be verified.
2. Each camper picks a buddy and stays with him throughout the event. Each pair nonetheless stays with the group, too.
3. Upon arriving at the event but before the boys depart the vehicle, specific instructions pertaining to safety procedures (e.g., separation from the group, approaches by strangers, walking public roads, using restrooms) shall be reviewed.

RELEASES AND ABSENTEES

 No camper is released to any person we do not know unless written or oral permission is received from the boy’s parent or guardian. Only the directors may authorize boys to leave the property with persons other than camp personnel. (Example: boys inviting friends to join them for Parents Weekend excursions.)

TRIPS PROCEDURES (All overnights and most day trips)

1. Whenever possible, organize your trip a day or two in advance. One of the staff present must have first aid training and CPR. Promote the trip at meals and get a preliminary sign-up list at the picnic tables after a meal.
2. Save time for a thorough review of the itinerary with the director. He can help you prepare for many contingencies. Bring pencil and paper.
3. Conduct an orientation meeting the day before departure. Make attendance mandatory. In one corner of the Great Room, you will find a laminated, generic meeting agenda. An organized 30+ minutes in a quiet place will save you hours of agony later on.
4. Trips need lots of prep time, regardless of scope, for counselors and campers alike. Be very precise with your departure hour and bargain with the directors for release time to allow for non-hectic preparations. Use your authority to get all boys working together to promote a timely departure.
5. Review the list of participants with the nurse. Post the list of participants on the cork bulletin board on the dining room porch.
6. Once everyone is buckled up in the van, consult the in-van departure list for one last check of everything you need to remember. Once en route, never be in a hurry to drive to or from your destination. Make no unauthorized stops. If you will be late getting home, call camp.
7. Always be aware of the importance of not getting the group even minimally separated. Stop at any even mildly confusing juncture. Stop every so often to allow stragglers to catch up. Take head counts. One trick I used over the years was to insist the slowest campers take the lead and hold it! If you do get separated, keep the main group together while a search party goes in pursuit of the missing members. Let’s be sure to discuss this topic at length during orientation week.
8. Persons using camp stoves must be instructed in their proper use and care and be certified by the director.
9. Trip leaders must carry a copy of the “Minimal Impact Camping” section of the Clinic Manual on each trip as a reference guide to obtaining proper drinking water, safe and sanitary food preparation, cleaning and sanitation of utensils, and applicable procedures for safeguarding the environment.

10. Upon returning to camp, make specific clean-up and equipment return assignments.

 YOU, and no one else, are responsible for the details of closure at trip’s end.

Hiking trips: It is essential that trip leaders meet beforehand with boys going on overnight trips. The following is a step-by-step list of protocol for you to follow:

1. Get a list of boys who are going. Once your meeting is over, take the list at once to the nurse. Review the names with her at that time, as you may become alerted to special diets or medications that MUST be taken along.
2. Get out maps of the area where the trip is going. Show every boy the routes to be taken. Make special note of trailheads, junctions, elevations gained and lost, areas to get water, total mileage to be hiked, potential campsites, tent assignments and food plans. Discuss with all staff on trip any “avenues of retreat” that could be necessitated by weather conditions or emergencies.
3. Always discuss “hiking strategies” as a team. Assign the point man and trailer. Topics to include are (a) the first hour, (b) that second wind, (c) hot spots, hydration issues, sunstroke, (d) emergency procedures. Send boys off to gather clothing and gear. Take boys to the War Room who need to be outfitted with camp gear. Please write down the name and what was borrowed on the form posted inside the room. Do not split tent gear on hikes.

Day hikes: Since most day hikes are organized just prior to departure, cool heads need to prevail. Inexperienced campers are sure to be among the mix. Be sure to check campers’ shoes. Insist that boys either carry a day pack or make arrangements with a friend to share packs. Water bottles are a must, too, as is appropriate rain gear and a cold weather garment, regardless of conditions at the point of departure. Treat each day hike as if it were a lengthy expedition and remember: “Never condescend to the mountains!”

Canoe trips: Kingswood canoe trips, while never overly-demanding, nonetheless are not mere rides. Make sure all boys understand their paddling responsibilities. Know who are your weak swimmers and inexperienced paddlers. Assign those boys to staff canoes. You, not the boys, make all canoe assignments. Insist that life jackets be worn. Discuss protective gear and sun block use. Make provisions to get the canoe trailer properly loaded and hitched. Any swimming must be supervised by a credentialed staffman who will enforce the same rules that apply on the camp waterfront.

Swim trips: Wear footgear at all times. Sun block is advised. Select buddies during the van ride. Verify the head count, including staff. Lifeguard must inspect today’s conditions (volume, current, eddies, alterations of flow) before boys may swim. Advise boys that all mossy and/or wet spots tend to be very slippery. No boys may swim out of view of the lifeguards. At least one counselor present must have lifeguard training certification. This person is responsible for bringing appropriate safety equipment (life jackets, rescue tube, reach-pole). Boys who have not passed the Kingswood swim test must wear life jackets and stay in the area closest to the lifeguard. No exceptions! MAKE A HEAD COUNT EVERY 5 MINUTES. At Sawyer River, the entire “opposite side” rocks are off limits. At Big Eddy, no one may jump off the bridge. All jumps which must clear other rocks below are prohibited. Give departure notifications starting ten minutes before leaving. Take a final head count and a last sweep for gear. Make no unauthorized stops going or coming home.

Fishing trips: Spend lots of time instructing boys on the proper and safe use of their gear. Canoe trip and swim trip guidelines cited above apply to all fishing trips. Consult the Clinic Manual for additional fishing protocol.

Tarleton area trips: As we develop more interest in the network of trails and campsites in the close vicinity of camp, we can expect to have the flexibility to engage in “last minute” trips and “big gang” trips. NEVER BE CASUAL about these excursions. The entire procedures list in this section applies. Allow more not less time to get prepared. One good idea is to take mostly dry or prepared food on trips with larger numbers.

Trips to public places: We have written procedures for annual trips to places like Woodsville on July 4 and the Whale’s Tale. They contain guidelines for supervision responsibilities, safety regulations, and emergency procedures for missing persons. Be sure to ask for a copy if you are assigned to lead a trip to any public place since the procedures are universally applicable.

PROCEDURES FOR COED ACTIVITIES

 Whenever activities with girls camps are on tap, Kingswood’s first rule is abide by a gentleman’s behavior. Taunting, roughness, and innuendo have absolutely no place in our community. The girls, too, can be the perpetrators. A few strategies are called for:

1. Be on time and have a specific plan for the event.
2. Greet the girls and their supervisors warmly, but lay out the ground rules seriously and firmly.
3. Be strict, especially at the start. You don’t need to make a federal case of mild transgressions but take some overt action for all to see. In sports, sit down players for a few minutes and speak to the entire group before letting the violators back in. In social events, have plenty of supervision and follow up on suspicious activities. Also, there is no substitute for using a semblance of good judgment. No one’s intentions are truly evil, I am pretty confident, but kids will try to get away with mild violations if they sense that supervision is lax.
4. At the first signal that things may be deteriorating come fetch the top administrative people. Err on the conservative side.
5. Our counselors should treat their staff with respect, too.

SPECIALIZED ACTIVITIES

 As an American Camp Association accredited camp, Kingswood recognizes the need for the camp to have written procedures for activities that require special equipment that has potentially dangerous consequences if not used properly. We now go considerably beyond the ACA standards to certify nearly all staff in written procedures in the areas of supervision, participation, safety, program and equipment.

**CABIN LIFE**

 Without question, cabin life is the most important ingredient of the overall quality of a boy’s experience at camp. PLEASE, use every power and skill you possess to build a happy and congenial cabin group where no boy is excluded. Kingswood’s great track record in this regard is the basis of our wonderful reputation today. Group bonding begins immediately and literally, the initial hours of camp can have a permanent effect – good or bad – on a youngster. Learn your campers’ names the very first day at camp. What power you have over a stranger when you can call him by his name! Another great strategy is to have old campers tell camp stories to the newcomers and to give them special tours of the property. Never permit the old-timers to head off on a mission without including the new campers. A more specific strategy would be to assign each old camper a newcoming “buddy” for the first few days of camp. Follow up by making certain that the buddies interact regularly.

 On the first day of camp, make the boys sit quietly while you have your cabin meeting. Welcome their suggestions but fend off outlandish proposals. Note carefully the ability of the boys to keep their attention focused. You may need to call more than one meeting. Late arrivals need the full meeting agenda. Since Kingswood is not a me-first camp in any fashion, be sure to assign bunks. Keep all heads pointed in the same direction for sleeping.

 Inspection: Since we reward good inspections with ice cream and pizza parties, most cabins develop acceptable habits. Devise a chore rotation schedule that includes sweeping, picking up outside the cabin, the clothesline and emptying the trash. Label brooms and trash cans and don’t let them wander. Don’t let boys get lazy as time passes, since once they begin to neglect their duties, it is very difficult to get them back into the groove. If you wish a direct feedback from the inspector leave a clipboard with questionnaire in full sight.

 Rest hour: This post-lunch time could more aptly be named “Quiet hour.” While boys need not be restricted to their bunks, they should be in the cabin areas and engaging in non-energy consuming activities. It has been clearly demonstrated that campers need some rest during the day. Be very firm from the beginning on rest hour procedures and you personally will be a major beneficiary of this peaceful time.

 Bedtime: Boys seem to enjoy this period of time, especially when the counselor allows them a measure of freedom to turn out the lights. The “On-duty” counselor must stay with the group until lights are out and within hailing distance of the cabin until boys are asleep. Music, story-telling, letter-writing, quiet games, and reading are the sorts of activities that encourage a winding down effect on the campers. If you let them get rowdy, it will be far later into the night before they get settled down. Cabin raids are not permitted, although they will get deep into the planning stages from time to time. Use good judgment in what sort of pranks you allow. Three standards apply to pranks; they must be creative, no one gets hurt, and they must be easily undone. Be dead certain that no one’s feelings get hurt and that boys never get legitimately angry with one another. Either of these consequences could be ruinous for a youngster and honestly, I am more concerned with this than that someone will get injured in a pillow fight! Again, by being firm from day one, you will avoid many problems as the summer wears on.

 Matches and flammables: There is to be absolutely no use of these materials in and around the cabins. Violations should be brought to my immediate attention. Not only fireworks, but things like aerosol cans are potential hazards.

 Knives and other sharp implements: Whittling is permitted only under the supervision of staff who are qualified to teach this activity. Campcraft clinics and trips also may permit the use of knives under qualified supervision. At no other time are knives permitted. Please take them from boys to be held in your possession until the appropriate times listed above. Rock throwing can become a problem, too. Please forbid.

 Buying, selling, and sharing: Buying and selling of equipment and other personal belongings is to be discouraged unless you act as the go-between to ensure a fair deal. The exchange of things like musical tapes and comic books are not a problem so long as no one gets taken. Foodstuffs and sodas may not be bought or sold. You, too, are forbidden to purchase foodstuffs for kids unless a special plan has been approved by the directors. Trades involving more expensive items must have the approval of the boys’ parents. Campers must understand that their camp spending accounts may not be drawn upon for any transactions and will be given to them only on special occasions like July 4 and the Whale’s Tale.

 Care Packages from home can easily become a huge nuisance. I ask you to support the camp policy of prohibiting the consuming of foodstuffs in the cabins except during rest hour and at nighttime when you deem it an appropriate reward for good behavior. Keep portions modest and plan to “stockpile” resources for the last-night party (no outside orders on this night, please.) Never allow candy to be distributed unless a cabin counselor is present to supervise. Care packages must be kept properly sealed, out of general sight, and preferably stored in your area. Animals, you may be assured, will find the food otherwise! Boys are to be strongly encouraged to share their packages with others as a condition for them to also receive goodies from others. Kingswood has the easiest rules regarding candy of any camp I know of. In fact, my peers think I am crazy to be so lenient. Make a point to make kids know how good they have it and PLEASE USE VERY FIRM LANGUAGE to inform boys that sloppy behavior or violation of the rules will result in immediate restrictions. I have no problem with the phrase “Candy at Kingswood is an underground event,” so long as it means that consumption is done quietly/legally rather than on the sly. Care packages are to be opened in front of a nurse or adult – no peanut butter products allowed in the cabins.

\*\* Note new package policy in 2012 \*\* Starting this summer, we are limiting campers to one or two foodstuff care packages based on their attendance tenure. Four weeks and longer get two, everyone else just one mailing. We are asking parents to self-regulate at their end. Please help us keep this procedure under control.

 Stealing: While a vast majority of our boys are honest, there are a few each year who take things that do not belong to them. As a counselor, remember that stealing can be a symptom of a larger problem such as insecurity or a feeling of rejection. Some kids, too, simply have not yet learned the value of honesty. Let’s be the ones to inculcate good values. Discuss stealing and honesty early in the session and get boys’ reactions to the points made here. As a precaution, ask that boys keep no money in the cabins. I am happy, too, to keep other valuable items – an expensive camera, for example – under safekeeping at my house. Remember, too, when boys lose things, they often believe, falsely, that they are stolen. Teach boys not to make accusations unless they have hard evidence to back up their assertions.

 Language, innuendo and pornography: With each passing summer, boys’ language, it seems, has deteriorated. For many, foul language is merely a bad habit. For others, a constant stream of obscenities reveals the same insecurities mentioned above. The best way to curb this problem is to get everyone’s agreement that we do not want bad language at Kingswood and we will not condone its use. All of us, therefore, have to clean up our personal acts initially and then follow up on every occasion when the boys slip up. Follow up may range from a gentle but firm reminder to occasional offenders to a serious meeting with the assistant director for the habitual language abuser. I worry that foul language does not get the serious treatment it needs. Please make it your business to discuss language with kids and get them to see why it demeans both themselves and the camp if the really bad stuff persists. Innuendo (sly sexual references) among the boys is absolutely forbidden and I want you to pounce on offenders at the first instance. It is now listed as a condition of employment that no discussion of sex whatsoever will be the rule for counselors. (See Personnel Policies) Pornography, too, has no place at our camp. At no time are you to lend a deaf ear or blind eye to profanity and pornography. Please inform the supporters and purveyors of language, innuendo and porn that they may go to camp somewhere else.

 Understand the three personality types who need your firm and helpful guidance: the bully, the spoiled child, and the insecure individual. The bully, for example, is usually very uncertain of himself and thus he endeavors to establish his territory by being pushy. A good strategy to use is to try to get this youngster to verbalize to you his reasons for being a bully. Once you help him see that insecurity is the true culprit, you also may be able to aid him in finding ways to conquer this problem. A spoiled boy, too, may also lack self-esteem since he may never have had to work to make and keep friends. The only skills you need are to be a good listener and to be able to help boys develop positive notions for self-improvement. Always remember that heart-to-heart conversations with boys are among the very best contributions camp makes to their lives and you are urged to seek opportunities to talk to campers whenever you can.

 Beware that homesickness can strike at any age. The problem for us is not so much to ascertain “why” a boy feels homesick, but “what” to do about it now. The symptoms are easy to spot: apathy, lethargy, lack of appetite, tears. Sometimes a boy will be straightforward with you and tell you he is homesick, while at other times he will invent some excuses, usually unfounded (“No one likes me,” or “It’s boring here.”) The best approach in either case is to give the boy a sympathetic, understanding ear and get him to acknowledge the truth. Once you gain his trust, get the boy to turn his attention to the positive forces of camp while acknowledging the occasional need to return to the homesickness issue. Always try to keep the conversation positive. Be sure not to give the boy permission to call home or to leave camp early. Please do not bring homesick boys to me unless I have asked you to. You may assure any boy, however, that I am fully apprised of the situation and will speak to his parents and describe his concerns to them. Lastly, follow up regularly until the homesickness begins to dissipate – in most cases after only a few days.

 Dealing with offenses and issuing punishments: Naturally, you will have violations of cabin rules from time to time. As a first recourse, employ a reasoning discussion with the offender. Try to get him to see that a modified behavior is in his best interest. Expect the need to use this strategy several times before improvements can be measured. Don’t abandon this approach until it is obvious you are getting nowhere. If you enjoy a good relationship on the whole with the boy, now is the time to tell him that his behavior is jeopardizing your friendship. Don’t hesitate to consult any of the educators on the staff. We may be able to provide you with some useful insights. At no time are you to physically mistreat (hit, strike, slap, or rough up in any way) a youngster. “Yelling” at boys, too, has no place at Kingswood unless you and I prearrange such a strategy for a maximum impact.

 Regarding punishments, be very careful. Any punishment should be appropriate to the crime. A very good tactic to employ is to delay selecting a punishment until you’ve had time to ponder your actions and to seek the advise of others. Terrible mistakes can be made when a counselor flies off the handle and hands out an immediate sentence which is inappropriate or unenforceable. A good rule of thumb is to mete out no punishment which you would be unwilling to describe to the boy’s parents.

 Lastly, work hard to maintain an open discussion atmosphere in your cabin group. No issue of concern to the boys is too small for dialogue. Promote the perception that cabin harmony is a group responsibility, indeed something that they OWN. Encourage boys to make plans for special cabin events such as a private overnight campout or bonfire. Also strive for a mature cabin outlook on the serious issues of camp.

“Cabin Dynamics” is a new component to regular staff meetings. “Boys of concern” needs to be expanded to “cabins of concern.” Please don’t feel personally responsible if your group seems to be missing that certain “je ne sais qua.” Bring it up at a meeting!

KINGSWOOD DISCIPLINARY POLICY

 A huge percentage of disciplinary difficulties can be both addressed and rectified “at the local level,” that is, by you fellows in the trenches. Feel free to approach me or anybody else whose experience and style you trust if you have concerns about how to handle a particular issue. Only rarely do problems come up that require you to invoke the official camp disciplinary procedures which follow.

The Directors reserve the right to dismiss any camper whose conduct warrants such action. Use of alcohol or drugs, theft, physical abuse, and sexual abuse are examples of behavior meriting immediate expulsion. This qualification allows Kingswood to maintain its high standards and assures parents that their sons will be camping with boys of fine character.

 Most serious difficulties are likely to come in the areas of smoking, wrongful appropriation, violent displays of temper, persistent bullying, abusive language, and a determined lack of respect for authority. While we expect few such severe problems at Kingswood, these issues must be elevated to the directorial level, where the following procedures apply:

1. The staffman must provide in writing the details of the incident Just facts, no editorials.
2. The camper will meet with the Assistant Director (Head Disciplinarian), who will add details of the discussion to the written record.
3. Subsequent continued behavioral difficulty will lead to active restrictions and parent notification.
4. As a last resort, expulsion will occur.

 Regarding number 1 above, we cannot stress enough the importance of the “write-up” of incidents involving inappropriate camper behavior. A single transgression, standing alone, often amounts to very little. But, once a pattern of misbehavior is discovered, the accumulated write-ups give us tremendous leverage in dealing with both the camper and, if necessary, his parents. If you question the need to submit a write-up, ask us beforehand. REMEMBER: WRITE UPS WORK!

HYGIENE

 As a cabin counselor, you have responsibility for all matters pertaining to hygiene within your group. I am as certain as I can be that oversights in hygiene-related supervision is the NUMBER ONE criticism of Kingswood and the main reason why we occasionally the following summer lose a camper who we felt was a terrific member of our community. One parent wrote this in the confidential form: “Our only disappointment was his poor hygiene. Please make him (and the other boys, I’m sure) 1. Change clothes every day and shampoo his hair once per week. 2. Launder dirty and smelly clothes or pick out something else in his trunk. 3. Do not let him sleep in the same clothes as worn during the day. The dirt and “critters” in the bedroll were alarming.” Come on guys. We can easily agree to follow those three simple and sensible parental suggestions.

 Insist that boys take showers regularly, the older boys more frequently. Understand that many boys are exceptionally modest about showering in public. Let them wear bathing suits and demand that no one tease them. Remind boys, too, that teeth brushing in not only a healthy habit, but it also simply makes the mouth feel clean. The camp is happy to provide tooth paste, brushes, and soap at no extra cost whenever boys request replacements.

 Make the boys treat the bathrooms with respect and please bring to my attention the names of boys who are misusing these facilities. Insist, too, that boys refrain from urinating in the immediate vicinity of the cabins and other camp buildings. When condoned, a foul stench occurs, one which does not wash away with the rains.

 Bedwetting, while more prominent among the younger campers, can occur at any age. Whenever this happens, please do not ignore the problem in hopes that it is an isolated problem. Unless remedies are sought, bedwetting will repeat itself. As a first measure, send word to the dining room that you will be late for breakfast. With no one else present, remove the bedwetter’s sheets (blankets, too, if necessary) and add clean sheets/blankets. Take the soiled linens right away to the infirmary. Start the wash cycle then come down to breakfast. Ask the nurse to dry the linens for you. Later on, be casual, pleasant and understanding with the camper. Arrange a meeting between him and the nurse during a quiet time where strategies may be discussed. Parents, too, will be brought into the dialogue. For your part, above all,be patient whenever the bedwetting problem occurs.

 Around the cabins, observe the boys’ treatment of their own belongings and those of the other campers. Expect that the cabins will get messy as each day progresses, but try not to let things get out of hand. Each morning at clean-up time, ask the boys to place dirty clothing in their laundry bags and encourage them to change soiled clothing. Clothes that are wet only should be hung out on the line to dry out rather than stuffed into the laundry bag. Whenever rain is imminent, please clear the clotheslines! Each cabin has its laundry cleaned once a week. On this scheduled day, make the campers change the sheets on their beds. Many boys eschew sheets for sleeping bags. We can accept this practice so long as the bags get aired out from time to time and the pillow case, at least, is changed weekly. On Sundays, boys are required to spend several extra minutes in a thorough cleaning and reorganization of their trunks.

 Please bring to the immediate attention of the nurse any suspicions you have regarding a boy’s general health. Even small “dings” on the sports field should be reported. You may be among the first to learn of such ailments as constipation, diarrhea, rashes, infections, insect bites, or head lice. There have been very few cases of lyme tick disease in the state of New Hampshire and the camp doctors have downplayed its threat to us. Parents, however, often inquire what steps we are taking to monitor tick bites. Keep your eye open for the telltale “bullseye” rash and inform the nurse immediately of any suspicions. You may be asked to submit your observations in writing if they raise even modest concerns.

 Lastly, be sure that all campers are arranged sleeping head to toe to avoid the spread of germs!

FIRST DAY CABIN MEETING

Announcements:

1. All trunks should be inspected by the cabin staff in a non-intrusive process.
2. Take care of all equipment and the facility. Do not throw paper or gum on the grounds. Keep the unos clean. We are all uno policemen . No equipment may be used without approval and supervision of the counselors. Be patient with us. We will have camp rolling at full speed in no time.
3. Collect tickets, passports, and extra money or valuables. Bring to my house after this meeting.
4. Collect trunk keys and keep with you in the cabin.
5. Collect medicines and health forms. Take to infirmary after the meeting. Inhalers may be kept with the camper.
6. Review the entire Infirmary Protocol section
7. Announce the camp laundry day. Review procedures.
8. Wear shoes or sneakers at all times. Use sun block. Do not share water bottles or cups. Dip your hands in the buckets on the way in to each meal.
9. Stay out of the lake and off the dock unless supervised by qualified staff.
10. Review crossing 25C procedures. No horseplay whatsoever in the vicinity of the roads – both 25C and the dirt camp roads.
11. Do not tamper with the fire extinguishers or smoke detectors. A single pull on the extinguisher spends its pressure and makes it useless in the event of fire. It is against the law to tamper with them. Do not mess with the smoke detectors. By law, we must have them working at all times.
12. Boys are not permitted to use the camp phones unless the director approves in a very rare circumstances. New Hampshire now has 911 emergency service. By dialing 911, the camp’s information is automatically displayed and police must investigate. No prank calls, please.
13. Locate the cabin emergency exit (painted red.) Run a fire drill.
14. Review the “Emergency Procedures” section of the Staff Manual, in particular with regard to campers’ involvement.
15. Listen carefully to announcements and be on time for all activities.

CABIN PROCEDURES AND RULES:

Discuss each of the following issues.

1. Old campers and new campers getting to know one another.
2. Inspection
3. Rest Hour
4. Bedtime
5. Matches and flammables
6. Knives, sharp implements, rocks and other inappropriate items
7. Buying, selling, sharing
8. Care package policy
9. Stealing and thefts of opportunity
10. Language, innuendo, pornography
11. Water guns, other nuisance items, and raids

TOUR OF THE PROPERTY

Take your cabin on a thorough tour of the Kingswood property. Be sure to show boys the “off limits” places, too, such as under the dining room, the private cottages, and the staff lounge. At each stop along the way, review the camp rules and procedures. Examples: mail room, office, rifle range, 25C. Insist that returning campers assist. Be sure to stop at the infirmary to allow for the screening process. \*\*\*Last reminder\*\*\* If campers wake up early, use the uno quietly, but return to the cabin and STAY IN BED until the reveille show begins at 7:30 AM.

SUBSEQUENT CABIN MEETINGS

On Sunday mornings, boys may sleep until 9:30 AM. The dining room serves a continental breakfast starting at 8:00, but closes promptly at 9:30. Everyone must be finished eating by this time. An extended cabin cleanup period goes until 11:00 AM. Campus cleanup assignments will be handed out to each group. Inspection grades count double. At 11:00, cabin meetings are held. In addition to topics of each cabin’s choosing, include each week a discussion of the issue listed below. At 12:00 we all meet in the council circle for Camp Meeting. Each cabin, please come prepared to tell the full assembly your group’s best points made in your meetings.

The ability to hold your cabin accountable for a serious Sunday morning cabin meeting is the mark of a real pro.

Week One: Discuss strategies for boys to employ when coping with new situations, such as going away to camp for the first time. Analyze the adjustment period.

Week Two: “To make a friend, you have to be a friend.” Discuss this statement.

Week Three: How can being a good Kingswood camper help make you a far better person than most of the other kids in the world? Discuss.

**THOSE FIRST TWO WEEKS**

The policies and procedures section concludes with a quick list of truisms which pertain to the start of summer.

1. Boys arrive at camp wired. Out of the frying pan of school and into the fire of camp releases loads of pent-up energy. Be your most strict at the beginning. Insist that boys pay attention to directions and orders. Permit absolutely no raids or other marauding. Follow up on all transgressions, no matter how minor. With good guidance, boys will settle down soon enough.
2. Homesickness is largely a June phenomenon. Once again, the fast transition from school to camp is the prime impetus of homesickness. Boys of all ages can be affected. Be prepared.
3. Cabin mismatches come to light right away. I spend weeks banging my head against a wall to come up with the best matches possible. Poor decisions, however, can occur. Do not discuss placements with the boys or their parents on the first day. Rather, share with me at first flush your gut feelings on cabin chemistry. I hate to make changes, but will not hesitate if a move is to everyone’s best interest.
4. Most newcomers, internationals especially, require two weeks to get fully comfortable with camp. Be patient. Don’t panic. Refrain from proposals to change cabins, call home or go home. Never give up on a boy. Be a good listener. 95% of boys eventually not only adjust, but become happy. Believe your stubborn case is winnable.
5. Equipment failures and maintenance needs occur sooner rather than later. It takes a few weeks to iron out all the kinks. Your role: be observant and report potential problems before they occur. Think ahead!!
6. If you make poor judgments early, the effects will linger. Monitor yourself very carefully at summer’s start. Use the old “Counselor Report Card” list as a personal guideline. Emulate counselors known to be outstanding camp leaders. Beware the fine line between low regimentation and sloppiness. True – as camps go – Kingswood is not as demanding or exacting as most. But, don’t be too loose. “Keep records.” “Plan ahead.” “Double check:” These thoughts can keep you from making small oversights which in turn can lead to huge problems. Be on top of issues from day number one.
7. Beware the loosening effect as summer wears on. As sure as the sun rises, you will hear me remind boys and staff to avoid the pitfall of becoming so comfortable at camp that a general laxness of effort and compliance to camp regulations sets in. While I relish the pronouncement that everyone has adjusted to camp life, it would be wonderful if I did not have to also add the above caveat. Be aware of this tendency and help nip it in the bud.
8. Not to be overlooked are those first few days of the second session. While overall we have done a fine job of sweeping newcomers into the orbit, a few suggestions will come in handy when that sea of fresh faces suddenly is upon us.
* Recognize that these boys likely have been more bored than not up to this point in summer and are eager for what to them is a spanking new experience. Some new arrivals have gotten into poor sleep habits which can be resented by those who have been at camp first session.
* Learn those new names as fast as possible. Tip: you want to gain power over a boy? Call him by his first and last name, properly pronounced!
* Put as much energy into second session introductions as you did in June.
* Plan a special cabin gig such as a private campfire or even a canoe overnight to White Sands to pick up the pace right away.
* Watch out for first session carryovers to complain about the loss of momentum. No doubt true, the letdown can be quickly reversed by simply making it happen. Tip: kudo camp itself as well as the boys!
* On the staff front, beware of two counterproductive forces pulling against one another: Old timers are prone to see the new staff arrivals as the “posse” while many of the fresh faces easily accept simply being assistants only. Neither notion is a good one.
* Let’s be sure to give a thorough orientation to all the new people. But, it does not have to drag. I use the Merry-go-round analogy. We slow down the apparatus just enough to pull the new boys aboard, then step on the speed petal afresh.

**TAKING CHARGE: Caring Discipline That Works – At Home and at School**

I: How do you pay attention to boys?

* Being noticed is a basic and strong need.
* Whenever you give emotional attention—negative or positive -- to a child’s behavior, that behavior is strengthened.

Q: As a counselor, how can you deal with a boy’s negative behaviors without giving the emotional attention that encourages and increases the very behavior you want to stop?

II: How do you often sabotage your discipline?

* Procrastination – not dealing with misbehavior at first instance – is a poor strategy.
* Talking and Talking – The normal response to unwanted advice is resentment and anger. “Act, don’t talk.”
* Forgetting to pay attention to positive and neutral approaches – 4 positive statements for every 1 negative statement is best ratio
* Negative scripting – Children believe that what you say about them must be true.

Q: Analyze each of the four point above to avoid sabotaging your dealings with campers

III: Negative behaviors – how to tell the difference

* Not minding first time
* Self Indulgence--being aggravating
* Routine not minding – disobedience once they know the rules and procedures
* Aggression – deliberate hurt applied physically or emotionally, both obvious and subtle

Q: Give some Kingswood examples of each and guess at some strategies for dealing with them effectively. Hint: Much more on this coming up.

IV: Helping Solve Disagreements

* Do not place blame on either boy.
* Reduce the stress level so they will be able to listen.
* Briefly describe the situation yourself.
* Prompt each boy to use words to state the problem.
* Prompt each boy to use words to say what they want.
* Help them come to a solution.

Q: Create a hypothetical Kingswood situation and discuss the steps cited above to resolve it peacefully

V: Lying

* Boys lie for self-protection. Counselor can adjust situation.
* Boys lie to gain attention. Counselor makes clarifying statement, drops it, but continues to pay attention to situation.
* Boys lie to hurt others. Counselor pulls boy out of activity.

Q: Give an example of each and the appropriate counselor response

VI: The correction for not minding

* Giving commands: a) be clear, b) give choices when possible, c) use positive tone of voice, d) the fewer words the better e) be sure you can follow through, f) do not respond to indulgent behavior – whining, complaints, accusations
* The physical assist: a) use your body in a non-verbal way, b) use the least amount of physical force, c) use no emotion, d) restate the command one time only while carrying out the physical assist
* Broken record: a) state the need over and over again in an even, calm tone of voice, b) plant your body in one spot and stay there, c) limit eye contact but look in the direction you want the boy to go, d) use as few words as possible

Q: Use your examples and “guesses” from question number III to review the above.

VII: The correction for routine non-minding behavior

* Work on changing one routine non-minding behavior at a time.
* Make a plan beforehand. Consider giving the boy choices if possible.
* The logical consequence plan should ensure that the boy, not the adult, will experience discomfort.
* The consequences should be seen by the child as part of the natural social order and not as a punishment.
* Be cautious about taking away a privilege, but if it has to happen, make it short-term.
* Don’t self-sabotage.

Q: Use your examples from number III to explore this approach to discipline.

VIII: Stealing

* Check carefully into the situation before you proceed – the “beyond a reasonable doubt” standard applies.
* You do not have to prove the boy’s guilt.
* If the boy has stolen an object, he must personally return the object or its equivalent to the rightful owner.
* Do not sabotage yourself with emotion.

Q: Discuss what we at Kingswood call “thefts of opportunity” in the contest of the above approaches.

IX: The correction for aggression and loss of self-control: Time out

* Act the first time you see the aggressive behavior.
* The time out should be short – 1 minute of each year of a boy’s age.
* Time out should occur in a place where there is nothing interesting to do.
* Use as little talking as possible.
* Employ a “physical assist” if necessary –use the least amount of physical force to keep the boy in place. No not hurt in any way. Restart the clock each time you are forced to use physical means.
* Be prepared to stick it out with several restarts
* If the boy loses all self-control, employ a “physical restraint,” which is basically holding him with your arms and legs until he settles down.
* When the time out is over, do not mention it again.

Q: Discuss the underlying causes of aggressive behavior. What do you say to the boy about this behavior? Does the time out idea have an age cap? Might you need slightly different strategies for older campers?

X: Running a cabin meeting

* Establish a relaxed, upbeat atmosphere.
* Use an opening ritual.
* Involve everyone in setting the agenda.
* Discuss problems in general terms and avoid slipping into a blaming session. Don’t lecture.
* Brainstorm solutions by writing down all ideas, no matter how “off the wall” they may appear to you. Remember that a boy’s “inner reality” is at work. Don’t allow any snickering or teasing. Ward off power struggles among boys, too. Cross off all unworkable ones and circle ones with potential. Eventually vote and accept the verdict.

Q: Hold a short mock cabin meeting by assigning roles.

**SAFETY, SUPERVISION AND PROFESSIONALISM**

Philosophy and general policies/procedures aside, success as a Kingswood counselor boils down to an understanding and execution of specific issues pertaining to SAFETY, SUPERVISION AND PROFESSIONALISM. The following section deals with an ever-expanding list of detailed DO’s and DO NOT’s. No matter how long I have been running camp, I see the need to keep adding to these lists, which follow in no particular order of importance.

SAFETY ISSUES

 Running along 25C has increased in popularity in recent years, as has the summer use of the highway. Thus, it becomes most prudent for Kingswood to have specific rules regarding on-road workouts. You must SIGN OUT on the sheet posted in the mail room. Twice as important – please remember to SIGN IN. Any walking or running along the road must be on the side approaching oncoming traffic, i.e., the left side as you face ahead. Do not use headphones at any time. Upon first hearing a vehicle approaching in either direction, move to the cinders (the non-pavement part) and remain there until your ears pick up no further sound. Wait ten seconds before moving back onto the pavement. The greatest danger comes from vehicles passing from behind you, which puts them on your side of the road. As a courtesy, all runners should tell someone of authority whenever they will be off running.

 There is to be no congregating in the area between the red archery fence and 25C. It has become the traditional hangout during hide-and-seek games, when youngsters often are spirited and not paying attention to traffic. Whenever larger groups need to cross the road at once, appoint yourself as the crossing guard to maintain order until all the kids have passed.

 The buses now turn around on the property regardless of the direction they are to take on 25C. All campers and staff are to remain no further up the hill than Roadside cabin until the command to load up is given. No staff vehicle or van is to depart before the buses unless given permission by a director.

 “Light” horseplay on the docks seems to be on the increase. There is to be no horseplay whatsoever, even seemingly innocuous “pretend pushes” and the like. The entire procedure for waterfront safety will be reviewed during Hell Week.

 The camp’s insurance agent has supplied actuarial details which prove my contention over the years that during “B-Block” times, camps are at their greatest risk for very serious accidents. Bush Patrol and Zone D assignments, therefore, are far more significant than they seem at a glance. Please be on time, make appropriate “rounds” and be most observant during these periods. Off duty staff, too, please view yourselves as on call to intercede if you stumble into a poorly supervised situation.

 The nurses were stunned to see a marshmallow eating competition one rainy evening. Gummy substances like marshmallows are the leading cause for choking deaths since there’s nothing anyone can do to dislodge materials of this consistency. Let’s simply not have any gorging contests!

 Recently, a boy was stuck with a Frisbee and nearly lost an eye. Please be certain that in all games, provisions have been made to protect the campers, especially around the head. Goalie masks should be worn in all games where balls or Frisbees are flying towards a net. A catcher’s mask needs to be worn even on the softball field or in warming up a pitcher. No exceptions, even for the umpire! Games like line Frisbee need to have that “no-man’s zone” wide enough so no one risks his life by going into it. Just take a few seconds before starting any game to think out the safety issues involved. It is mostly common sense.

 Baseball bats, lacrosse sticks, fishing rods, and golf clubs are all lethal weapons if mishandled. We have had far too many close calls with this gear. Golf and fishing certifications need to be seriously calculated and enforced. We have designated on deck circles at both diamonds and ask all baseball personnel to enforce the rule of no bat swinging except in these areas. Lacrosse sticks are popular during free time and, when used exclusively for lacrosse, seem to pose no particular hazard. They are not to be used for gaming or horseplaying in the cabins.

 The non-swimmer list should be posted, subtle but obvious, at both the boat beach and the swim area. Boating certifications also need to be continually updated and posted similarly. Observers need to check the lists before allowing campers to take out boats of any kind.

 All soccer players need to wear shin guards. It is a Baker Valley League rule.

 We have a terrific intramural philosophy here at Kingswood. The football tournament is classic good stuff as I see it. However, all staff need to be continually reminded of the importance of “body control” when playing rough sports with the smaller campers.

 There is a specific trips procedures section in this manual. However, when one thinks of all the safety issues involved, it is easy to see that one rule or another could easily be overlooked on any given trip. It is not to happen. There are to be no oversights on stove use, kitchen rules, lists and communication with the nurses, headcounts, regrouping commands, trail junction stops, methodically approaching dangerous or confusing sections of trails, rivers, etc, and always having an “avenue of retreat” should conditions call for it.

 For games in the woods, everyone must adhere to the policy of a through review of boundaries, tree-climbing rules, getting lost procedures, and all injuries no matter how slight need to be reported to the nurse. Games that encourage running in the woods and after dark rounds need to be exceptionally well supervised.

 Hydration can become a serious issue at a moment’s notice. Be sure to monitor all activities in the heat and remind boys to drink plenty of fluids, both at the site and at meals, where cold water is always available.

 Everyone needs to be on alert for active bee nests. Let maintenance take care of problems.

 Please do not encourage group dynamic bouncing on the dining room porch. Honestly, I took down Smith Hall out of fear that some rhythm-inducing movement might collapse the building. That porch needs a new foundation within a few years. Be aware of that.

 We seem to find glass in the lake every summer. Especially in the boating areas, be sure to police the bottom early and often. Boys should wear footgear in these places.

 No Wipfler has ever been entirely satisfied with boys’ and staff responses to approaching lightning storms. When that horn sounds, EVERYONE IS TO TAKE COVER AT ONCE.

 On the whole, our vehicle procedures have worked out well for us. But, all counselors need to appreciate the fact that vehicle procedures apply to all vehicles at all times. We had some showboating by staff in private cars in a recent year and this behavior is unacceptable.

 No camper or CIT is entitled to be a passenger in any counselor’s private vehicle without my expressed permission. One summer I got so worked up by a bad call on this matter that I deemed this to be RULE #1.

No Young staff may borrow any vehicles from older staff. Older staff are taking an enormous personal risk if you make this deal with anyone, regardless of age or experience.

 Young staff who bring personal vehicles must take the driver’s test with the directors before his first time off use of the vehicle.

 Kingswood is a “rockin’ camp, but we allow NO rock throwing whatsoever.

 Keep all boys very clear of the lawn mowers. I’ve seen giant rocks get tossed.

 Be certain that no boy ever take a bullet away from the rifle range.

 It is a state law that all heads must point in the same direction in the sleeping cabins. Head-to-head arrangements are not permitted. We come very close to the NH standard limit regarding space per camper, so please be vigilant regarding the locations of the movable beds as well as the above.

CROSSING THE ROAD (25C)

 We can all profit from a strict enforcement of the simple rules we do have. Crossing the highway is permitted only directly opposite the main gate and within the boundaries designated by the crossing signs and white lines painted on the road. Boys are strictly bound by the procedure “STOP. LOOK BOTH WAYS. CROSS CAREFULLY.” In addition to the rules above, gang crossings must be policed by a staff member. Since noise and commotion can be expected in these situations, the best rule is to monitor crossings carefully. Mingling in the area between the archery fence and 25C is forbidden. All bus trips now commence from the parking lot area. Note that no one is permitted to be beyond Pines Field while boys are waiting for the buses to load.

VEHICLE SAFETY PROCEDURES

 Safety is the sole responsibility of the Director. Vehicles are the camp’s number one risk. Kingswood drivers are “lead counselors” – persons aged 21 or older and whose driving records have been researched and approved by our insurance company. Our basic rule of thumb is to DRIVE DEFENSIVELY, or, put another way, “Drive like a granny.” Remember, more serious accidents occur on rural roads, with their twists, turns, and lack of guardrails. 25C is posted at 40 MPH and this is a most appropriate speed for a Kingswood van full of kids. Cape Moonshine Road, which goes over the hill to Pemi, is absolutely dangerous in places and no one drives it for the first time without a review session with me. It really helps to “know the route” and thus everyone is encouraged to come to me for driving consultation, whether your drive is to include campers or not. Campers, too, will be given a transportation orientation before the camp vans are placed into regular service. Please note that in 2002, the National Highway Traffic Safety Administration issued a report citing an increased 15-pasenger van rollover risk. I can show you the full report on the Internet. In simple summary, fully loaded vans are deemed the greatest risk, especially during extreme maneuvers such as over-steering or at any time during excessive speed. Tires not maintained at the manufacturer’s recommended pressure are also a leading cause of rollovers. During orientation, expect to discuss issues regarding the handling characteristics of this year’s fleet of vans. Following is a list of procedures (American Camp Association guidelines), for which I expect there to be 100% compliance.

1. Campers may be transported only in properly insured camp vehicles and with the approval of the camp schedulers. Owners of private vehicles may not transport campers unless they have given the camp written permission. Additionally, each occurrence requires the expressed approval of the directors.
2. Vehicles should be checked by the driver before each use. Verify the presence of a stocked first aid kit, reflectors, fire extinguishers, registration and insurance papers, and the list of camp/emergency numbers.
3. Immediately report any missing items or needed repairs.
4. Camp vehicles are to be loaded only within the designated seating capacity limits. The engine remains off until all passengers have fastened their seat belts. The command “Belts on” should be followed by the passengers’ acknowledgment of said command. Passengers are never to unload the van until it has stopped completely and engine is shut off. Special safety precautions may be necessary to cite if the vehicle is deemed to be parked in a potentially dangerous spot.
5. Whenever backing up, the driver should sound the horn.
6. All passengers must wear seat belts and remain seated while the vehicle is in motion.
7. At least one additional staff person besides the driver should be present to insure that camper behavior is not distracting to the driver. Staff should take into account the age, mental ability and physical condition of all passengers present. Camper misbehavior should be “written up” at first opportunity.
8. Vehicles should stop only at predetermined destinations, except in emergencies.
9. Alternate drivers should be present whenever possible.
10. The posted speed limit, or lower, is to be observed at all times.
11. Vehicles should be parked only in designated camp areas. Make sure the ignition is properly turned off, interior lighting off, trash removed, windows closed, doors left unlocked. **Keys must be returned to lock box on the tree near the van lane. Don’t forget.**  This box must always be kept locked.
12. When the gas gauge gets below one-fourth, please refill after campers have departed.
13. All departing trips must post a roster of names on the bulletin board on the dining room porch.
14. Never pick up non-camp passengers.
15. In the event of a breakdown, all campers must remain inside the vehicle unless they can be assembled at a safe distance from the road. Plastic bags should be stored in the glove compartment for use by campers who get sick before the driver can make a safe stop.
16. The camp always has available a vehicle designated as the “emergency” vehicle, which is used for medical purposes.
17. In the event of an accident, a) attend to any life threatening injuries, b) keep campers in a safe location, c) notify emergency assistance agencies – police, ambulance, fire, d) notify camp, e) gather written details pertinent to the accident
18. In the event that health form information or “permission to treat” signatures may be needed, call camp to request that necessary health forms be Faxed to the selected health care giver.
19. Convoys of two or more vehicles traveling to the same destination should remain in visual contact with one another, but be careful not to tailgate.
20. All camp vehicles shall be given a maintenance check by an authorized mechanic before the opening of each season, and thereafter once a week by the maintenance mechanic assigned by camp.
21. Camp vans may be made available for personal staff use on special occasions only and with a written contract between passengers and the Van Czar (Mike WIff!).
22. Private vehicles are to be kept in designated areas and used only at appropriate times. The camp is not responsible for these cars or the articles within.
23. Counselors are discouraged from borrowing cars or lending their own vehicles.
24. Campers are never to ride in or on any non-passenger vehicles such as the green truck or ride-on mower.

CAMP VAN USE BY STAFF

 Kingswood vans may be used from time to time for staff transportation so long as the driver of the van agrees by signature below to the following terms:

1. He must obtain permission from the “Van Czar” (Mike Wiff)!
2. He must be approved by the camp insurance company as a driver.
3. He must completely abstain from alcohol and drugs throughout the entire event.
4. No alcohol or drugs will be either carried or consumed by any passenger in the vehicle.
5. The precise itinerary will be approved beforehand by the “E Czar.”
6. The driver will obey all posted speed limits.
7. No loud music, noise, or activity which may attract police attention will be condoned.
8. The van must be returned to camp at the time agreed upon. The driver may be asked to check in with a director. Photocopy and submit this page.

I agree to the terms cited above:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

VEHICLES ON THE PROPERTY

 Please be EXCEPTIONALLY CAREFUL whenever you must drive any vehicle on the campus. Limit these occasions and always leave your vehicle in the staff parking lot across the road. Boys are not conditioned to looking before crossing the camp’s dirt roads and hence we need to be on guard here more so even than up along the highway. Whenever other vehicles come onto the property, insist that boys go nowhere near them. Holler above the noise of the engines for boys to clear the area. Also, if necessary, do not hesitate to inform the driver that our “VERY VERY SLOW” sign means just that! Remember, too, that campers may not hitch a ride on any moving vehicle on the campus.

HEALTH AND SAFETY ALERTS

 One of Kingswood’s main approaches to risk management is to recognize potential hazards BEFORE a problem actually occurs. Please consider yourself an extra set of eyes and ears and immediately bring to the director’ or nurses’ attention any health or safety concerns you have, regardless of how insignificant they may seem. (Some recent examples: nail pop-ups on the dock, horseshoe stakes uncovered, sitting on porch railings, no shoes during bee season, life jackets off when fetching sail boats, ski boat joy riding, golf violations) With the lone exception of issues that may be clarified by a simple announcement, we ask that your concerns be written (including simple cabin maintenance requests) as extra insurance that they be taken up in camp meetings. We’ll never reach the point where we argue that we have thought of everything.

SUPERVISION ISSUES

 It is the Senior Counselor’s job to coordinate his patrols and make sure they stay on the job until all the boys are asleep and the campus is clearly quiet for the night. The SC should check the assignment board early in the day and alert his team. Trades and other changes often are made and are acceptable so long as Rob knows about them and has approved the plan. It is not proper for the SC to learn of his group after lights are out.

 “Put down,” as one leader used to call that time when boys are getting ready for bed, must be air tight in supervision. Every cabin, without exception, needs to be covered. Again, Rob is to be apprised of any irregularities to the assignment rosters. Often, there are good reasons why both cabin counselors cannot be present at this time. With Rob’s approval, on occasion, a CIT or even a Guide may be summoned to assist. Remember, Put down is a B-Block type of supervised activity and in truth is a somewhat risky time of day! Don’t exploit your higher status at this time.

 “Lame sponsorships” are those self-serving, low turnout events which each of us feels entitled to offer every so often. No problem, so long as everyone knows that “soak ‘em ups” are Kingswood staple and everybody has to be willing to offer twice as many of these as the lame ones.

 “Arena events” are those low-regimen but high relative supervision projects which can make or break weekends. At half-staff on Saturday and Sunday, we need everyone fully aboard with no slacking on the one weekend day each is assigned. Everybody please pull along with the Major Domo of the day. Likewise, the “Monday morning crunch” – new clinic week, special meetings, and tired staff coming off the weekend, can lead to bad synergies. Let’s hustle and be alert on Monday mornings!

 We all tease the Table Tsar about his seemingly functionary duties. But, an accurate roster and reasonable enforcement of same is a good supervision tool. If nothing else, the table list is a good attendance taker and that is not miniscule.

 Our buddy board system is terrific. Check in counselors need to maintain focus throughout the activity. When boys fail to check out, I hold the buddy gate counselor at least 50% responsible.

 The Great Room is just that, but I worry about lax usage procedures for the piano, stereo equipment and TV. Please insist that boys be respectful of this area and its equipment.

 Please help boys find secure ways to keep things like iPods and such out of harm’s way.

 Snorkels and other small equipment seems to disappear at the end of each summer. Please keep an eye open for such thefts of convenience. To me, stealing a mask is as much a crime as robbing a bank*.*

Sodas are limited to rest hour only. Sugar, caffeine and liquids are not a good mix at bed time.

Maintenance guys feel that as each session progresses, boys get less respectful of the cabins. Please demand that campers avoid trashing the buildings and hold them accountable if they do*.*

The Main Lodge upstairs bathroom is off limits to all campers and counselors. We have a really tough time keeping this bathroom clean for the company for whom it is intended.

We have decided there shall be a new mantra, forever implicit but now the rule of the land: THERE IS NO SUCH THING AS FIRST IN LINE FOR ANYTHING. We have observed some boys breaking rules such as departing A Block early to thus be able to be first in the water-ski or tube line. Whenever a “line” is involved for anything, inform the boys first and foremost that there is no “order” involving first come, first served. Of course, an exception applies to activities where punctuality needs to be rewarded. Therefore, the rule really is to use good judgment whenever “first to arrive” situations occur.

 Junior campers need to be escorted at Woodsville and the North Haverhill Fair. Counselors must share in this duty and a buddy system plus whatever specific rules apply that day should be worked out before departure.

 Rest Hour is an assigned duty time for all staff unless the Program Director has assigned them specific duties at this time. You may not sit on the lawn and summon your e-mails during Rest Hour.

 Never give a camper a hair cut unless the administration gives you permission.

 Beware the “calm evening syndrome” out on the lake. Boys will frolic more on warm, still evenings – splash fights, capsizing. Be proactive and remind them beforehand that immediate docking will ensue if they break the rules.

 Getting inappropriate movies into camp is easier in today’s micro-chip world. Please be most alert to movie viewing, especially when is seems on the sly. A cabin movie night should be a reward for good behavior and the administration should be alerted to both the plan and the movie being featured.

We want much more staff mingling with campers at council fire gatherings.

CAMPER SUPERVISION RATIOS

 Kingswood recognizes the American Camp Association’s required ratio of on duty staff to campers in cabin groups as well as to campers in camp activities: For boys age 6-8 years, one staff to 6 campers; for boys age 9-14, one staff to 8 campers; for boys age 15 and up, one staff to 10 campers. Additionally, at least 80% of the staff must be 18 years of age or older with no one under age 16. Younger counselors must be two years older than the campers they are assigned. There are no exceptions to these ratios and the Program Director will take them into account when assigning staff to all camp activities throughout the summer. A single staff member may be assigned to an activity so long as the activity occurs in the “generally supervised area” of the campus. Please bring it our attention at once if you feel an activity to which you are assigned fails to meet these criteria.

AFTERNOON AND EVENING ASSIGNMENTS

 With a few exceptions, most of you can count on having either “A” block (3:00 PM -4:30 PM) or “B” block (4:30 PM - 6:00 PM) as a free period while having a specific assignment for the other.

If you have an “A” block assignment, please start the session on time and do not allow the activity to fall apart or end early. Remember, kids will go along with any game/project that has your enthusiastic endorsement. If necessary, think of clever ways (or, modifications of the original plan) to MAKE IT WORK. Don’t ever offer the excuse that the kids were not up for it. Any pro knows that he is the one responsible for the group attitude.

While “B” block largely consists of unstructured time, the waterfront is tightly supervised during this period. Be on time and no goofing off if you have a waterfront assignment. Impromptu activities may be scheduled by enterprising counselors during this time frame, too. Staff need to be very much a presence – on our toes – during these times. Mischief can and will occur among the campers unless we are alert to their actions. We will assign some counselors to “zone defense” supervision, “bush patrol,” and even “cabin patrol,” but the rule for the rest of you is to be within sight and sound of campers and to follow up on any suspicious activities. Also, it is good camp to see counselors hanging with the boys during unstructured events like picnics and council fire events.

 At dinner, everyone who is on duty must sponsor or co-sponsor an evening activity. Have a plan; don’t wait to be asked. Not only group games, but one-on-ones such as taking a boy out in a canoe are welcomed. While it is easy to offer games for the older boys where you, too, can participate, “little guys” games must be sponsored as well.

NIGHTTIME DUTY AND EVENING PATROL

 Whenever you are on duty in the evening, you are expected to be present in the cabin during the entire pre-bed period. After lights out, a layered responsibility system commences. One person of older age or lengthy Kingswood experience is designated as Senior Counselor and is responsible for the entire “Night Camp” block of time. He is responsible for coordinating the patrols, securing buildings, supervising any staff or CIT activities in the kitchen/dining room area, and turning out lights where needed.

As a patrol, allow the campers to chat quietly for a few minutes after lights out but after that demand that silence prevail, not only for their own interest but out of respect for those other boys who need a good night’s sleep. As an addendum to the above, patrols should respect a cabin counselor’s right to monitor his own group regarding lights out. Regardless, basic quiet should prevail.

All other staffmen not specifically assigned are free after the cabin group settles down and is quiet. Unassigned staff may leave the property at this time, but again we ask you to use good judgment about getting to bed at a decent hour. Given the nature of the world today, we feel obligated to offer maximum supervision to boys for 24 hours a day. Consequently, you must sleep in your cabin throughout the night unless permission is granted by the assistant director. At no time may a patrol leave the property or even cross the road on his duty night. The suggestion to you is to go to bed yourself after the cabins have quieted down.

ROUGHHOUSING

 It’s one thing to encounter a couple boys wrestling on the grass, quite another to witness them wildly jumping onto one another from elevated perches! We now include discussions of assault and battery in Sunday morning camp meetings. Towel snapping, nipple twisters and even name-calling can be construed as felonies in this modern culture. I honestly believe many counselors do not perceive the difference between harmless play and dangerous actions. Three types of activities require heightened awareness: “Low regimen events” such as rest hour, B Block, and bedtime are times when staff are tempted to turn the other cheek to horseplay. I ask for the opposite response. “Arena events,” those large group games and gatherings such as capture the flag, Egg Drop or even council fire, require crowd control even when no counselor is specifically assigned this duty. “High spirit activities” such as UB concerts or ice cream parties are fraught with moments when boys collectively can lose control in a heartbeat. I ask you simply to be aware of the syndrome and stop it in its tracks. Lastly, be particularly careful in your own horseplay with campers. More than one camper has been injured when he could not match up in an encounter with his older, stronger counselor. Beware at all times of what I call “camper-counselor mismatches”. You batting in a hardball game with a ten-year-old playing third base simply is a recipe for disaster. Just use common sense please and remember that you personally as well as the camp could be legally cited for negligence in matters of roughhousing with youngsters.

ISSUES OF PROFESSIONALISM

 Over the years, we have had reason to criticize staff in the following areas:

1. Getting sick in the cabin due to excessive drinking
2. Boisterous activity on “this side of the road” by impaired individuals
3. Permitting or condoning fighting at some level of awareness
4. Deliberate mistreatment of other peoples’ property
5. Raids
6. Marking

Please understand what we mean by “The 90-30 staff awareness ratio.” Most of you guys are at least 90% with us during the day when it comes to camp policies, procedures and professional manner. That figure slips to 30% come time off. Let’s improve those ratios. The idea that I might one day have to call the law authorities is sickening to me but I would do it.

 Regarding the use of fake ID’s by several underage staff: Beware. I will not support you if you are nabbed using improper identification. In this day and age of increasing scrutiny, falsifications of this sort can lead to major consequences. Remember, too, that what passes as minor malfeasance in the big city can be treated as a felony in a rural area like Plymouth. Kingswood’s policy is that underage staff will not use fake ID’s.

 Another issue of concern is the very occasional “bender” that age-appropriate counselors have in a public place. My honest concern is that when your judgment is genuinely impaired, you will do dumb things that get you into trouble with local folks as well as the authorities. Everyone knows what I am saying in this, so please just remember to be “professional,” even when you are completely off duty and enjoying a few drinks in a restaurant. To be sure, do not ever forget that designated driver. Not once.

 Closer to home, we have decided that the best way to proceed with the policies for use of the staff Shack is to appoint a senior counselor as Shack Chaperone each and every evening of the summer. This person will be present at the Shack and will assume responsibility for closing down the shop at the appointed hour. The “Shackerone” will be the last person to cross the road and then he is to go to the kitchen to supervise those who wish to get something to eat before bedtime. The Shackerone is in charge of all late visitors and at an appropriate time signals “last call” in the kitchen, supervises final cleanup, cuts all the lights and locks the doors, both front and back, to the dining room. All persons at this time must go to bed.

 Remember that there is to be NO CONTACT with the campers while you are under the influence of alcohol. In the old days, staff thought it would be neat to wake up their favorite campers from time to time. This behavior is absolutely forbidden. There is to be no swimming or boating at night unless the administration gives approval. Be quiet in the kitchen and clean up messes. I urge all of you to master the art of going to bed without making a peep. Someone offered this great line last year: “You are not the camp. The camp is asleep.” Memorize that one.

Young, inexperienced drivers are at danger and so are you by depending on them when you are under the influence. The ACA reports several deaths at camps each summer due to DD arrangements. Think about it. They are in a strange vehicle, driving at night on strange roads, and amidst a lot of noise around them. You need to select your driver carefully and help him keep track of his duties even though you are impaired. A pro can handle this.

A well-known headmaster friend uses a term he calls the “Pettiness Quotient” to describe teachers who continually raise objections on seemingly simple matters. A guy with a high PQ is seen as far less professional than his low PQ counterpart. Simply put, we feel our best counselors are those who go with the flow, are agreeable to most assignments, and endeavor to adhere to camp policies without whimpering. Sure, we are happy to sit down and discuss your concerns, but there is an appropriate line somewhere.

 All scary stories must end with what I call “The Sabiston Disclaimer.” You are simply to tell boys that every word of your story was make-believe and that you would never lie to them about that! Honestly, I have had more than one call from parents who were disappointed to learn that their child had been needlessly chronically frightened. The “chronic” part is the key to avoid.

 Beware of what I call the “Big Idiot Move” in the last week of each session. Yes, everyone now feels quite comfortable at camp and there has been a tad of slackening of the rules (not by my choice, but inevitable given the human condition.) However, this is not the time to take boys to the shack, lead an unsupervised swim, or drive camp vehicles/boats at night. Being cool to your deserving kids does not entail being a provider of anything illegal or improper. A real pro deals with those great “feel-good” moments far differently.

 Of course, old-time staff are welcome to visit camp. Their loyalty and love of camp is what brings them back in the first place. However, you are not to allow their presence to disrupt you in any way, either by day or night. During the day, tell old-timers you hope they will either participate in the program in a useful way or simply depart the campus for a day trip. At night, enjoy their company but have the good sense to get to bed at the appropriate time and with your full faculties.

 Please call camp if you are running a trip that will be more than 20 minutes behind schedule. Programming, meals, and peace of mind for the directors are reasons for asking for this communication. Furthermore, it is simply a professional move to stay in touch with the home base. You never know when conditions have changed and a re-casting of the plan may be called for. Just pick up your phone and call. Simply leave a message for one of us if there is no great concern but don’t hesitate to get us paged if you deem it prudent.

 Whenever you have an activity that involves a “set-up” of gear, please arrive early to get organized instead of making boys wait while you hunt down the equipment and materials.

 Wear a watch or otherwise know what time it is. Lame excuse number one: “But my campers were supposed to wake me up.”

 Any skit devised for your counselor friends’ entertainment is lame. Again, think of Morris Gold’s rule: “If it does not feel right …” I despise skits designed to embarrass or cut down anyone. Even the Birthday Tsar must be sensitive to the feelings of the boy of the day. No life jacket gigs without admin approval. When in doubt, ask me.

From Camping Magazine, I offer the “Seven Absolutes of Camp Counseling” for your meditation:

1. “Never assume your playful sarcasm, especially use of nicknames, will be taken as you intend it.”
2. “Always follow through on what you say you’ll do. Never promise what you can’t deliver.”
3. “Always intervene when you hear campers put each other down. Never believe a camper who says, ‘It doesn’t bother me.’”
4. “Check in with every one of your campers every day, and make certain to ask the right questions.”
5. “Make something special out of unstructured time, especially bedtimes.”
6. “When in doubt, don’t!”
7. “It’s always better to be thought of as a great counselor by your director, than to be thought of as a cool one by your campers.”

**COACHING AND SPORTSMANSHIP**

SPORTSMANSHIP

 Sportsmanship is a preeminent Kingswood virtue. Engage the boys on the following:

1. What does it mean to be a good sport?
2. What traits are possessed by a good team player?
3. How does one be a good loser?
4. How do good winners behave?

 Boys and counselors alike can be counted on to offer excellent insights to these questions. We always end with the same conclusions: At Kingswood, we don’t just pay lip service to the notions of good sportsmanship; they are the law here, are enforced, and violators are removed from the contest. Your role is to remind boys that the rules of civility apply not only to Pemi Day or Bow & Arrow Week, but also to every game. Never bypass the opportunity to correct unsportsmanlike behavior, even light transgressions. In short order, the proper tone for the current summer will become entrenched and a long string of enjoyable events will follow. Every BVT win does not warrant an excessive celebration.

PROCEDURES FOR GAMES

 Home games: intercamp

1. Appearances count. Allow plenty of time to prepare the home field or courts. Leaders of the various sports will need to consider things such as mowing, lining, raking, dragging, benches, trash control, provisions for water, game balls, referees shirts. Make up a checklist beforehand so you won’t forget anything.
2. Be certain we have an understanding with the visiting team regarding age limitations, (“Age on June 1” is the general guideline used by the BVT camps,) number of participants, time restrictions, and any special rules that may apply. Brief the officials on the above. Sportsmanship is of utmost importance to us, so encourage officials to be strict! Suggest that officials meet with all participants before the contest begins. Be sure, too, that visiting coaches meet with the officials and understand the above.
3. Be certain that all appropriate safety gear is available and used by the participants. Check out all additional equipment beforehand so that no time is wasted after the contest starts.
4. Be courteous to all visitors. Do not invite them to use the facility (swim area, cabins, etc.,) unless permission from the camp administrators has been given. Be certain that their kids are appropriately supervised at all times. Some groups set limitations on their kids beforehand. Help enforce.
5. Should problems develop that show any indication of getting out of hand, seek help from a higher authority at once.
6. Clean up the site and put away all equipment at game’s end. Be sure visitors do the same. Water coolers and cups are not to be forgotten. Head man is last to leave the area.

Home pick-up or intramural games:

1. All of the above principles apply also to casual games.
2. Organizers and officials can do a great deal to give the game the appearance of being an important event. Our coach participation games are an excellent example. Before any contest, make all participants sit quietly in a group while the leaders review the approaches/rules of today’s game. Whenever choosing teams, quietly instruct the captains to select players randomly matched up (instead of best to worst) so that no feelings are hurt.
3. A great Kingswood tradition is camper/counselor participation games. Whenever these contests occur, it is an unwritten rule that campers get to “play the ball” a significant amount. Let’s not have any games where the counselors dominate to the exclusion of the kids. Instead, think of special rules which give the younger players the advantage. That’s the Kingswood way.

Road games:

1. Organize the travel roster well in advance. Find out which vehicles are available to determine the maximum number of participants to include. Try very hard to take all boys who deserve to go. Whenever you must disappoint a youngster, be certain to comfort him and let him know specifically when his next chance will be.
2. You must submit a roster to either the director or the nurse. However, be sure that both know who is going along.
3. Organize the team gear beforehand, too. Insist that boys do the same with personal equipment. Do not forget special items such as lunches, water coolers, medicine kits, sun block, bathing suits, and jackets. Make a checklist.
4. Make sure that all boys know the time and place of departure. Never ask the van driver to speed up if you are running late. If more than 20 minutes late, call the visiting camp as a courtesy.
5. Adopt the visitor’s viewpoint for items 2-6 for home games listed above. Note: Be very specific regarding our use of the other camps’ facilities. There have been some complaints against us in recent summers.

Procedures for referees and umpires:

1. Be sure to arrive at the venue well before the scheduled start-up time. Be at least 20 minutes early if any prep of the site is necessary before the contest may start. Remember to bring critical items such as a stopwatch and a whistle.
2. Before the start of any game, make sure both coaches have a clear understanding of all Kingswood policies and procedures. Once the game begins, remember that officiating camp sports is different from high school or intercollegiate sports. At higher levels, all calls are in strict accordance to “the book.” At camp, however, the referee must rely on good judgment as well as the rules of the game. For example, it would be absurd to call every violation in a ten-year-old basketball game. A degree of leniency is required. The camp leaders are happy to help you define the word “leniency” as it applies to the specific contest you are assigned. Another interpretation of the leniency rule would be for you to give the benefit of the doubt in a close call to the team that is losing badly or clearly outmatched or to the team that makes a spectacular play. (This director can give you a million examples on these themes.)
3. As official, make it your goal to be unobtrusive yet firm. Although your presence on the field should be evident, you should never become the main focus or determining factor of the contest. For example, unless there is a genuine offense (soccer: intentional hands, trip in the box,) do not call a foul that would necessitate a penalty kick in the final moments of a close game. (Watch a bit of professional hockey if you need more on this issue!!)
4. Lastly, and clearly a corollary to the above, you are nonetheless obligated to be unequivocally fair and honest. Absolutely no favoritism towards Kingswood is acceptable. Remember, as a referee or umpire, you reflect the integrity, honor and sportsmanship that is at the core of Kingswood principles.

Coaches’ Primer

Mission:

* Everyone plays (of age) and everyone feels like a valued member of the team
* Sportsmanship reigns supreme – integrity and respect for all personnel
* Coach via affirmation – keep it positive
* Be proud if boys give 100%, regardless of final result
* Coach smart – coach to win

Details:

* Get roster in advance
* Resolve all roster issues – recruiting more players, releasing younger players, decisions involving age and ability
* Know your talent; set strongest lineup
* Each team gets one scheduled practice; more by request
* Prep well; don’t wing it in practice sessions
* Away games: determine transportation limitations well in advance
* Prep players at breakfast meeting
* Know that typical departure is 2:20, which is soon after lunch dismissal
* Make a final check: roster, equipment, location of game, suntan lotion. Do this going and before coming home
* Home games: venue prep in advance is essential
* Crowd control is coaches’ responsibility

At the game:

* Have a substitution plan that makes good tactical sense
* Be a good role model on the sidelines as campers will follow your lead
* Sit and discipline poor sports, regardless of talent
* Have control over bench and team behavior from the moment of arrival until departure. In-between games is an important supervision moment.
* Report all conflicts, issues, and concerns to the AD. Examples. A very poorly refereed match, some bad sportsmanship – by Kingswood, too!
* Camper safety is the number one priority and never compromise it. (An approaching storm is not cause to rush one more inning!)
* Appearances count. You and the boys dress for the occasion.
* Save your best sportsmanship for the post-game handshake, win or lose.
* Make sure to police area post game and help clean up, put equipment away

**EMERGENCY PROCEDURES**

FIRE

 In the event of a fire, the campers shall go immediately to the council circle area. The CITs and selected older staff will supervise them. No camper is to leave the area for any reason whatever. Any counselor near a phone may dial 911. The camp address is 949 Route 25C in Piermont. The remaining staff will assemble at the fire site. The most senior administrator will direct any necessary actions we are able to take while awaiting professional help. Unless lives are in danger, no one is to enter a burning building. The local fire marshal has requested that a double length of hose always be attached to the spigot located under the dining room. All fire extinguishers are inspected annually. Check to be sure your cabin has a fire extinguisher and functioning smoke detector. Inform the directors immediately if your cabin is in need of these items.

NATURAL DISASTER

 In the event of an unexpected natural disaster (tornado, earthquake,) the camp nurses shall be empowered to make decisions regarding the health and safety of all persons on the property. Should multiple injuries occur, staff with appropriate training may be called upon to administer first aid. In the event of a horrific windstorm, please send all personnel to the basement of the office, the Roost or the Main Lodge. In the event of a windstorm, seek protection at once in the basement of the nearest building that has a full cement foundation – the War Room, Office cottage, Main Lodge or Dining Room.

LIGHTNING

 To Kingswood, all lightning constitutes an emergency. All outdoor activities must cease at the first sighting of lightning. UPON THE SOUND OF THE AIR HORN, all people are to clear the areas immediately and seek shelter in the nearest building. If caught out on the lake, pull into the closest shore and seek safety according to the suggestions listed below. All staff are empowered to assist the director in enforcing this rigid rule. Activity may not resume until 15 minutes have passed without a lightning sighting. Other rules of thumb when lightning is near:

1. Do not seek refuge under any tree. If caught in the open, crouch or sit in the lowest spot available. Move away from any isolated taller objects.
2. Get away from any open vehicles.
3. Get out of the water and off small boats. Stay away from sailboat masts.
4. Drop all metal objects.
5. If you feel an electrical charge, you hair stands on end, or your skin tingles, lightning may be about to strike you. Drop to the ground immediately.
6. If someone is struck by lightning, start mouth-to-mouth or CPR.

MISSING PERSONS

 In the event of a person being reported missing, lost or runaway, the following procedures are to be followed:

1. On the waterfront, all persons are to check out immediately. A search both on land and in the water shall be conducted concurrently. The waterfront staff shall conduct the water search, which will continue without rest until the person turns up. The senior staff person present shall lead the land search, using the sweep techniques taught us by Major General Duff Rice. Three whistle blasts on the PA shall assemble all staff. Campers and CIT’s may assist on the land search, if needed.
2. If the number and/or names of the missing are not unquestionably known, all remaining campers and staff shall report to their cabins for a head count. Again, three whistle blasts and following orders will be given over the PA.
3. Authorities and/or parents of the missing shall be notified only after the administrative staff deems it advisable. Circumstances may vary widely and thus the administration shall meet in the director’s house in the event of such an occurrence.

ACCIDENT-EMERGENCY COMMUNICATION

 The infirmary medicine cabinet is kept locked whenever the nurses are away from this facility. A note is tacked to the door giving her on-grounds location or advising seekers of in-charge person during their absence. In the event of an accident or other emergency, the first adult on the scene dispatches any other person to the infirmary to locate the nurse. The nature of the incident dictates whether the three whistle blasts over the PA are required or if the nurses need only be paged. The senior adult nearest the incident makes this call. The same considerations are made in paging the directors. Community emergency services may be summoned at the discretion of the nurses, or, in her absence, the person in charge as indicted by the note on the infirmary door.

 In the event of sickness or accident requiring professional medical attention outside the camp, the nurse must inform the parents once the prognosis is known. Whenever he deems it appropriate, the director shall follow up the nurse’s call with personal contact with the parents, too. Should an event draw media attention, a single administrative person – preferably not the directors—shall be permitted to give statements. The administration shall meet to create a single plan before any actions are permitted.

**PERSONNEL POLICIES**

REMUNERATION

 Salary is cited in your contract. We’ve discussed prior to camp and expect you to sign a contract at camp for our records. You may draw on your salary in cash whenever the need arises. Please come to the camp office during regular hours and withdraw no less than $20. Do not approach us at the last moment when we are nowhere near the “Bank of Kingswood.” This becomes a nuisance in short order.

TIME OFF

 Free time, too, is cited in your contract. Use this time wisely. Get away from camp, but do not schedule long, exhausting excursions. Ask old-timers and they will tell you about plenty of things to do that don’t take you so far afoot and that are relaxing and refreshing. You are expected to abide by all local, state and federal laws. If you stay on the property, the Shack is available to you but note that all laws regarding underage drinking are applicable there as well. Be especially careful in your driving. The posted speed limit should be adhered to, not only since roads in these parts are tricky but also because **it’s a fact that local police jurisdictions prey on out-of-state drivers to beef up their town coffers!** Any police encounter requires a mandatory explanation to your parents. Not long ago, an under-aged counselor was fined $800 for carrying an unopened six-pack of beer in his auto while transporting a 21-year-old friend. Be on your absolute best behavior. Remember, it is expected that you will be on time, alert, and “ready for boys” by 8:00 AM the morning after your time off period. To help guide you in getting enough rest, a self-imposed curfew hour of 1AM is suggested.

 **Days off need to be logged with the person Rob appoints to be the E-tsar.** The E-tsar also maintains a calendar of local events and helps point young staff towards staying closer to camp on days off. Staff transportation issues are also in his purview. Please don’t be the guy who deliberately approaches the E-tsar at the last minute in hopes that it is too late for him to say no.

 The following is an excerpt from the letter I write to parents of counselors who have not yet attended college:

Days off have had considerably further-reaching components: two hours to Burlington or a hike in the Presidentials, three hours to Boston, five hours to the Maine beaches.  We worry openly about these longer treks. Round trip drives combined with fast action activities crammed into a short time frame invariably produce tired young men. Nearly all roads in New England are "curvy" and, from our perspective, constitute difficult driving even under ideal conditions.

            We categorize "young counselors" as staff men who have not yet attended college. These men must abide by the following rules:

 1.     They may not take a trip of more than 1 1/2 hours from camp unless written (E-Mail) permission from you allows it.

 2.     No pre-college counselor may do any of the driving on day off trips unless we have written approval of all the parents of the young counselors going along.

 3.     All day off trips, regardless of distance, must be logged with the “E Czar” – a responsible older staff member who helps coordinate time off trips and vehicle usage

 4.     We ask all young counselors who are recruited to be “designated drivers” to be very diligent and serious about this responsibility. They should know the vehicle being used, having practiced driving it. They should also know the route well, having practiced it as well. They should insist on basic rules of decorum during the drive. They should keep totally alert to the task. If they feel at all uncomfortable with the situation, they may call camp, without fear of any reprisals, and we will send someone more experienced to do the driving.

            Please discuss this letter with your son. For "young counselors," we require a letter from you addressing the issues outlined above plus any additional rules/guidelines you wish to provide. Please email us at wipfler@kingswoodcamp.com. While letters are not required for older counselors, some parental dialogue is nonetheless strongly encouraged. Let's have another fun but safe summer!

These remarks are fully binding. No staffman, regardless of age, should participate in any trip activity that he knows his parents would frown upon. TO REPEAT - ALL DAYS OFF TRIPS MUST BE LOGGED WITH THE “E CZAR”

 As stated elsewhere in this manual, please do not confuse free time while on duty with scheduled off duty time. There’s a huge difference and anyone who can’t figure this one out better come see me right away!

ABSENCE FROM WORK

 Excused absences shall be granted infrequently and only when they do not jeopardize the supervision of the program. Unexcused absences cannot be tolerated. Warnings, docking of time off, and severing of relations are the three steps that will be pursued.

HEALTH EXAMINATIONS

 A full physical by a licensed doctor is required every two years, but the paperwork needs to be updated annually. Last minute physicals may be scheduled with the camp physician, at your expense, and with the use of the time of one of your evenings off.

INSURANCE

 Kingswood carries Workmen’s Compensation for staff-related accidents. Staffmen are advised to carry their own sickness insurance policy. We have a small accident/sickness policy to cover our international staff. See the directors for details.

DRUGS, ALCOHOL, SMOKING

 Kingswood’s policy regarding the above is to acknowledge, respect and uphold all federal, state and local laws. Those staff members of legal age may consume alcohol on the property but only when off duty and exclusively within the confines of either their private living abodes or the staff Shack. No drinking in places like the lower floor/porch of the Main Lodge, the kitchen/dining room, the laundry room/office or anywhere outdoors. Regarding the Shack, it will be inspected daily and a single remnant of alcohol use the night before will result in the place being padlocked. Once you take your first drink, you are confined to the campus for the remainder of the day. Without exception, you are to both travel to and arrive at your sleeping abode in control of your faculties. Common sense defines this statement! But, to put it into layman’s terms, you are not to disrupt the campers or other sleeping individuals in any fashion.

All visitors to the property who are not spending the night (i.e., those who are departing in motor vehicles, either as drivers or passengers) may not consume alcohol while on our campus. This policy applies to everyone without exception to age and connections to the camp. Why? Kingswood Camp is very precious to a lot of people, not just the Wipflers. We cannot afford a single incident with the law in which alcohol use on our campus by anyone, legal aged or not, is associated with “trouble” which develops after their departure from here. Remember, local law enforcement people will “throw the book” at you at any provocation, and the camp, too, could find its very existence jeopardized should it be discovered compromising the laws regarding drugs and alcohol. I honestly believe that in our present culture, a serious problem stemming from the use of alcohol could cost us everything!

A common misconception among young people is that drug use – marijuana especially – is not as lethal as alcohol and therefore is more condoned. This notion is not even remotely true. Nor is it accurate to think that pot smoking can be easily concealed or go unnoticed. Marijuana use is illegal in all 50 states and particularly so within any range of Kingswood Camp.

Smoking, too, is strongly discouraged. While not prohibited to those who are of legal age, we ask that at no time should you smoke in any camp building or in plain view of the campers. Be certain that butts are fully extinguished and deposited in an appropriate trash receptacle. No butts are to be left anywhere on the camp grounds.

SEXUAL ABUSE, INNUENDO, PORNOGRAPHY

 Several highly-regarded camps have been driven out of business following incidents of sexual misconduct between counselors and campers. While the compact layout of our property and the high quality of known staff that Kingswood attracts year after year places us in a relatively low risk status regarding sexual abuse, we need to take every precaution so as not to even give the appearance of a potential problem. For example, private discussions between counselor and camper need not be held in remote places and at odd times. Clowning around, too, should exclude such stupid games as “wedgies” or “pink bellies.” Language and innuendo (sly references) of a sexual nature are to be avoided at all times and places, including skits! No discussion of “touching games” at dances. Not even referrals to current magazines with fantasy girl articles, etc. Kids may be the initial perpetrators but stop them, too, in their tracks. Please bring to my attention, at once, any behavior you deem to be suspicious. Lastly, Kingswood is to be a completely pornography-free camp. While suggestive pictures and lewd images can be found practically anywhere in this day and age, Kingswood is one place where parents can be completely assured that their children are not being exposed to porn. Don’t forget that inappropriate musical lyrics are banned, too. If you think for a second that stories about sex won’t get home to mom and dad, you are crazy!

CONDITIONS OF SEVERANCE

 The directors retain the right to release any staffman of his obligations to Kingswood whenever they feel the situation warrants it. The salary will be pro-rated according to the percentage of working days completed.

COMMUNICATION WITH STAFF

 Each staffman will meet with the director or assistant director at least once per session to review his performance, personal conduct, and special conditions of service. The director shall be available for “same day” meetings with staff upon request. You are welcome to complete the Counselor Report Card and bring it to the directors for commentary. We are pleased, too, at our end to receive evaluations from you regarding the quality of the program offered by Kingswood.

COUNSELOR REPORT CARD LIST OF ATTRIBUTES

Rank yourself, excellent, good, fair or poor in each of the following categories

Punctuality Camp Spirit Ability to lead cabin

Teaching ability Creativity Consistency

Getting enough rest Hygiene Care of equipment and facility

Willingness to volunteer Relationships with boys Ability to discipline

Leadership skills Involvement in program

EMPLOYMENT OPPORTUNITY STATEMENT

 Kingswood Camp, in accordance with applicable federal laws, provides equal opportunities to employees and applicants without regard to race, color, religion, sex, national origin, age, disability, or veteran status.

CERTIFICATIONS

 Please bring to the directors all cards, letters, etc, which acknowledge current certifications. This is to include RN, LT, CPR, First aid, Leave No Trace and similar certs. Thanks.

**THE KINGSWOOD WATERFRONT**

GENERAL PROCEDURES

 The swimming rules are posted on three large panels nailed to the front wall of the Main Lodge building. The boating rules are similarly located on panels nailed to the front side of the life jacket shed. These rules apply to campers and staff alike and the waterfront staff expects your full support in the enforcement operation. A few regulations you’ll need to know before the first camper sets foot on the property.

1. All waterfront activities are to be conducted under supervision by qualified staff. As an American Camp Association accredited camp, we recognize that all waterfront activities must be supervised by a certified lifeguard. In addition, whenever campers are swimming or using boats, one staff member on duty and accessible to each zone of activity must have first aid certification (including training on blood borne pathogens) and CPR (including training in the use of breathing devices.) Our ratio policy is one lifeguard to 25 campers and one lookout to 10 campers with a minimum of two staff in each zone of activity. The Kingswood waterfront is divided into two zones of activity: swimming and boating. The swim area is confined to the inner cribs and the roped off areas between the two floats. No one, staff included, may swim outside this area without direct lifeguard supervision. Swim lifeguards must station themselves on the docks or rafts. Whenever boats of any description are on the lake a lifeguard must be in a boat himself. This rule includes the lifeguard’s use of the skiff (when all boats are within easy view/reach), either ski boat (when boats are dispersed), or a presence in one of the craft used by the campers (when there is a single boating event). Please note, too, that whoever is driving either ski boat, certified or not, acts as a secondary supervisor of boats and responds at once to any dangerous-looking boating activity. There are no exceptions to these supervision rules. None of the rest of us, including the director, may organize swimming or boating activities without following these procedures.
2. Specific swimming and boating rules are posted on boards down by the lake. Please familiarize yourself with these rules and be prepared to enforce them from day one.
3. The entire shoreline of Lake Tarleton is off limits to campers unless they have permission. For example, if you give boys approval to fish near the Wipfler’s cabin, you must stay with them.
4. Be aware of the list of “non-swimmers” posted without fanfare behind the buddy board. “Non-swimmers” are boys who have not completed the Kingswood swim test for the current summer and may or may not know how to swim. Don’t take the camper’s word for it. Non-swimmers may not be in any camp boat unless a counselor is in the boat with them.
5. No horseplay of any kind is tolerated on the waterfront or in boats on the lake.
6. Whenever you are in a boat of any kind or waterskiing, you must wear a U.S. Coast Guard approved personal flotation device. Not only do you safeguard yourself, but you also set a good example for the boys with your ready compliance.
7. Help the boys return the equipment to its proper storage area. Canoes and playaks can be heavy burdens for the younger boys and they’ll admire you for your unsolicited assistance. Sailboats are never left on the beach. Help boys with these, too. All staff are expected to enforce the rules regarding return and storage of life jackets, skis, oars, paddles.
8. If you are assigned general swim lifeguard duty, your foremost responsibility is preventive lifeguarding -- the enforcement of all rules and surveillance of danger areas. Ask the waterfront staff to alert you to boys who are known to be weaker swimmers. Stay alert throughout your assignment and do not permit yourself to become distracted. Face the water and do not take your eyes off the swimmers. Maintain good communication with the certified staff in charge of the event. On rare occasions, water-skiers are the only boys in the swim area. Remember that a swim lifeguard needs to remain on duty until all the boys have returned from the ski float.
9. All staff will be instructed in the proper use of our rescue equipment. With the waterfront director’s approval, practice rescue procedures from time to time during the season.
10. Do not assume boating supervision responsibilities until you have been certified by the head of the specific boating activity. He must orient all staff users on boarding, debarking, trimming and movement of the craft. The proper use of life jackets as well as self-rescue techniques must also be taught.
11. All waterfront rules apply equally to both campers and staff. Note that whenever a lifeguard himself is swimming, another lifeguard should be on duty out of the water.
12. The Director of the Waterfront, along with my presence, will supply documentation every two weeks of our observation of the aquatic program to verify that the waterfront regulations have been strictly enforced, that staff have been provided continued appropriate instruction/practice opportunities, and that a continued watchful eye for environmental and other hazards related to the waterfront has been made.

POWER BOATS ON LAKE TARLETON

 A power boat is not a toy. It is used to tow and supervise campers – period. There are to be no “Hell rides,” to either campers or to staff. Catch yourself when temptation to goof off hits you -- a Big Idiot Move is in the works! Swimmers, other boats, docks and the shore are to be considered “kegs of dynamite.” Never angle your craft in such a way as to have it or your towable come even close to physical contact with these objects. The boat, hauling skiers, tubers and wakeboarders should approach the dock in one direction only – from the sailboat harbor side – and ALWAYS parallel to the dock. Boys must be inside the wake for the last 100 yards of the trip. Know that the New Hampshire state law requires a 150 foot separation between boats and the other items listed above. Respect that distance. Given the compact nature of Kingswood’s waterfront area, there may be times when the boat driver finds himself compromised by the 150-foot limit. In this instance, at minimum a human to human signaling must occur – a beep of the boat horn which is acknowledged by the other boater, for example. Altering course, aborting the trip down the boat lane, throttling back or cutting engine are the other evasive maneuvers you must be prepared to use at the first flicker of danger. When returning to a fallen skier, be as direct and as gentle as possible with the motor craft. Whenever you are in a skiff, the same rules apply. Your main job is to monitor other boats on the lake, including those which tend to gather near the boat lanes either to “catch a wave” or to rightfully wait until the ski boat passes by. In either case, use your voice to remind campers of the 150 foot separation law. Do not ever use that skiff to churn up waves for boys or pretend to be ramming them. Remember Morris Gold’s boating story! Your radio, too, is not a toy. Use it to communicate boat to boat, boat to shore, and boat to infirmary. Especially when storms are upon us, use those radios to organize an “abandon boat” rescue mission and get all boys to safety without regard to their crafts. Follow these simple guidelines and we will never have a serious boat incident which is our fault.

PROCEDURES FOR NEAR DROWNING

1. Provided there are no head or neck injuries, immediately bring the victim to shore, or to a dock, boat or platform.
2. The certified counselor with the most first aid training should stay with the victim while other persons are sent to notify the Waterfront Director, nurse, and other counselors with CPR training or other advanced credentials. Three whistle blows on the camp PA system is the signal that we have an emergency. All camp activities stop while emergency information is being broadcast.
3. Do not allow the victim to stand up or walk around until such movement is approved by a person with the appropriate training.
4. As soon as possible, identify witnesses who may be able to document in writing what happened.
5. If the victim needs to be sent to the doctor or hospital, notify via telephone and be sure to fax the health form, if possible, or take it along.

EMERGENCY PROCEDURES FOR BOATS

1. Boaters in distress have been taught to use the “distress signal,” a slow waving motion with an extended arm. However, the in-boat lifeguard observer must stay alert to situations where campers may be in danger but do not use the distress signal.
2. In either case above, the in-boat lifeguard will move at once toward the scene. Verification of the well-being of the campers is his first recourse. Only then should effort be made to salvage the craft.
3. The Kingswood motorized fleet should at all times be bailed, gassed and engine in good working order. While the maintenance department checks these craft once a week, it is the ultimate responsibility of the lifeguard to make sure his boat is in good working order before setting out.
4. The lifeguard should always take along appropriate rescue equipment to include one of our special waterfront radios.
5. In the case of injuries, follow the guidelines for near drowning cited above. Likewise, identify witnesses who may be able to provide documentation of what happened.

**KINGSWOOD CAMP INFIRMARY PROTOCOL**

I: GENERAL POLICIES

* The Kingswood Camp infirmary is open 24/7 to assist with and direct the health and safety of all persons in the camp community. As a statement of philosophy, no individual will be turned away due to a diagnosis deemed too minor for any attention whatsoever. That a person comes to the infirmary in the first place makes that visit significant in his eyes. A “human to human” communication is guaranteed every person who seeks medical aid at Kingswood.
* The Kingswood nurses are the directors of the health and safety services of the camp. Their judgment in these matters is inviolate and to be accepted by the full community. Disagreements can be voiced, but not “in the heat of battle,” when an incident is ongoing.
* The above being our enduring policy, it nevertheless is to the benefit of the entire camp community to enumerate the types of issues which might not lead to unnecessary visits to the infirmary. Up front, we wish to stress that camp nurses can readily become besieged if every minor health detail is pushed off to them. It is out of fairness to them as persons that some restraint be used in sending individuals to the infirmary.
* Furthermore, it is also our mission as educators to help youngsters see that not every nick or bruise (physical or emotional) requires professional attention. Sometimes, a boy needs simply to take care of himself.
* Rather than attempting a long list of nursing responsibilities, it is deemed to be more appropriate to give words to those generic occurrences where hailing a camp nurse need NOT be the first course of action.
1. For untrained personnel, the “Bob Wipfler” rule may prevail. I am not trained in first aid, nor have I ever been involved in a serious first aid situation. However, I can clean a small cut, apply ointment, and place a bandage. I can apply ice packs. I can remove wet bed sheets and operate a washing machine and dryer. I can clean up vomit. Regarding medicine, I would be hesitant to do much more than merely hand out the infirmary envelopes. However, when I am “very busy” with my major responsibilities, I do not have the time and patience to do any of the above. Staff persons, therefore, are asked to use good and honest judgment when deciding to handle personally one of the above chores or whether the chore needs to be handed off to someone else or referred to the nurses.
2. Trained staff, meaning those who are currently certified in first aid or other more advanced certifications, may be called upon as first responders to issues that go beyond the Bob Wipfler rule. No such person should attempt any intervention that goes beyond his training or comfort level. In nearly all such cases, the nurses should be simultaneously informed of the situation and they may make the decision to take over from the lesser-experienced individual.
3. Everyone should be aware of the homesickness syndrome, in which youngsters gravitate to a female or a health person, whom they judge to be nurturing and sympathetic. The camp nurses may well elect to give comfort to such boys, but it a hard and fast rule that the nurses themselves will determine the “when and where” of such interventions. Simply stated, do not send a boy to the infirmary when you suspect a homesickness problem.
4. Nighttime trips to the infirmary should be limited to legitimate situations or ones that truly frighten you. Some sort of hallucination would qualify as the latter but vomiting might not.

II: SPECIFIC PROCEDURES

* The camp pediatrician has approved an initial health screening protocol: Each camper is to be screened for observable evidence of illness, injury, and communicable disease. Any camper who appears to be sick (excessive coughing, running nose, fatigue, feverish,) injured (unable to use arms or legs,) or having suspicious body rashes or reddened skin should be sent to the nurse immediately. Additionally, during the first-night “cabin tours” orientation period, the nurses will be just outside the door to the infirmary where the emergency station is to be located. They will explain infirmary procedures at this time as well as answer questions about the initial screening protocol.
* No one is ever turned away from the infirmary. Were some person to come to the facility at truly a bad time and with a concern NOT deemed as serious, the nurses nonetheless will give that person whatever immediate comfort is necessary AND will set a specific time when the person may return to the infirmary for a more lengthy follow-up.
* Counselors are responsible for all bed wetting issues, although it would be much appreciated if nurses could move washed sheets into the dryer to save the counselor an extra trip to the infirmary.
* Vomiting episodes are the cabin counselor’s responsibility. It is strongly encouraged that counselors tell boys to “know when the moment is upon them” and get out of doors. A plastic garbage bag and shovel can make for a quick clean-up if vomiting occurs outside the cabin. WEAR GLOVES whenever cleaning up vomit, wet sheets or any other issues involving body fluids.
* Homesickness is taken very seriously at Kingswood and all staff have been trained in dealing with it. See the Staff Manual for details.
* Bed-wetting, vomiting, and homesickness are three examples where the nursing staff is not to be the first responder. However, in all such cases, the nurses must be informed and their aid, comfort and personal involvement are to be expected.
* Night-time issues should be nearly always settled at the local level. As a rule of thumb, if a counselor is truly frightened about the incident, he should notify the nurses. Nurses will alternate nights during which they are on call. A simple paging device will be left on the infirmary porch and the nurse on call will take the device to her bedroom upon retiring for the night.
* At all times the infirmary is open. If a counselor is able, he should bring the child to the facility in person. If the nurse is not in the building, she will leave a note as to her whereabouts. A radio will also be left on the porch so that a nurse may be summoned directly. In a true emergency, a second person may be sent to the PA room to make an announcement. Three blasts on the whistle attached to the microphone may be used for a life- threatening incident.
* Day time first aid kits are located in the kitchen, at the basketball court, in the lacrosse shed, underneath the Main Lodge main steps, and in all the vans. Any staff person may summon these supplies using the guidelines cited in Part I above.
* A full “Self Help” station will be set up on the porch of the infirmary or moved just inside the door during inclement weather. Supplies will be limited to what “Bob Wipfler” would be comfortable using. All users of the facility are required to complete a form indicating the person, the time, materials used, and a brief description of the incident.
* The medicine cabinet should be always locked when the nurses are not actively at work in the infirmary kitchen.
* In case of a disease outbreak, Kingswood camp will advise the contracted pediatrician. With his assistance and direction, a diagnosis will be made and a treatment plan will be implemented. The pediatrician determines whether or not quarantine is required. Specific disease information will be disseminated to camp staff via staff meeting or handout. Camper education will be provided by Kingswood cabin counselors and nursing staff as needed. The role of the nurse in an outbreak situation is to triage campers/staff and provide medications and comfort measures as needed. Should campers require quarantine the infirmary will be the initial quarantine location. Other arrangements will be made dependent upon number of campers/staff affected. The camp nurses are fully authorized to make this decision and all staff will comply with the nurses’ wishes. No announcements related to health issues should be made by counselors without the approval of the nurses. As with any overnight stay in the infirmary parents will be notified via email and/or phone call of their child's condition.

III: ORIENTATION NOTES FOR STAFF

Teamwork - We are all part of the healthcare team. We are all here to help the campers have a healthy, fun summer camp experience.

* In any Medical situation, remember your FIRST role is to STAY CALM! Reassure the camper. The campers look to you to tell them that they will be O.K.
1. Put the “First” in The First Aid response. Being “on the scene” means treat and stabilize when possible, or send a responsible person to bring the nurse to the camper. Don’t ever move anyone with a suspected head, neck or back injury.
2. First Aid Kits are located at the following locations:
* Kitchen
* Basketball court (across the road)
* Lacrosse Shed
* Underneath the lodge at the lakefront
* All camp vehicles
1. Review the contents/procedure for using 1st Aid kits on campus
2. Trip Kits: Follow same procedure for using campus kits when using supplies. Let the nursing staff know (provide camper list) for each trip and include destination and leave/return times. You will have each camper’s medications provided along with Benadryl (diphenhydramine) and an Epi-Pen. Try to keep the Epi-Pen out of excess heat as much as possible.

Epi-Pens: You will have the opportunity during the orientation to practice using the Epi-Pen. Remember that a camper will need immediate transport to the closest Emergency Department if an Epi-Pen is used.

* Camper Safety: Encourage frequent hand washing, etc. showering with soap. 15-30 seconds of friction when washing hands. Model good foot care by always wearing shoes and insisting the campers wear shoes. Model good time management skills by resting during rest period and tracking campers to stay in the cabin as well. Remind campers to use insect repellent with DEET. Encourage use of anti-itch cream for insect bites – no scratching. If signs of infected bites are present, send campers to nurse for evaluation/treatment.
* Infirmary Use and hours: Hours will be posted on the door of the infirmary. A nurse will be in the infirmary during the following times. At all other times, a radio will be located outside the door of the infirmary. One our nurses will always be on call to answer radio inquiries. The nurses are entitled to decide whether the call requires immediate input or a scheduled appointment during regular hours. Either way, a “human to human” communication is guaranteed at all times.

7:30 AM - 8:00 AM

8:45 AM – 9:30 AM

2:30 PM - 1:00 PM

Rest hour (the first 10 minutes, thereafter by appointment)

5:30 PM - 6:00 PM

9:00 PM unless otherwise announced

* Medications: The nurses will bring breakfast, lunch, and dinner medications to the dining hall. Campers are expected to come to the medication table prior to the meal. We will work together to ensure all medications are received. Pain relievers, band-aids, etc., will also be available in the dining hall prior to meals.
* The infirmary is available 24 hours/day, 7 days/week for EMERGENCIES or SCHEDULED APPOINTMENTS BY CAMPERS OR STAFF. The nurse’s location will be posted on the white board on the infirmary front door.

**KINGSWOOD STAFF: SAFETY AND HEALTH PROGRAM**

* *SECTION ONE: INTRODUCTION*

The State of New Hampshire requires that all businesses have a written safety and health program that applies to STAFF. Suffice it to say that while the Staff Manual regulations and the ACA accreditation go considerable steps beyond state protocol, they are not cross-referenced to this regulation. By signing your name at the bottom of this form, you acknowledge awareness of this linkage. This, from the Staff Manual, is a good introduction to what follows: While we do not have a stringent set of rules and regulations here at Kingswood, those that we list are very important to the safety, health and happiness of the entire community. The American Camp Association standards require us even to state with emphasis that ALL WATERFRONT RULES AND PROCEDURES APPLY EQUALLY AND TOTALLY TO BOTH CAMPERS AND STAFF. While the above statement satisfies the standard applicable to that particular area, allow me to add with equal emphasis that ALL KINGSWOOD RULES APPLY EQUALLY AND TOTALLY TO BOTH CAMPERS AND STAFF.

* *SECTION TWO: MANAGEMENT COMMITMENT*

In the Staff Manual, the essays entitled “The Kingswood Formula” and “What Kingswood Holds Dear” clearly are worded with the health, safety and happiness of the children in mind. Please re-read these mission statements, substituting “staff” for “camper” and “camp management” for “counselors. You will clearly realize how deep our commitment to our employees runs.

* *SECTION THREE: RESPONSIBILITY*

The Kingswood Infirmary Protocol is divided into three sections – General Policies, Specific Procedures and Staff Orientation Notes. These sections make it abundantly clear that all of us bear significant responsibility for the safety and health of the full camp community.

* *SECTION FOUR: SAFETY AND HEALTH COMMITTEE*

Kingswood files an annual report on this topic to the NH Labor Department. The current report is on file in the camp office and is available to all camp personnel.

* *SECTION FIVE: SAFETY STATUTES, RULES AND STANDARDS*

Kingswood Camp is a fully accredited member of the American Camp Association. The rules and standards of our parent agency in every case equal or exceed those of the State of New Hampshire. We make a full effort to implement and communicate these regulations to our employees. The ACA documentation file is available to all camp personnel.

* *SECTION SIX: DISCIPLINARY POLICY*

By signing this report, you acknowledge full acceptance of the Personnel Policies and Agreement of Employment documents located in the Staff Manual.

* *SECTION SEVEN: ACCIDENT & INCIDENT REPORTING AND INVESTIGATION*

Kingswood Camp has developed a CRISIS MANAGEMENT PROTOCOL, which is pinned to the wall immediately adjacent to the door of my cottage office. It is reviewed annually by the participants of the committee and is available to all camp personnel.

* *SECTION EIGHT: TRAINING REGULATIONS FOR SAFETY AND HEALTH*

In accordance with ACA standards, Kingswood maintains a documented training and supervision file on each employee. The Personnel Policies listed in the Staff Manual acknowledge the right of any staff person to request a meeting to discuss the contents of these files and to review the overall quality of his performance.

* *SECTION NINE: EMERGENCY EVACUATION AND RESPONSE PLANS*

There is an Emergency Procedures section in the Staff Manual, which is reviewed annually during Staff Orientation Week.

* *SECTION TEN: SAFETY AND HEALTH COMMUNICATION*

To Employees and Management, please use the back side of this sheet to provide minutes of all meetings involving safety issues as well as provide written documentation of safety issues that arise during the course of the summer. Please sign and date all reports and submit to the Directors.

**Staff Manual Quotes**

 The Kingswood Staff Manual is required reading to everyone. Old-timers can bear an annual review while the new guys have much to learn. Below are bunches of quotes from the manual. Use these as launch pads for discussion.

Philosophy

1. At Kingswood, no boy ever slips through the cracks.
2. The staff is everything.
3. Make believe that your every action in the presence of boys is being video taped.
4. Adhere to the six “F’s” of effective leadership: Friendliness, fondness, fairness, frankness, friction and faith
5. We want Kingswood to be totally wholesome, at all times, and without exception.

Tips on Clinics

1. When a teacher absolutely knows that he has a can’t lose scheme (clinic lesson plan,) he is operating at the optimum professional level.
2. Every clinic, every day, ought to begin with a short meeting.
3. Seldom does any activity start in high gear.
4. For some clinics, boys of significantly different level of proficiency will be enrolled.

Policy and Procedure

1. A late camp is a lousy camp.
2. Don’t exploit underlings.
3. Do not allow yourself to tire as summer wears on.
4. Beware of counselor-camper mismatches.
5. The thought of a deliberately crushed ping pong ball drives me up a tree.
6. Don’t certify campers until you are satisfied they are ready to be on their own with the activity.
7. Please do not assume that staffmen enjoy blanket permission to use any and all camp equipment themselves.
8. All waterfront rules and procedures apply equally and totally to both campers and staff.
9. Dining Room Managers need to be very pro-active
10. We want the dining experience to be a civilized one for all of us. Grace-trays-liquids-salad bar order
11. Food waste at the tables carries a moral weight.
12. Clearing trays should be organized at the tables to facilitate the process at the counter.
13. Outdoor meals are prone to devolve into a loss of control over the boys.
14. The Wipflers would not take a slice of bread from the kitchen without permission from the cooks.
15. In the dining room, there is a very fine line between genuine camp exuberance and out-of-control hysteria.
16. (Hand sanitizer squirt games) Boys can turn just about anything into a stupid game.
17. Everyone should be on board for the desire to always have a tidy look to the campus.
18. Enforce all camp procedures from within your “bubble.”
19. Be very careful about inviting your own guests to visit camp.
20. Some visitors are not welcome at all.
21. Conduct an orientation meeting the day before departure of an overnight trip. Make attendance mandatory.
22. Since most day trips are organized just before departure, cool heads need to prevail.
23. Never be casual about Tarleton area trips due to the fact that they are close to home. Get moving!
24. Whenever activities with girls’ camps are on tap, Kingswood’s first rule is to abide by a gentleman’s behavior. Taunting, roughness and innuendo have no place.
25. The youngest campers often make poor choices.
26. Do not confuse free time while on duty with scheduled off-duty time. Go where the campers are.
27. Never lie to a Wipfler.

Cabin Life

1. Most difficulties can be handled at the local level.
2. Write ups work.
3. The ability to hold your cabin accountable for a serious Sunday meeting is the mark of a real pro.
4. Kingswood should address the homophobia issue, a national disgrace.
5. Without question, cabin life is the most important ingredient of the overall quality of a boy’s experience at camp.
6. By being firm from day one, you will avoid many problems in the cabin.
7. We have purchased an alarm clock for every cabin. (Guess who now is responsible for boys being late to breakfast?)
8. My peers think I am crazy to be so lenient regarding foodstuffs in the cabins.Cabin movies should be limited.
9. CIT’s (and others) have been bribed by campers to haul in supplies of sodas and foodstuffs.
10. The problem for us is not so much to ascertain “why” a boys feels homesick, but what to do about it now.
11. From a parent: “Our only disappointment was his poor hygiene.”
12. The ACA reports that foot injuries are the number one debilitating factor at camps.
13. Be patient whenever a bedwetting problem occurs.
14. Please bring to the attention of the nurses any suspicions you have regarding a boy’s general health.
15. Everybody is a “uno policeman.”

Those First Two Weeks

1. Boys arrive at camp wired.
2. Most newcomers, internationals especially, require two weeks to get full comfortable with camp.
3. Beware the loosening effect as summer wears on.

Safety Supervision and Professionalism

1. Make it work.
2. We can all profit from a strict enforcement of the rules pertaining to crossing the road and running along the road.
3. Please be exceptionally careful whenever you must drive any vehicle on the campus.
4. Recognize potential hazards before a problem actually occurs. We ask that concerns be written.
5. Lame sponsorships are self-serving events.
6. Fully loaded 15 passenger vans have been cited as an increased rollover risk.
7. Underage staff will not use fake ID’s
8. Do not allow any haircuts to campers*.*
9. During “B-Block times,” campers are at their greatest risk for very serious accidents. Cabin Patrol
10. Bed time (Put-down) is also a somewhat risky time of day. Parents seek my assurance that counselors remain in the cabin until the boys are quiet.
11. Take a few seconds before starting any game to think out the safety issues involved.
12. Baseball bats, lacrosse sticks, fishing rods and golf clubs are all lethal weapons if mishandled.
13. Games that encourage running in the woods and after-dark rounds need to be exceptionally well supervised.
14. Do not encourage group dynamic bouncing on the dining room porch.
15. Young, inexperienced designated drivers are at danger.
16. Once the shackerone closes the kitchen, all staff must go straight to bed.
17. Late night rule: “You are not the camp. The camp is asleep.” Quiet is the operative word
18. A guy with a high “Pettiness Quotient” is seen as far less professional than his low PQ counterpart
19. All scary stories must end with the “Sabiston Disclaimer.”
20. Beware of the “Big Idiot Move” in the last week of each session.
21. Call camp if you are running a trip that will be more than 20 minutes behind schedule.

Coaching and Sportsmanship

1. Appearances count.
2. Let’s not have any games where the counselors dominate to the exclusion of the kids. Choosing rules
3. For road sports games, organize everything well in advance.
4. As a sports official, be unobtrusive but firm, and unequivocally fair.
5. Don’t be sloppy in areas pertaining to practice sessions and roster selection (for sports games) as well as along the sidelines.
6. Accept the final verdict, win or lose.

Emergency Procedures

1. Three whistle blows over the PA system….
2. Vicious storms seem to be on the uptick these days.
3. No Wipfler has ever been entirely satisfied with the boys’ and staff responses to approaching lightning storms.
4. I shiver every time Morris Gold tells his missing child story.

Waterfront

1. Spotters should keep their eyes on the water at all times.
2. Boys must be inside the wake for the last 100 yards of any skiing related trip.
3. Buddy gate guys need to know who the non-swimmers are and which boys are boat certified
4. We have had some showboating in staff cars (plus in power boats) in recent summers.
5. When boys fail to check out of swim, I hold the buddy gate counselor at least 50% responsible.

Personnel Policy

1. ALL time off trips must be logged with the “E Czar”
2. During free time, get away from camp, but do not schedule long, exhausting excursions.
3. Local police jurisdictions prey on out-of-state drivers.
4. Once you take your first drink on campus, you are confined to campus for the remainder of the day.
5. All visitors to the property who are not spending the night may not consume alcohol while on our campus.
6. Marijuana is illegal in all 50 states and particularly so within any range of Kingswood Camp.
7. Several highly-regarded camps have been driven out of business following incidents of sexual misconduct between counselors and campers. No dialogues with boys about sex as a condition of employment
8. No camper or CIT is to be a passenger in any counselor’s private vehicle. Your insurance is prime
9. For just about all of you, three drinks in an hour’s time puts you over the DUI threshold.
10. Camp directors report parent rage at what they find on camp personnel Facebook pages.

LATE -ARRIVING STAFF TEST:

 If you missed the Orientation week meetings you must do the following: Please write one sentence on each of the 100 statements above which express your understanding of the idea behind the statement. Once you have completed the written part, you will sit down with a small group of staff to review your answers.

**AGREEMENT OF EMPLOYMENT**

This letter represents the professional policies for all Kingswood counselors and staff.

By signing your name at the bottom of the page, you agree to the following terms:

a) To serve as a counselor on the Kingswood staff

b) To perform all duties which you are assigned

c) To abide by all camp rules and regulations pertaining to staff

d) When off campus to represent Kingswood in a manner which protects its dignity, integrity and respect

e) To abide by all local, state and federal laws

f) To conduct yourself always in a manner becoming of a professional

Specific policies pertaining to the above are as follows:

1. You will condone no mistreatment of others, either their persons or property. Examples: raids, reprisals for any misjudgments, capital punishment, vindictive behavior, swearing

2. You will make no effort to show up heads of camp during meetings or announcements of any kind. Disputes or disagreements will be discussed in private.

3. You will be on time for meals\*, clinics and other camp responsibilities, both assigned and unassigned. You understand that during unassigned time, you will engage campers within the program context. (\* Late for breakfast may result in additional night patrol assignments, loss of nights off, or loss of day off)

4. You will not leave the cabin during clean-up, rest hour, or at bedtime until the boys are behaving very specifically within the framework of the rules for each event.

5. You understand that all rules applying to campers also apply equally to you. Misuse of the kitchen, bathrooms, and clinic venues are not condoned. Waterfront rules apply 24 hours a day. You may not misappropriate any Kingswood gear during “off-time” hours.

6. You agree to a “reasonably self-imposed” nighttime curfew. You must sleep in your assigned bed on all nights including days off unless you receive permission to do otherwise. Also, you understand that if you reveal a weariness pattern by being late to breakfast, disengaged from cabin duties, or lazy/sloppy in clinics, the directors will impose a bedtime curfew until which time you are deemed to be rested.

7. You will enforce the rule that no visitors who are driving away from the property may consume alcohol at any time during their visit. You will ask visitors who arrive having consumed alcohol beforehand to depart at once. You agree to abide by the additional policies regarding alcohol use cited on a separate page.

8. You understand that there are to be no drugs of any kind used by staff or guests at any time. You will move at once to stop anyone who attempts to break this rule.

9. You are welcome to have guests on the property from time to time but it is to be understood that each staffman assumes full responsibility for the behavior and actions of his guests. All guests must follow the full complement of the Kingswood rules. Additionally, it is understood that no guests may spend the night anywhere on the Kingswood property without approval beforehand from the directors.

10. You understand that in all of your actions, both on and off campus, you are expected to exhibit appropriate Kingswood behavior. Violations of any laws -- rowdiness, rudeness, indecent exposure, driving under the influence of alcohol or drugs -- will have serious consequences for you

11. You will use the Internet service provided by the camp for wholesome purposes only.

12. You understand the designation “young staff” to be a counselor who has not yet attended college (aged 16-18). Older staff agree to help young staff abide by the special rules pertaining to them. At no time shall an older staffman loan his car to a young counselor.

13. You understand that with notification, the directors may add additional interpretations of the above rules as well as new rules appropriate to your professional conduct.

14. You understand that with a single violation of either the spirit or letter of the above rules, you undertake the risk of being dismissed from the Kingswood community.

SIGNATURE OF STAFFMAN & DATE \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Discussion questions for Philosophy section:**

* Why do parents send their kids to camp? Why Kingswood Camp in particular?
* What are some basic expectations parents have of the camp? Of counselors?
* What is the value of camp? What are some ways that parents expect their kids to grow during their stay at camp?
* Discuss the concepts of “community” and “connection” and how they relate to a boy’s happiness at camp. How can we make sure that every boy feels connected to the Kingswood community, especially in the era of “two-week sessions”?
* What is the philosophy behind “B-block”? Why is it more and more important for kids to have “B-block” type times in their day? What is an adult’s role in B-block?
* What is Kingswood’s “margin of error” with respect to handling difficult situations? In other words, can one incident or mishandled situation sour a parent’s perspective on how Kingswood did with their child? What issues should be handled locally and what matters should camp administrators be notified about? Why?
* Just what is philosophy? Why have one? Or, many philosophies?
* “The Kingswood Formula” - circa 1985. Anything striking about this document?
* What Kingswood Holds Dear: “No boy slips through the cracks.” How do we achieve this goal?
* The Six F’s of Effective Leadership. Do you stop and think about which “F” you are currently are employing on a boy? Yes or No?
* Goals and Objectives: Do you recognize the goals? What philosophical point do these measurable items underscore?
* Why are you at camp?

**Discussion questions and scenarios for Clinics section:**

* You’ve planned your soccer clinic based on drills and concepts you run with your high school team. On Sunday morning, Becky informs you that you are instructing a junior clinic with five campers in it. Two appear to be non-athletes, and one speaks little English. You have a CIT assisting you. How do you adjust your plan?
* Is it better to participate in the basketball scrimmage you have planned for the second half of your Thursday clinic or instruct from the sidelines? Are there factors that could change your decision?
* How can you structure clinics so that you minimize the time campers spend “waiting in line”?
* What do you do if you feel that gear at your activity is lacking or outdated? What if it is broken?
* What do you do if you feel that your clinic isn’t going well?
* Describe how to use a CIT assigned to your clinic. How will this change from Week 1 to Week 3-4?
* A junior camper is at your tennis clinic. At the end of the clinic, he tells you that he doesn’t have to participate in his waterfront clinic because he hasn’t passed his swim test. You let him stay. What happens next? Why?
* What is the value/purpose of a meeting at the beginning and end of clinic and the importance of having a specific goal for each day?

**Discussion questions and scenarios for Cabin Life section:**

* One camper in your cabin is really motivated to do well in inspection. The other boys are significantly less motivated to clean up. What are some potential problems that could emerge from this situation? How do you handle this situation?
* You have three boys in your cabin who are good friends from home. How might this affect the cabin dynamic? What are some things you should keep your eye on? Should you separate their bunks before the session starts? Why or why not?
* A camper in your cabin comes to you and tells you someone stole his ipod. He strongly suspects another boy in the cabin. What do you do?
* You have 13 year olds in your cabin. You have a number of popular boys in the cabin who like to tell stories about parties that they go to at home where they drink and smoke. How do you deal with this?
* Your cabin is obsessed with the idea of “going on a raid” or “pulling a prank”. They constantly come to you with ideas for pranks, but none of them seem creative enough or in the Kingswood spirit. You are worried that late one night, after you leave the cabin, they will attempt a raid. What should you do?
* You are concerned that the CIT assigned to your cabin is “in over his head”. You hear your campers talking and it seems that they have taken advantage of him and don’t respect him. What do you do?
* Cabin life determines whether a boy has a good or a great summer. Why do you think that is? What can a counselor do to make sure that boys have a great summer?
* What is the counselors’ role during inspection? Does that role differ depending on the age of the campers?
* Why is it important to have a counselor in the cabin during rest hour?
* What are some ways that a counselor can meaningfully connect with the boys in his cabin?
* What are the main responsibilities of a cabin counselor?
* What can cabin counselors do to get to know each camper in their cabin? Are there best practices or routines that they can implement?
* What are some best practices for night routines? What is true in both younger and older cabins? What is different?

**Discussion questions for First Two Weeks section:**

* Why is it so important to set a proper tone in the cabin and at activities right away?
* Since “boys arrive at camp wired” how long will it take to settle into the camp routine? What are some things we can all work together to do to make this happen as soon as possible?
* As a group, brainstorm some examples of the “loosening effect” that have occurred in previous summers or could potentially occur.
* What is meant by the term “cabin mismatches”? Boys will sometimes complain that they aren’t in the cabin they expected to be in, so how can you tell if you actually have a mismatch?
* At the beginning of second session, do boys who are staying on have to take part in all of the orientation meetings? What about during clinics?

**Discussion questions and scenarios for Safety, Supervision, and Professionalism section:**

* We are making a push this summer to improve our supervision during B-Block and other lower regimented times. What makes B Block such a high risk time when taking safety and supervision into consideration? Why? Discuss what the jobs “zone defense”, “cabin patrol”, and “bush patrol” actually mean.
* It’s one week into the session, and you are walking from your cabin to the waterfront to take a swim after your A-block activity. You see two relatively young first year campers playing caymen golf without collared shirts. They don’t have very good swings, but there are other counselors who obviously see them too and nobody is saying anything. What should you do?
* Discuss the new mantra “There is no such thing as first in line for anything” and brainstorm some real Kingswood situations to which it might be applied. How do you deal with a situation where campers have arrived at an activity and have formed a line?
* Discuss the importance of the quote “Check in with every one of your campers every day and make certain to ask the right questions.” Brainstorm some specific ways you can make that happen with the campers in your cabin.
* What is expected of on duty cabin counselors (not on an evening off) during the pre-lights out and post-lights out times? Why is this time so important? What kind of attitude is not acceptable regarding lights out?
* How do counselors on duty for games like Find the Camper, Stealth, or Find the Counselor maintain a balance of participation and supervision? What are the potential risks involved in these activities? What can you do to help prevent them?
* You are in Hanover with a group of guys on your night off. You have been drinking, but have asked a young staff member to be the designated driver. As the night wears on and you prepare to leave, it is evident that your appointed DD is uncomfortable with the task of driving you all back to camp in the dark on the curvy, unknown roads. He decides this is a bad idea. He does not want to be the driver. What do you do?

**Discussion questions and scenarios for Coaching and Sportsmanship section:**

* Take a moment to answer the questions that you should be posing to the boys:

 1. What does it mean to be a good sport?

 2. What traits are possessed by a good team player?

 3. How does one be a good loser?

 4. How do good winners behave?

* After every BVT win last year it seemed, there were “excessive celebrations.” What makes this unnecessary and unsportsmanlike? What are the concerns on the safety end of these “excessive celebrations”?
* You get your sign-up for the 12 and under soccer tournament at breakfast. Three of the players you expect to be on the team don’t come to sign up. You need them to field a team. What do you do? How much pressure do you put on them? What if one wants to go on a hike, one wants to go to Big Eddy, and one just doesn’t feel like it?
* One of your best players collides with an opponent. He gets up and yells, “What the f---?” What do you do?

**Discussion questions and scenarios for Emergency Procedures section:**

* Three whistles are blown on the PA system. What do you do? What do your campers do?
* You are in the uno when you hear the air horn blow for lightning warning. You and a bunch of kids want to run back to your cabins. It hasn’t started raining yet. What do you do?
* It is the end of B-Block. You are on buddy board. Everyone has left the swim areas. Two camper numbers are still up for having taken out a boat. What do you do?
* It’s lights out. No one has seen Little Johnny for a while. What do you do?

**Discussion questions and scenarios for Personnel Policy section:**

* Time off, while a great opportunity to re-energize yourselves away from campers, can devolve into a long, exhausting excursion. Discuss good, wholesome options for all counselors to enjoy. (Bear in mind the 1 ½ hour rule for young staff.)
* It is the morning of the day off. You have no idea what you are going to do. You approach the “E Czar” for advice. He is not amused. Why? What are some better planning strategies?
* You have a day off but no one else you enjoy spending time with has the same day off OR you have no mode of transportation for what you want to do. What is your course of action?
* You and five other guys need to use the van for your day off. You talk to the E Czar about your plans and off you go. Any problems with this scenario? What are they?
* You brought pot to camp because you thought it would be a great opportunity to use it. After realizing you were wrong, you decide to dispose of it. A camper finds it before you do. What happens next?
* You are on patrol. Campers in Lakeview are complaining of the noise and smell of smoke in their cabin. Rob, Jay, and Bill are clearly smoking cigars, drinking whisky, and being boisterous on Rob’s porch. What do you do?
* You are on Guide Patrol and the Guides are discussing their conquests as young men. They try to engage you in their discussion. What do you do?

**Discussion questions and scenarios for Waterfront section:**

* At the end of a boating clinic, you find a majority of life jackets on the ground. What do you do?
* You are not on duty for B-Block and it is a hot day, so you decide to hang out on the waterfront. Your buddy is lifeguarding, so you approach his designated area to chat him up. Discuss the issues in this scenario.
* Certification in waterfront activities should be taken very seriously. Why is this so important? At what time of day are we most affected by the waterfront certification process? How can we improve the process?
* Discuss the importance of the skiff as a rescue vehicle and the duty of the lifeguard assigned to this shift.
* Note to all staff – we will practice having a missing camper on the waterfront during Hell Week

'A Kingswood Quiz'

1. A close loss to Pemi is treated as

(a) no big deal, (b) a big deal, but only for a few minutes,

(c) a big deal only if we should have won, (d) a big deal until we get another chance.

1. Whenever a boy goes home before the session ends,

(a) he'll regret it, (b) he is the lucky one,

(c) those staying on are luckier than he is, (d) everyone pretends not to notice.

1. If a camper does not like a particular activity, he should

(a) stick it out like a pro, (b) ask nicely for a change,

(c) pick a different activity he can do better, (d) report his feelings but keep trying for now.

1. If a camper has a disagreement with a bunk mate, he should

(a) try to settle the matter locally, (b) tell his counselor,

(c) ask his other friends to intervene, (d) go directly to a camp director.

1. A boy should try a new activity at camp

(a) once he feels certain he can do it, (b) once he has seen others succeed at it,

(c) without any fear of failure, (d) whenever a counselor invites him to participate.

1. Pranks at Kingswood

(a) are terrific if they follow camp rules, (b) must be approved by the administration,

(c) are OK so long as they do not get physical, (d) are totally forbidden.

1. "Freedom" at Kingswood is

(a) a responsibility, (b) a given privilege,

(c) an honor, (d) earned by merit.

1. If a boy is homesick, he should

(a) bear it with dignity, (b) make sure his parents know about it right away,

(c) share his feelings with others, (d) go to the nurse.

1. The very best way to make a friend is

(a) let a boy know you wish to be his friend, (b) ask him to do things with you,

(c) be as outgoing as you possibly can be, (d) be a friend.

1. This session at camp will have a successful outcome

(a) if it is taken seriously, (b) if everyone behaves,

(c) if everyone gets to participate, (d) if we as a community desire it.

BECOMING A KINGSWOOD COUNSELOR: SYLLABUS

FIRST SUMMER: COUNSELOR-IN-TRAINING (CIT)

INTRODUCTION:

First of all, welcome to the CIT program. For many of you, this is the culmination of many years at Kingswood. The transition from camper to counselor can come with challenging moments that we aim to address in training sessions and with hands-on, supervised experiences. What you get out of this program is primarily up to you. We will provide you with the tools and support; you will need to provide the initiative, drive, confidence, and leadership needed to succeed.

What does it take to be a good Kingswood counselor? In one of our first meetings, we will discuss this question. This will be the central theme of your CIT training and you will add to your definition as you progress. Keep a list of your responses, as well as the responses of your peers. Add to and rework your list throughout the summer. At the end of your CIT year, you should be able to summon your list and determine how well you are progressing towards the goal of being an effective member of the Kingswood staff.

We have divided the CIT program into seven parts. We will try to keep as closely to this schedule as possible. Some parts of the syllabus will overlap.

Part I: The Kingswood Philosophy (week one)

Meetings led by the Director and administrators will discuss what Kingswood holds dear. Annual commentaries from the director serve as starting points for these conversations, which happen in the first few days of camp. CITs will be engaged in a friendly, low-key manner but we will expect that they come away from this part with a set of firm Kingswood convictions.

* The Kingswood Formula
* What Kingswood Holds Dear
* Kingswood’s Goals and Objectives
* Bob’s annual commentaries

Part II: Kingswood Nuts and Bolts (week one)

This section will be held during the evening hours and will be led by the CIT director and camp administration when possible. All bullets below represent lengthy sections from the Staff Manual which contain essential day-to-day Kingswood methodologies.

* Policies and Procedures
* Coaching and Sportsmanship
* Safety, Supervision & Professionalism
* Those First Two Weeks
* Personnel Policies
* Infirmary Protocol
* Kingswood Waterfront
* Emergency Procedures

Part III: Discipline (week two)

CIT’s will learn effective disciplinary and conflict resolution strategies by discussing the philosophies and procedures of Jo Anne Nordling, a noted child psychologist and author of “Taking Charge.” CIT’s will then discuss appropriate responses in a number of Kingswood case studies. Dialogues will occur with camp directors and interested counselors. These are often CIT favorites, as case studies come from actual Kingswood circumstances. What CIT’s glean from this section will place them in good position to deal directly with campers.

* Taking Charge Discussion
* Case Studies

Part IV: Cabin Assignments

Once we have a feel for what age group each CIT is comfortable with, they are assigned to a cabin for the remainder of the session. The cabin counselor observes and reports back to the CIT director and administration on each CIT’s ability to manage the cabin and how well they assert themselves in a positive manner.

* Cabin Life
* Cabin Meetings
* First-hand examples for case study discussions
* Discussions with CIT director and feedback

Part V: Clinics (weeks one-four)

Clinics are the meat of a Kingswood morning, and as such it is an important component in the CIT year. CITs will be assigned to clinics starting the first week of camp. During the first week or two, CITs will be assigned to clinics they are interested in leading during week four. The expectation of a CIT during the first week is that they observe and assist when needed. As you gain confidence as a teacher and as your lead counselor deems appropriate, you will be asked to take on additional responsibility. During week three, you will be asked to write your own 5-day clinic and submit for approval. During week four you will lead the clinic and be observed by a “master counselor,” who will provide constructive feedback to you and to the administration.

* Tips on Clinics
* Clinic Certification courses
* Leading real-time clinics and activities
* Mentor monitoring and feedback

Part VI: The Work Ethic (weeks one-four)

How CIT’s approach their “work” assignments reveals a lot about their character. Most CIT’s work in the kitchen, however alternatives such as maintenance and facility work will be considered. All CIT’s are encouraged to participate in the Lake Host Program, where they inform boaters at the public boat launch about invasive species and examine watercraft for any suspicious particles. We often sign off on community service hours for CIT’s for their time spent as Lake Hosts.

* Kitchen training
* Lake Host training

Part VII: Summary (weeks three-four)

This section is the culmination of your CIT experience. Each of you will meet individually with the CIT director and camp directors for a final evaluation during the last days of the session. It is at this final meeting where we will discuss the progress each CIT has made. We will let each CIT know if they will be invited to apply to be a counselor or if they require an additional summer in the Barn.

* Identifying your camp “marker,” – clinic, persona, bit, specialty, etc.
* Final evaluation - Assessing your progress

Post-camp

Historically, counselors at Kingswood have written essays that outline their individual Kingswood philosophies, offer specific activity lesson plans, and acknowledge a unique role they can play in the camp community. If, in your final meeting with camp administration, you were invited to apply as a staffman for next summer, please write and submit your essay over the winter for consideration. You will receive a formal letter as an invitation to apply as well.

**CIT Clinic Evaluation**

CIT \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Clinic (Age & Type) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Supervising Counselor \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Thank you for completing this form. You will be providing invaluable feedback to the CIT and administration. We will use this information when evaluating whether or not the CIT will be invited to return to Kingswood as staff.

1. Describe the preparation and effectiveness of the CIT’s clinic. Was there a clinic plan? Was it well thought-out?

2. Was the clinic engaging and interesting for all campers involved? How did the CIT ensure that his clinic was successful?

3. Was the clinic appropriate for the level of campers? Why or why not?

4. How did the CIT demonstrate flexibility?

5. Please describe each of the following characteristics of the CIT you observed:

* Punctuality
* Professionalism
* Maturity

Any additional comments or observations are appreciated. Thank you!

**CIT Cabin Placement Evaluation**

CIT \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Cabin \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Supervising Counselor \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Thank you for completing this form. You will be providing invaluable feedback to the CIT and administration. We will use this information when evaluating whether or not the CIT will be invited to return to Kingswood as staff.

1. Describe the CIT’s demeanor with the campers.

2. Address each of the following characteristics of the CIT you observed:

* Punctuality
* Professionalism
* Maturity

3. Describe the CIT’s ability to manage cabin dynamics and disciple. Did he do so in an informed and appropriate manner?

4. Does the CIT add to and enrich each camper’s summer camp experience? Why or why not?

5. Is he a positive role model? How so?

Any additional comments or information are very much appreciated!

SECOND SUMMER

“FIRST YEAR” COUNSELOR

Part I: The Staff Manual (Hell Week)

CIT’s who have demonstrated strength as a potential counselor and received significant positive and neutral feedback from administration and staff are invited to return the following summer as “First Year’s”. Staff new to Kingswood, regardless of their age, will also fall into the category of “First Year”. First year staff, along with all returning staff, will be required to participate in the staff orientation week, six days before camp opens. “Hell Week,” as it is called, has been hailed by many as one of the highlights of the summer. Hell Week is a week of training, being certified in CPR/First Aid, getting camp ready for campers, extraordinary food, laughs, and bonding. It is exceptionally important for us to have everyone on the same page for the summer. Hell week is fun AND you get paid for it! First year counselors will be asked to participate in additional meetings to fully orient you to being a counselor at Kingswood. Spend time perusing the Staff Manual. It is brimming with useful information and a good starting point for many discussions.

Part II: Continued certification

First year staff may have obtained some clinic certification the previous summer during the CIT program. In order to instruct any high-risk clinics (waterfront, weight lifting, etc.) you must read and overview of safety procedures and complete a written test. During Hell Week the camp also provides: Lifeguard Certification, First Aid, CPR

It behooves you to obtain any additional certifications in the off-season, such as SOLO (Wildreness First Aid) or specialized activity certification.

Part III: Cabin Issues

Many first year counselors have the benefit of having participated in the CIT program at Kingswood the summer before. While you were placed in camper cabins to help out, you did not stay there full time. Now you are out of the barn and can devote your energy towards being in the cabins with campers 24/7. Making this transition and living with children presents a variety of new challenges. Staff meetings occur once a week once the session begins to learn about “boys of concern” or cabin dynamics that are not working as planned. Additional meetings will be scheduled as needed with members of the administration to flesh out cabin issues. First years should appreciate these topics, as you will be “in the trenches” and dealing with issues on a regular basis.

Part IV: Participating in CIT orientation

First year staff are urged to be involved in the CIT program, both to assist others and for their own review. Some meetings will be required for staff new to Kingswood.

Part V: Mentor Meetings

All first year staff are assigned a mentor from the administrative staff during Hell Week. You will meet with your mentor once a week to check in on camper/staff issues, clinic progress, time off planning, strengths, areas of improvement, etc. These meetings should be viewed as an opportunity to express successes, concerns, and genuinely talk about how your summer is progressing. You should feel comfortable approaching your mentor at any appropriate moment to discuss any camp topic.

Part VI: Kitchen Duty

For staff who did not participate in the CIT program, we will ask that you help out with kitchen duty. Charmion and Klaus arrange the schedule of which individuals are responsible for each meal. This is an opportunity for you to showcase your work ethic, responsibility, and punctuality.