

Camp Hawkeye Staff Handbook



Edited June 2025

“Camp is the best present
that you can give
to a child.”

Remember this quote and make it true with your work every day at Hawkeye. Our staff is our most valuable asset and only by the motion of your work can the engine that is our camp run. Thank you in advance for taking the time to read this introductory handbook and for all of the wonderful work I know that you will do.

Sincerely,

Garrett Colgan-Snyder

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PURPOSE OF THIS HANDBOOK

This Staff Handbook is provided to and for staff members of Camp Hawkeye to familiarize them with the various programming, activities, trips, policies, procedures, expectations, and approach of our small community. It is also meant to give staff members insight into the everyday workings of our camp program, introduce individuals who are new to residential camping to this type of intentional community, and to provide an array of useful and informative anecdotes, situations, and approaches to camp counseling. This should all serve as the base for each staff member's growth and maturation as a counselor and valuable member of our unique community. Staff members should review this handbook prior to the start of their employment at camp and refer to it during the summer session as needed.

Please note that this Staff Handbook, as well as individual job descriptions, program area summaries, other handbooks, and other Camp Hawkeye policies and procedures may be modified, amended, revised, or rescinded at any time at the Camp's discretion, and they are not intended to give rise to contractual rights or obligations.

If you have any questions about this handbook or anything contained therein please do not hesitate to email garrett@camphawkeye.com, contact a returning staff member or supervisor, or call us at (617) 960-6740. In addition, if you find a typo, syntax error, other printing or composition error, or if you have a suggestion or feedback on what is or should be included in this handbook, please contact us at the same email address and phone number.

Finally, this handbook remains the property of Camp Hawkeye, LLC, and is only used by individual staff members on a yearly basis. Please do not write in, tear, alter, lose, or otherwise change or abuse this document. In line with our organizational commitment to limiting our environmental footprint we hope to maintain and use these handbooks for more than one season.

ABOUT CAMP

Fast Facts

Quick Description: The un-traditional sleepaway camp for ALL HUMANS ages 7 - 17 with a commitment to creating a diverse community. With 75 campers and 35 staff Hawkeye is perfect for first time campers of any age. Hawkeye includes campers and staff from a variety of social, ethnic, economic, religious, and geographic backgrounds as well as across the gender spectrum.

Hawkeye is different; with the feel of family and the healthy experience of the outdoors, Camp Hawkeye uses the joy and fun of camp to break down social and cultural prejudices, misconceptions and barriers.

Owner & Directors: Garrett Colgan-Snyder & Jessica Colgan-Snyder

Website Address: www.CampHawkeye.com

Other Web: <https://www.facebook.com/CampHawkeye>

<https://twitter.com/CampHawkeye>

https://instagram.com/ch_community

<https://www.youtube.com/CampHawkeye>

Email: garrett@camphawkeye.com & jess@camphawkeye.com

Winter Address: Camp Hawkeye
Attn: Garrett or Jess
2304 Cherry Lane
Arden, DE 19810
USA

Summer Address: Camp Hawkeye
(*Mailing*) Attn: (Staff Name)
165 Camp Good News Road
Charlestown, NH 03603
USA

Winter Phone: (617) 960-6740 & (781) 315-1297 **Summer Phone:** (617) 826-5769

Year Round Fax: (866) 615-1769

Established: October 31, 2005

Other: Affiliated with Camp Hawkeye is a separate sister organization called, the Hawkeye Campership Fund. This organization is a non-profit devoted to raising money to send kids from urban and rural low-income backgrounds to Camp Hawkeye who would not have been able to attend camp otherwise.

Website Address: www.HawkeyeCampershipFund.org

THE CAMP HAWKEYE MISSION STATEMENT

At Camp Hawkeye we strive to provide a high quality overnight camp experience for children between the ages of eight and sixteen years of age. We do this by creating a safe, tolerant, and diverse community in a traditional camp setting that cultivates a mature level of understanding of others both in and out of camp. At the same time we work to provide a “green” experience that is accessible across class boundaries allowing kids to leave their usual environments in order to learn and grow through experience.

We firmly believe that any camp experience is made or broken on the backs of the camp’s staff. As an organization we are committed to producing a staff that is, top to bottom, outstanding. Our counselors come from a vast array of backgrounds and possess a wealth of variegated life experience.

We understand that it is vital to a camp’s success to focus not only on the camper’s happiness but also on the satisfaction of the staff. As a group we are devoted to attracting and retaining wonderful people who love camp, the outdoors and working with kids. An integral part of our commitment to camper and parent happiness is an understanding of the importance of continuity of leadership and tradition.

Campers come to develop strong and lasting relationships at camp with both peers and counselors, we believe in nurturing and deepening this camaraderie in an effort to form lifelong mentor relationships and friendships. With this goal in mind Camp Hawkeye maintains an organizational commitment to retaining counselors. Familiar faces, strong community and a safe place for self expression and development are what we seek by building strong positive ties.

STATEMENT OF MULTICULTURAL COMPETENCE

Camp Hawkeye is committed to ensuring that our services to campers, families, staff members, and other stakeholders from geographically, ethnically, culturally, and socio-economically diverse backgrounds are provided in a manner that reflects more than sensitivity and responsiveness to their particular needs. Hawkeye strives to demonstrate respect and the idea of significance of these differences through the incorporation of this diversity into the normal programming of our activities and the structure of our sessions. This includes, but is not limited to, unique programming such as twice weekly “International Days.” The Director, Board of Advisors, and other administrators at Camp Hawkeye strive to facilitate the inclusion of concepts of and experiences related to these differences in culture in every aspect of the leadership, programming, hiring, staff, all-camp programming, and all areas of the community milieu.

EQUAL OPPORTUNITY EMPLOYER STATEMENT

Camp Hawkeye, in accordance with all applicable Federal Regulations, provides equal employment opportunities to employees and applicants without regard to race, color, religion, sex, national origin, age, disability, creed, sexual orientation, national origin, ancestry or veteran status. Job opportunity is provided to all employees based on qualifications and job requirements.

THE CAMP HAWKEYE PHILOSOPHY

Camp is for Everybody!

We believe overnight summer camp to be such a valuable and enriching experience that we would like to offer it to everyone. We would like to make it possible for each and every child to be able to live, learn, and grow in such a rustic environment and loving community. Unfortunately we have limited spaces for campers each summer so we must satisfy ourselves with providing a first-rate camping experience for these lucky few.

The Camp Hawkeye program is one which provides young people with a fun, pressure free environment where campers can learn and mature while having experiences that are very different from those offered at home or at school. Gone are the structures, confinements, and requirements of scholastic life; gone is the stress that goes along with it. Gone as well are the distractions and puerile activities that stunt the growth of children at home such as video games, television, media diversions, and games that require limited or no creativity on the part of the participant. Instead, campers are encouraged to explore their natural curiosity in a rustic setting. Campers are asked to develop their own individual creativity, leadership, and group skills. This space is filled with interactive activities that involve cooperation, compromise, problem solving, independence, a developing maturity, and ego reinforcement. Many of our staff members are teachers, or studying to be teachers, and we hope that each one relishes the free learning environment that Camp Hawkeye offers.

At Hawkeye campers and staff come from around the world and down the street to create a diverse community committed to founding relationships that will connect us across and because of our differences. We do not emphasize difference at Hawkeye apart from intentionally crafting a diverse community. Campers and staff are expected to live and play together in an environment that encourages natural interest and learning with and about one another.

True understanding cannot be forced but needs to come from the innate desire to learn and understand our friends and mentors. Epiphanies cannot be initiated in a contrived situation but must occur naturally and at each person's own pace. The benefits of the participation of campers that would not otherwise have the opportunity to attend summer camp accrue not only to those who enjoy this different environment but spread out among our campers and staff who are fortunate enough to meet, live, and learn with and about these important members of our community.

Camp Hawkeye believes that for profit companies can be peace organizations. Hawkeye views itself as a firm that promotes the overall development of a broad based and deeply held peace community. This is done through the creation and ongoing support of relationships across the many boundaries and misconceived ideas of difference that supposedly separates us. Ideas of ethnic, socioeconomic, geographic, national, gender, religious, and age difference are merely accoutrements that increase the flavor of each of our personalities. They do not define us.

HISTORY OF CAMP

On October 31, 2005 Camp Hawkeye was officially established in the state of Vermont. Incorporated but homeless the organization searched for temporary shelter. In the same week a rental location was found in southwestern New Hampshire, Camp Sunapee. With a four week summer program already established Camp Sunapee lay fallow for the second half of the summer, perfect timing for Hawkeye to establish a new program. With the support of countless stakeholders, including friends, family, coworkers, and other concerned parties; Hawkeye was able to put together a small program for its first summer. Thirty-one campers and eighteen staff members gathered in Springfield, New Hampshire, on the shores of Baptist Pond and wrote the first chapter in the living history of this new and different organization.

The program was dynamic; a total of 25 trips ran over the four week period. These included six out-of-camp overnights, four overnights on the island, and fifteen day hikes in surrounding state and federal parks. The campers and staff introduced the Hawkeye Village system. Each individual was sorted into either Phoenix, or Boar ; a smaller community to which they will remain a part for the entirety of their Hawkeye career. Many special activities were inaugurated during these four weeks including Robin's Arrow, Amazing Race, Treasure & Scavenger Hunt, and Nations Games. These became a staple of the Camp diet going forward.

WHY THIS TYPE OF CAMP

Short answer: because it did not exist. There are thousands of camps of different ilk's throughout New England, and across the country, but none focused on voluntary integration Hawkeye. There are camps for low-income campers, at-risk campers, high-income campers, religious campers, trip camps, activity specific, and countless others. Camp Hawkeye does what these others don't and tries to bring these disparate groups together in community. For-profit organizations can be peace organizations. We can help to promote understanding, cooperation, and a peaceful existence and make a living too.

People in the camp profession like to say "there is a camp out there for everyone." Well, I do not think that is entirely true, and if it is, it is only because interested and motivated people make it so. I worked at a camp in the Adirondack Mountains for a handful of years and attended a residential camp in Vermont during two summers as a boy. In these environments I met some wonderful people and had more growth experiences than I had ever had anywhere else. However the experience had gaps. It was during this time that I decided to create a new summer camp. Not one that fit neatly into the range of current offerings, but rather one that did more than simply divert, a different type of camp. It was also during this time that I met some people who would become integral to the creation and sustenance of Hawkeye.

You see, I was raised in a Quaker household in a suburb of Boston, and I had my worldview shaped by these lenses. I was raised on stories of the Underground Railroad, having been named after Thomas Garrett, and stories of great-grandparents who were artists and labor organizers. My grandfather picketed until he was well into his eighties and my mother's frequent and effusive arguments with the radio, "liberal radio," did much to show me what was "good" and "bad." I attended college and majored in Peace Studies; an interdisciplinary major bringing together topics and paradigms across International Relations, Sociology, History, Political Science, Economics, Women's Studies and Anthropology. Our focus was on a variety of issues of social justice, social movements, the development of nations, and the root causes of war and peace. I spent my summers traveling, working for non-profit organizations, and two summers at a Quaker community in Wallingford, Pennsylvania. In all these environments I was exposed to scores of people who were extremely high minded.

However I still found myself surrounded by many of the same types of people who went to the same schools and lived in the same communities. I have always believed that it is important to live, work, and play with people who are different than one another. Everybody benefits, everybody learns, and everybody grows in this type of environment when supported intentionally by a structure and philosophy that values our differences.

HISTORY OF RESIDENTIAL CAMPING

Summer camp as we know it, boys and girls going off for weeks at a time and living in a small, simple community in the “wilderness” has been around for more than 125 years. Residential camping was arguably developed, not just in New England, but in New Hampshire specifically. The sons of wealthy vacationers staying in posh resorts such as those in the White Mountains in the early 1880’s were the first campers. These pioneers of the resident camping industry got there start at a place called Chocorua.

Mt. Chocorua is one of the most popular summits along the Kancamagus Highway in the White Mountains of New Hampshire. Overlooking North Conway but dwarfed in many ways by Mount Washington, Chocorua rises to an elevation of 3500 feet. With a relatively short climb hikers are rewarded with 360 degree views on its bald summit making this a very popular day hike destination.

Five boys populated Chocorua that first summer in 1881. A wood cabin on an island in Squam Lake was the location of the first summer camp. These boys from Washington, DC and Boston, MA, lived with the camp staff for the entire summer. Chocorua lasted nine summers before closing for lack of funds. Over this period Chocorua, its staff, and its founder Ernest Balch, taught these boys “self-reliance and the skills they needed to become men.” The boys lived simply and had to “cut firewood, cooked their own meals, and washed their own dishes... Chocorua was work, but it was fun, too. The boys lived in rough wooden buildings, like pioneers. They learned how to sail a boat and how to catch fish, how to use an axe and survive in the wilderness. They swam in Squam Lake and hiked in nearby mountains.”

Almost immediately other camps followed suit, Camp Harvard in Massachusetts in 1882 and then the first camp in New York, Camp Dudley in 1885. By 1900 there were more than 20 camps in existence. Then the “industry exploded” multiplying to more than 1,000 by 1925. At this time an entire summer’s tuition at camp was around \$100.00. Camps have always existed in different styles; campers lived then, and to this day in most camps in tents, rustic cabins, or teepees. The simple living style has endured as have other things. During the early development of the residential camping industry something that campers “didn’t usually do was spend time with kids of different races, religions, genders, or social classes.” Unfortunately this still exists in most camp situations.

Soon, however, camps developed that offered programs for girls, Jewish campers, black campers, and low-income campers. Just 11 years after Chocorua opened Camp Arey, a camp for girls in New York opened. Not a decade later Camp Redcroft in New Hampshire opened as the first all girls camp in New England. In 1902 Camp Cobbossee, a boys camp, opened in Maine as the first Jewish camp. Within a decade there were 10 Jewish camps in existence. One of the first camps to offer programming for black campers was Camp Atwater in Massachusetts, which opened its doors in 1921. Camps for low-income children operated by the Salvation Army and Young Men’s Christian Association, YMCA, opened early in the 20th century as well.

Camps began to become specialized as well; camps offering a focus on mechanical engineering, dramatic instruction, and multi-week horseback riding trips came into being. Camps for children with special physical or mental health needs were opened as well as those that tried to teach campers politics, including communist and political ideals at a small number of locations.

Today more than 4 million children attend summer camp at over 10,000 camps. These numbers include both day and residential camps but the message is clear; camp is an important part of the growth and development of America’s youth and remains a shared part of the experience of our parents and grandparents.

1. “Summer Camp.” December 13, 2007. http://pbskids.org/wayback/summer/features_summer.html

2. Ibid. footnote #1.

HISTORY OF CAMPING IN OUR AREA

As we saw from the history related in the HISTORY OF CAMPING summary residential summer camp was conceived in New Hampshire. Squam Lake is just two hours from Camp Hawkeye's doorstep. We sometimes run hiking trips in the area up mountains like Percival and Morgan which provide splendid views of the lake itself.

The Hawkeye facility is in western New Hampshire minutes from the Connecticut River and the border with Vermont. Access to both the Green and White Mountains.

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WHERE IS CAMP?

Camp Hawkeye is located in the western part of the state of New Hampshire. The campus is 152 acres in a temperate deciduous forest characteristic of New England in a hollow of the rolling hills that lead into Vermont. Edged by Great Brook .

Located in Charlestown, New Hampshire, GPS Coordinates: 43.29345, -72.26956, camp is ensconced in the northeastern part of United States in the cooler reaches of a temperate region. This means that it gets hot during the day, especially in August, and can get cold at night when it is particularly clear. Temperatures in this part of New Hampshire have been known to range from as low as 40 degrees Fahrenheit at night to 100 degrees Fahrenheit during the day.

Parents and staff need to take these environmental realities into consideration when packing for and traveling to camp. At least one sweater and a couple of sweatshirts are an important part of your luggage. Weather you consider yourself a warm blooded creature or not pack accordingly. Remember however that we do laundry each week so do not overdo it.

Located in the same time zone as New York City and Boston Hawkeye goes by Eastern Standard Time. International parents and those calling or traveling cross country must take the time difference into consideration as well.

Located minutes off of Interstate 91 via Exit 7 (US-5/VT-11 toward Springfield). Hawkeye is easily accessible to the highway. Two and a half hours from Boston and four hours from New York City, camp is also accessible from Burlington, Vermont, and Manchester & Concord, New Hampshire.

HOW DO I GET THERE?

Campers travel to camp in a variety of ways including by car, bus, train, and air. We encourage all parents that can to drive their child(ren) to camp on Opening Day and to pick them up again on Closing Day during their first year at camp. It is also nice for campers to have visitors on Family Visiting Weekend so please consider, if you are within driving distance, coming and seeing them for the day.

After that, as with all staff, we encourage all community members to carpool or take advantage of camp group transportation. This is a part of our commitment to environmentalism; we are seeking to reduce our carbon footprint and one major part of this is transportation, especially to and from camp. Please call us for information on group transport or carpooling opportunities.

Those wishing to drive to camp please use the Address provided in this handbook in the Fast Facts section to get online or turn-by-turn directions. Use the app “Maps” and not “Waze” because the latter will bring you to the eastern edge of camp from which there is no road onto the property. If you are having difficulty getting directions please email the office and ask for an electronic copy from a nearby major city to be sent to you.

Those wishing to fly to camp please utilize the nearest airport possible. On designated travel pick up days we do offer airport pickups from Manchester, NH, 1.5 hours away & Boston, Massachusetts, (2.5 hours).

Those wishing to take the train (i.e. Amtrak) please use the nearest station which is in Bellows Falls, VT, an hour from camp. The Amtrak station code for this station is “BLF” and the address is as follows:

54 Depot Street
Bellows Falls, VT 05101

Those wishing to take the bus (i.e. Greyhound, etc.) also use the Bellows Falls station:

54 Depot Street
Bellows Falls, VT 03301

International campers and staff coming through a school will travel together from the school to the airport, on the plane, and then to camp once stateside. Chartered buses and camp vans will be used as capacity dictates. Families wishing to make individual arrangements need not travel with the group.

Domestic “Partnership Campers” may travel to camp in a group as well. Transportation may be provided in chartered buses or camp vans as capacity dictates unless other arrangements have been made. Families wishing to make individual arrangements need not travel with the group.

DRIVING DIRECTIONS

Camp Hawkeye is located one mile off the nearest paved road on Camp Good News Road in Charlestown, New Hampshire. Hawkeye is approximately two hours and thirty minutes from Boston and between five and six hours from New York City. GoogleMaps, and all turn by turn directions should get you to camp just fine. The one exception is using the Waze app coming from the east. Often Waze will try to bring you to camp through a neighboring maple syrup farm. Use Maps from the East. Here are directions from some major cities.

IF YOU GET LOST! Call us at (617) 960-6740 or (603) 826-5769.

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STAFF OVERVIEW

Summary

Our staff members are the heart of the Hawkeye community. They serve as positive role models and mentors for all of our campers during the summer. At Camp Hawkeye we look for creative humans who have a love for working with young people, enthusiasm in their activity areas, and an appreciation for the outdoors. Many of our staff are teachers during the school year, allowing them the opportunity to join us during the summers.

Hawkeye's commitment to a diverse community extends to our staff as well as our campers. We promote an environment that includes campers and staff from myriad backgrounds, income levels, and countries of origin. Our counselors come to us from all across the United States, as well as across the ocean from places like England, Scotland, and Spain; to name a few. Staff members vary in age, most are over 18, and the average age of our counselors is around 21. Two counselors live with the campers in each cabin group, which range from 6-10 campers grouped according to age and gender identity.

Types of Counselors

There are two types of staff at Hawkeye; Counseling Staff and Non-Counseling Staff. Counseling staff work directly with campers each day to directly deliver the Hawkeye program. Counseling staff include Cabin Counselors, Program Counselors, and General Counselors.

All Cabin Staff split their time and effort between daily care and management of their assigned cabin group and assisting in one or more assigned Program Area. For example, all cabin staff spend part of each day attending and participating in an activity with their group as well as part of each day assisting, and leading activities in a program area for other groups.

Responsibilities around camp are shared by all staff. Everyone should expect to help clean around camp, set up before and do dishes after meals, manage the cleanliness of their own cabin and assigned program area, participant in hiking trips and overnight on the island, and all other events at camp.

All cabin staff are supervised by Head Counselors.

Non-Counseling Staff

There are a number of non-counseling roles in camp including Director, Assistant Director, Leadership Coordinator, Program Coordinator, Head Counselors, Chef, maintenance, and other kitchen staff, Nurse, and Support Staff.

These staff members have significantly different roles and responsibilities around camp. Some of their time is spent with campers and other staff planning, organizing and leading activities but most is spent managing the daily workings of camp. The roles of these individuals are so different that it does not make sense to group them further here.

LEADERSHIP TEAM

The Leadership Team is comprised of a small number of staff members and changes year to year. It includes the Camp Director, Assistant Director, Program Coordinator, Head Counselor(s) and Nurse, and may include additional staff members. Members may be added or removed, at any time, at the Director's discretion.

SUPERVISION

"Everybody needs someone to talk to."

This simple colloquialism applies to a person's work as much as it applies to any other area of their life. Yes we all need close friends and confidants, we need people in our private and social lives, but we need mentors and managers, guides and supervisors as well. We need someone who can tell us when we have done something well and someone who can also let us know when there might have been a better or more appropriate manner to go about something. Clear lines of supervision are important to staff morale and long range success in any organization.

As stated earlier the Director supervises all Leadership Team Members as well as all male cabin staff and Junior Counselors. The Assistant Director supervises all female cabin staff. Individual staff members may be assigned another supervisor, at any time, at the Director's discretion.

Your supervisor is also the person you go to first if you have any questions, concerns, or problems in between supervisory meetings. This person will be the primary individual for evaluating you at the end of the summer and will have important input to the Director relating to the re-hiring process for the following year.

Each counselor will have at least one sheet of paperwork to complete before supervision. This may be as short as a one-page Self-Assessment, or, it may be as long as 4-6 pages, as in the weekly reports sometimes required for Program Areas. The supervisor will be prepared for the supervision meeting as well with a supervision sheet on which the topics and resolutions are recorded. Examples of all of these sheets are contained later in this section.

STAFF ROLES

Staff roles in camp are fluid. Although everyone has a well defined job description the camp community and program are constantly changing. **ALL COUNSELORS MUST BE FLEXIBLE AND PATIENT!** This is so very important to the success and happiness of everyone involved in our small community. When staff members are on days off, sick, or otherwise occupied another staff member may be asked to take over their role or responsibilities for a period of time.

As it pertains to the Leadership Team and Supervision all Counseling Staff are required to be responsive to ALL members of the Leadership Team. .

A letter to my child's staff person . . .

by Michael Brandwein

How strange it is that I've never met you and in a few days you will become the most important person in my life.

I suppose you've been told that already: "These are other people's children — their most cherished loved ones; they'd actually give up their own life before they would let anything terrible happen to them . . .," etc., etc. But I hope that you don't think it's strange if I take a few moments to write down a few things that I would want you to know. Oh, sure, there are those official camp forms where I can tell you that my son or daughter is allergic to a rare kind of wallpaper paste, loves volleyball but not when it's cloudy {please keep an eye out for that}, or has promised the parole officer not to set any more of the big fires. I wanted to take a few extra moments to tell you some things that don't really belong on a form.

I've been thinking a lot the last few days about baby-sitters. Whenever I hire one to look after my child, I interview them. I have the chance to meet them, ask them things, and watch how they interact and play with my child and how my child responds to them. I can personally talk to people for whom they've worked before. And I've thought about school: I get to meet the teacher before it starts.

But when a parent sends their child to camp, odds are they've never met the people who will stand in the parent's place. If I understand right, at some camps you don't even know the counselor's name until camp actually begins. I just wanted to tell you that all of this is scary.

Please don't be insulted. I trust the director who hired you and would never think of sending my child unless I did. If the director trusts you, then I trust you. But I know that the director is not going to be taking care of my child personally. You are. And I just wanted you to know what an extraordinary act of faith it is for me to put *my* child into *your* arms. Please hold my child carefully.

I'm sending my child with all of the things that the camp letter said to include. I feel absolutely certain that I've forgotten something and I have this fear that my child will be the only one without it, whatever it is.

I can still remember when my little brother and I went to sleep-over camp in Wisconsin. Our second summer we showed up for only the second four week session. We didn't know that no one did that, and that we'd be walking into a place where everyone already knew everyone else. We showed up proudly wearing our official camp T-shirts, the only kind we'd brought. Unfortunately, no one had told us that these shirts, which were considered the height of coolness our first summer, had been declared the depths of dorkiness for the second summer. When we arrived it was dark. I remember being very grateful for that. Everyone was in the dining hall watching a movie, so we snuck into a corner, away from the stares. I don't think I've ever felt so alone.

And then I remember the first counselor who smiled at me. Who asked me lots of questions about what I liked to do. Who really listened without interrupting or correcting. I must have talked for three or four minutes with him just smiling and nodding at me. I kept waiting for him to interrupt or something. *Four minutes!* That was a personal record. It had never happened at home. I liked it. I liked it a lot. And then the box of regular, ordinary, no dorky-logo shirts arrived in an emergency package from mom and dad. Things got much better after that . . .

There were a few other things I wanted to tell you: I don't expect you to be perfect. Heaven knows *I'm* not. With any luck, maybe heaven *doesn't* know . . . I've brought my child up the best way I know how and I know I've made mistakes. I keep trying to learn how to do it better, and just when I think I've got this parenting thing down, my child grows older, changes considerably, and sends me back to the drawing board to figure it all out again. But I have learned one thing: if you don't know, *ask*. Read. Watch others. Invite help. I have a lot of good friends who I talk to all the time about raising my child. I'd hate to think you were suddenly trying to do this on your own when *I* can't do that myself.

Please know that my child is not perfect either. I'm hoping that you will forgive just as you would like to be forgiven yourself, and that when my child does something that isn't right, that you will focus on helping to show what should be done better the next time. In other words, just treat my child exactly as you will want to be treated if you mess up.

I know you've got a lot of children to take care of. They are all important.

I hope very much that you find something special about mine. I don't mean better. I just mean something unique that sets my child apart as a valuable individual.

You see, I love my child very much. And I tell my child that every day. But the problem is that I've raised a reasonably smart child who figures that it's my job to say "you're smart" and "you look great" and "people really think you're terrific." From time to time my child must wonder if I say these things because they're really true or because I'm *supposed* to say them.

Wouldn't it be great if my child met you, a complete stranger, and you discovered valuable things in my child all on your own? See, if YOU find and talk about these positive things, my child can say, "Hey, people notice that I've got good things inside of me. I guess maybe I do . . ."

So I've sort of ended where I began: talking about strangers. Ironically, the very fact that you are a stranger to my child gives you, in some ways, even more power than I have.

And one final thing: sometimes when I write my thoughts down I understand them better. When I started writing this letter I didn't really see this, but I do now:

It just occurred to me: If you care for my child with love and patience and skill, then you're no stranger. You've suddenly become my most important friend in the world.

Thank you, friend. Have a most wonderful summer!

A Child's Grateful Parent

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Thank you!

Internet Use Policy

Preface

Camp Hawkeye is dedicated to the healthy physical, emotional, and developmental growth of all of our community members; campers & staff. This commitment transcends the summer months and time at camp to include the entire calendar year as well as continued support after an individual's direct involvement with the Hawkeye Program is finished. We strive to maintain practices that support this pledge including pre-camp communication of expectations to campers & parents, as well as extensive, thoughtful, and thorough staff training. The staff at Camp Hawkeye strives to serve not only as counselors, mentors and leaders for our campers but as role models; examples of positive, responsible, and accountable behavior. We believe in the primacy of active example setting, the demonstration of good behavior, and the idea that "Character is what you do when you think nobody is looking."

The Camp Hawkeye community also identifies that staff members are adults who have personal lives distinct from camp life and outside the purview of our community. We hope that as staff members, you will approach each aspect of your life with the integrity, manner, and respect for which you were included in our community. These aspects of your life that are outside of the boundaries of camp life are considered your Private Life, and are expected to remain so. Your romantic life and social choices that are made with other adults in other settings are not to be shared with the younger members of our community directly or made available for them to "encounter" indirectly. The vital distinction between the appropriate and necessary sharing and growth that characterizes the wonderful relationships built at camp and the inappropriate passing along of more intimate or adult material must be recognized and respected. We ask that all campers and families take a similar approach and not present our staff members with awkward or difficult circumstances.

Our Internet Use Policy is consistent with the goals and expectations expressed in the preceding paragraphs. It covers four areas of concern in regards to the internet that are often overlapping and hard to separate; safety, privacy, community, and reputation. The guidelines in this policy can also be applied to any other area of contact staff and campers may have outside of the summer program sessions. We ask that you read this policy carefully and ask for clarification of any parts which you find difficult to understand. We encourage you to consult this policy often during and after the summer. Copies of this policy appear in the staff handbook, in Deerwood, and on the camp website.

Safety

First and foremost we are concerned with safety; the safety of the campers and of the staff. We all know that the Internet is a fun and useful tool, an easy medium for communication and sharing information, but, we also must recognize that it is a public space. The "illusion of privacy" that one gets from sitting alone in a room in front of a computer is just that, an illusion. Other people can access the information that you post or share on the Web and some of these people have unsavory and at times dangerous intentions. Not only must we be careful what we post and share but we must be aware of the existence of these other individuals.

In an effort to ensure the well-being of all community members we must all comply with guidelines for safe behavior and comportment online. This means:

- The only type of relationship permitted between campers and staff members at Camp Hawkeye is a professional leadership relationship.
- Romantic relationships, at any time, in person or on the Internet, as specified during orientation and in the Code of Conduct, are never permitted.

- Lewd jokes or sexual innuendo is similarly prohibited. The limitations of print media, email in particular, to portray emotion or subtlety of intention, make such jokes especially dangerous.
- Staff members are not permitted to initiate off-season contact with campers via telephone, email, instant messaging or other electronic means.
- If campers initiate appropriate electronic contact staff members may engage in age and relationship appropriate communication as long as camp administration are informed of the dialogue. This can be done as simply as staff “bcc-ing” their supervisor on the messages.
- Off-season socializing is encouraged in the form of Hawkeye sponsored trips, reunions, and presentations.
- If you become aware of any in-person or cyber-bullying, contact the Camp Director immediately as it will be dealt with in a manner consistent with camp policy.
- If a camper reveals to you, in person or on the internet, any information that makes you concerned about his/her safety, contact the Camp Director immediately.
- If a camper reveals to you, in person or on the internet, any information about his/her intentions towards someone else, child or adult, that makes you concerned about that person’s safety, contact the Camp Director immediately.
- No one, staff or camper, may post names, addresses, or other contact information, of any member of the Camp Hawkeye community on the Internet. This is done with the obvious intention of ensuring that predators cannot pose as safe and trusted individuals.
- No one, staff or camper, may post pictures of any member of the Camp Hawkeye community on the Internet other than him/herself. This is done with the obvious intention of regulating the appropriateness of all photos that end up on the internet. We intend to keep private any photo that is considered too personal or unflattering.

Privacy

We respect the privacy of all of our staff, campers and families at Camp Hawkeye. We will not post on the Internet, or share with a third party, any contact or personal information. We also want to ensure that Camp Hawkeye is a place where each community member feels comfortable and safe to take risks and extend themselves beyond what they know they are capable. This growth often requires an effort that exposes an individual to a potentially embarrassing situation and demonstrates a vulnerability that is encouraged in a safe and supportive environment such as that at Hawkeye. However, these actions can easily be misrepresented and taken out of context by those not associated with our community.

In addition we do not want to impose restrictions on the private/personal life of staff members. In order to do this staff must be vigilant and maintain their own Internet presence appropriately and with integrity. This means:

- Staff members are not permitted to share, modify, or send photos of campers in the off-season.
- Staff members are never allowed to post photos of campers on the Internet, whether in a personal webpage or blog, or social networking site including, but not limited to, Facebook, Twitter, and Instagram.
- Staff photographers are permitted to photograph campers, staff, and activities throughout the summer for use in the yearbook, on the website, or in camp marketing materials; but those photos, and all copies or modifications, are the exclusive property of Camp Hawkeye, LLC.
- No member of the Camp Hawkeye community, staff or camper, is ever allowed to photograph anyone engaged in any private activity, including but not limited to, sleeping, using the bathroom, or changing.
- All staff members must make certain that their Internet presence restricts camper access. This means:
 - Do not permit current or past campers access to your pages or photos on any social networking site, such as FaceBook
 - Do not join any chat rooms that have current or former campers participating.
 - If you receive any Internet communication from campers or families make sure to inform them that you will let the Director know of it. There is no need to say this in an ominous or caustic manner, simply write something like “The Director, or Garrett, will be so glad to know that we are keeping in touch...”

Remember that **the Internet is a public space**; not even email is private in the way that you might expect. Your behavior in this medium should ultimately reflect your values and character and should not differ from that during camp. Keeping these things in mind will help us all make good decisions about what we say and do.

Community

Camp Hawkeye recognizes that the foundation for the tremendous growth that occurs during the summer sessions, for both campers and staff, is the lasting bond that forms between campers and staff. These relationships are necessary for the development of social skills, self-esteem, healthy risk-taking, independence, leadership skills, group skills, problem solving and a taste for adventure. Our goal is to engender and then develop those relationships as the primary driver of our program. This is done before, during, and after the camp season in camp sanctioned, supervised ways. This means:

- Off-season contact between staff and campers is encouraged in five ways:
 - 1) During camp sanctioned or organized reunions, meetings, presentations, or trips.
 - 2) In printed camp publications including newsletters.
 - 3) On the camp website through interactive means such as “Hawkeye News.”
 - 4) Through camp sanctioned email correspondence initiated by the camper with parent permission.
 - 5) Through regular mail correspondence initiated by the camper with the parents’ permission.
- No staff or camper may use the camp’s name or logo to create any unofficial Internet sites. The name and logo are exclusive property of Camp Hawkeye, LLC.
- We discuss the importance and meaning of community at camp during campfires and at other times. We also discuss the relative levels and ranges of the different communities that we are all involved in at any one time. In this vein we recognize the fact that each staff member and camper is currently part of many communities; these may include school, family, teams, performing groups, friends, or work places. We also understand that the expectations governing what may be discussed or shared may be different. In support of our mission, we ask each and every community member, when communicating within the camp community, to behave honestly and appropriately in accordance to the guidelines set forth during the summer.
- We remind you that child pornography is illegal. Visiting child pornography sites on the Internet, purchasing, possessing, posting, or exchanging child pornography are all criminal acts. Engaging in such crimes will not only result in permanent scarring of your reputation and jail time but will also ensure the permanent and unequivocal severing of any ties with Camp Hawkeye.
- During the camp season staff and campers are permitted to use camp computers or their personal computers at specified times, time off or as a part of an activity, and at designated places, the main office or another approved venue. Camp computers may be used for correspondence, research, and document creation, but may not be used for gaming, commerce, or viewing any type of pornography.

As youth development professionals all staff members are expected to behave at all times in ways that reflect the seriousness of that responsibility.

Reputation

As a member of the Camp Hawkeye community each and every staff member and camper represents the camp before, during and after the summer season. This reality is addressed in the Code of Conduct as it relates to behavior during the summer in various activities and situations around camp and on out-of-camp trips. However it goes further than the trips engaged in during the summer. All community members contribute to the ongoing preservation and success of our small and vibrant community each and every day. Behavior that reflects badly upon you will also reflect badly on Hawkeye. Remember that it is your actions that define who you are and how people view you, not the things that you profess to think or do. As Martin Sexton has so aptly put it, “One ounce of action is worth a ton of words.”

In order to preserve the reputation of Camp Hawkeye, its community, its members, its staff, its families, its campers and its mission we must all recognize our part in its growth. This recognition is extended to require a sensibility of judgment that will allow us maintain the good feeling and good name of our young community. This means:

- How you behave is a reflection on both you and camp, especially when you are at camp or wearing camp gear outside of camp.
- How you behave in public spaces, and remember the Internet is a very public space, enhances or erodes your reputation as a person, as a youth development professional and as a young adult.
- No one, staff or camper, may post pictures of him/herself wearing identifiable Camp Hawkeye clothing or paraphernalia while participating in any activity that may call into question his/her judgment or character, or reflect poorly on the reputation of Hawkeye.

As a part of our hiring practice, we ask each new and returning staff member to provide us with a catalogue of their online presence. We ask that they provide access to their pages on any social networking site, access to any web site they may own, operate, advertise or post on, and any blogs that they may keep.

Postscript

With these guidelines in mind we hope to ensure the safety, privacy, and reputation of each member of our community while supporting their and our, development and progress towards our shared goals of leadership, diversity (inclusion), and community (healthy relationships). If there is a section of the Camp Hawkeye Internet Use Policy about which you have questions, please do not hesitate to call or email us at any time. We also encourage all community members to share additional concerns that they have whether they be sections we may have missed or underrepresented or pieces of the covered topics that we omitted. This policy is supposed to be a fluid document that changes with the realities of the technology that defines many of our interactions today and the needs of our community members within this reality.

CODE OF ETHICS

from the 1983 New Hampshire Camp Directors' Directory

The members of the New Hampshire Camp Directors' Association recognize and support the concept that custody of others' lives, and welfare, as well as the earth and its living things, calls for reverence for such life, and a dedication and commitment that must be essentially moral in nature.

The members therefore:

- a. accept, respect and will be responsive to the rich human diversity of our society.**
- b. recognize and support the concept of an ecological conscience, that a thing is right when it tends to preserve the integrity, stability and beauty of the biotic community.**
- c. recognize and support the concept that a Camp is necessarily a total community within society, with significant impact upon its inhabitants capacity to learn, grow, develop, create, as simulate values and relate to other persons and to the earth.**

In recognizing this concept each member of the Association subscribes to this Code. In addition, since the Association has determined that the Camp Director is the primary person responsible for actual camping practices, each member shall also require persons assuming this responsibility in their Camps to also subscribe to the Code below.

- 1. I shall be truthful and fair in representing my Camp and other Camps by whatever medium of communication.**
- 2. I shall be truthful and fair in enrolling campers and in my relationship with campers and staff.**
- 3. I shall provide a written enrollment policy for all camper applications including fees, payment schedules, discounts, dates of arrival and departure, together with a clearly stated refund policy.**
- 4. I shall inform parents or guardians of my procedures for promptly notifying them in the event their child is hospitalized or suffers accident or illness.**
- 5. I shall maintain in professional confidence camper and staff information, observations, or evaluations.**
- 6. I shall promptly consult with parents or guardians as to the advisability of removing a child from Camp should it be clear that the child is not benefiting from the Camp experience.**
- 7. I shall refrain from actively recruiting any camper or staff member known to be currently enrolled or employed in another Camp.**

8. I shall provide each staff member with a written job description and contract including period and terms of employment.

9. I shall be truthful and fair in dealing with other Camps and in representing the Camping Industry.

10. I shall strive to be responsive and sensitive to the local community influenced by the presence of my Camp.

11. I shall honor my financial commitments to parents, staff, vendors, and others.

12. I shall abide by this Code of Ethics of the New Hampshire Camp Directors' Association with the procedures for the resolution of any disputes under such Code and with any final decision under such procedures.

From the New Hampshire Camp Director's Website (March 3, 2021): <https://nhcamps.org/For-Directors/Code-of-Ethics>

BEFORE CAMP

Summary

Before camp actually begins the “job” of all Hawkeye Staff whether you be of the counseling or non-counseling type, is training. It is important for all staff to understand a mountain of information (not an Alp but perhaps a Catskill’s worth) before the summer begins and the campers arrive. This information ranges from the history of the organization to long range vision and from what to expect on days off to how Counselor Hunt works. That is why despite the fact that Staff Orientation begins only the week before camp staff training begins with the first email or phone call that we make or receive. It is important from the very beginning to communicate expectations, philosophy, and procedures.

The pre-camp structure of the hiring/re-hiring process develops as follows:

1. Initial communication and inquiry. Potential staff member provides a Cover Letter, Current Resume, Staff Application, and three References.
2. Resume & Application review.
3. Schedule an In-Person or Video Chat Interview.
4. Reference Checks
5. Electronic Background Check (third-party service; National Background Investigators (incl. NPSOW)).
6. Job Offer & Acceptance.
7. Staff Group Emails & Staff Forms:
 - Staff Agreement, Code of Conduct, Health History, Packing List, Photo Release, Travel Plans, etc.
8. Pre-Camp communication with Supervisor.
9. Arrive at Orientation on time.

The pre-camp staff expectations are that:

- All staff will be responsive and in contact on a consistent basis.
- All staff will return all relevant and necessary forms in a timely and independent fashion so that paperwork remains a necessary sidebar rather than the focus of interactions.
- All staff will become familiar with Hawkeye history, traditions, expectations, and structure by reading through all paperwork communications with the Main Office as well as email.
- All staff will read through the website www.CampHawkeye.com and become familiar with its contents and then check for updates and news on a consistent basis; weekly or bi-weekly.
- All staff will make necessary preparations before the start of orientation to foster personal and team success throughout the summer including, but not limited to, pre-camp Activity Planning and Internet Research.

The following pages contain examples of some of the pre-camp paperwork staff members receive.

Camp Hawkeye Physical Health & Wellness Policies

At Camp Hawkeye, we care deeply about the health, safety, and overall well-being of our staff and campers. While we do not require a doctor-completed physical examination prior to your arrival at camp, we strongly encourage all staff to consult with their healthcare provider before the summer season begins.

This conversation can help ensure that you are physically, emotionally, and mentally prepared for the demands of camp life, including but not limited to long days, hot weather, high levels of activity, and the demanding work of caring for children while also caring for yourself.

Being a counselor at Hawkeye is more physically and emotionally demanding than the job or educational requirements that most staff members manage in their everyday lives outside of the summer.

Staff Annual Physical - NOT REQUIRED

Staff members are NOT required to have an annual physical nor to disclose current vaccination status.

Staff Medication

Staff members are asked not to try out new, or experiment with changing, prescribed medication regimens while employed at camp. Those who are prescribed medication are expected to continue taking all medications as prescribed throughout the duration of their employment at camp. Any changes to prescribed medication during on-site employment, including but not limited to discontinuation, dosage adjustment, or changes in frequency, must be accompanied by explicit written documentation from the prescribing provider. This written documentation must be given to the camp nurse. This policy helps ensure your safety and the safety of the camp community.

We are committed to supporting your wellness at camp. If you have questions or need support around your physical or mental health while on-site, please don't hesitate to speak with a member of the leadership team.



Camp Hawkeye

Staff Code of Conduct

Camp Hawkeye is committed to maintaining the physical and emotional safety and well-being of each community member as well as the community feeling of acceptance and understanding that pervades camp. The following code is an important part of that commitment. It is necessary for every staff member to sign this code. Campers, CiT's, and parents sign another similar code of conduct and are expected, as you are, to abide by it. **This document is for you to keep.** Attached to it is a summary of the expectations outlined herein; please read the Code of Conduct and sign and return only the attachment with your other Welcome Packet forms and materials.

• *Health and Safety of Campers and Staff* •

This is our highest priority. Any action or activity that jeopardizes the safety of the community will not be tolerated. Any injuries or illnesses that occur, whether to staff or campers, must be reported immediately to the nurse. The nurse, in turn, will decide on an appropriate course of treatment for the camper or staff member, as well as, be responsible for informing the Director or Assistant Director as needed. It is understood in an active community such as ours injuries will occur within the structure of the program. However, injuries occurring in the course of extra-programmatic activities or as a result of poor decision-making on the part of a staff member will not be tolerated. Good judgment should always be exercised in regard to the safety and well being of program participants.

Each cabin has AT LEAST one smoke detector, carbon monoxide detector, and fire extinguisher. Tampering with these detectors or any other fire extinguishing or emergency equipment is prohibited and is ground for dismissal.

• *Harassment* •

Camp Hawkeye will not tolerate any form of physical or mental harassment. This includes, but is not limited to, the following: hazing; physical or emotional abuse; racial, ethnic, gender, or sexual discrimination; or sexual harassment. Harassment of any kind that is carried out explicitly or implicitly supported by a staff member is grounds for immediate dismissal. It is EXPECTED that staff members address any and all hurtful behavior or language anywhere in Camp.

• *Drug and Alcohol Use* •

Use of illegal or legal drugs for non-medicinal purposes is prohibited anywhere on Camp or at any site of Camp Hawkeye activity. Staff may not have alcohol or illegal drugs in their possession on campus or while on-site for overnight programs: in rooms or anywhere campers may be living or visiting while at the program. Alcohol consumption by anyone under the age of 21 is illegal. For staff 21 years or older, it is inappropriate to consume alcohol while on duty with any program and while on the program site if off-duty. Furthermore, staff members may never be under the influence while on duty, nor return to areas under the influence in which there may be campers, even if they are off duty. Staff **MUST** be able to resume regular duties and responsibilities immediately once back on schedule. Off duty behavior including trips, "going out," or "relaxing" must be done in a responsible way that allows for immediate resumption of **ALL** responsibilities at the conclusion of time off. It is expected that all staff members comport themselves responsibly.

• *Tobacco Use* •

Camp Hawkeye is a tobacco free campus. All off-site programs are also tobacco free. Use of any tobacco products while "on duty" or "on Camp" is strictly prohibited. This is not only for the health of our community and the need to set a good example for our campers. The forest in and around camp is highly sensitive to fire, there is a significant danger associated with the disposal of cigarette butts.

It is expected that staff members who do smoke will walk up, or down, Red Hill Road on their time off and smoke away from camp and dispose of their used cigarette butts safely in a trash can. Please respect our neighbors as well.



Camp Hawkeye

• *Inappropriate Contact/Touching Campers* •

Inappropriate sexualized contact or touching of campers will NOT be tolerated. In this day of high concern of child abuse, staff must refrain from touching campers in any manner that may even be construed as inappropriate. Interpretations will vary and should be situation and relationship specific. Staff members must use their best judgment in these situations and always err on the side of caution. Contact such as placing a hand on an arm or shoulder may be appropriate depending on the staff/camper relationship, level of comfort, and situation. Staff members should also exercise caution when alone with a camper. Again, best judgment is needed; staff is discouraged from being alone with ANY camper and never with a camper of the opposite gender. If this situation cannot be avoided make sure another staff member is aware of the circumstances and check in with them immediately afterwards if possible. If you are inside of a building always leave the door open to reduce privacy. This is for the safety of both the camper and staff member.

Any accusations made will be handled swiftly, professionally, and seriously. If it is found that a staff member did have inappropriate contact with a camper, that staff member will be immediately dismissed and the matter will be turned over to the local authorities.

• *Romantic Involvement Between Staff and Campers is Strictly Prohibited* •

Such involvement will not be tolerated under ANY circumstances. Not only would this behavior be harmful for all concerned but it is illegal and unethical. ANY staff member found to participate in such a relationship will be immediately dismissed and the matter will be referred to the appropriate body of law enforcement. Staff members should understand that this is something for which they would go to jail.

• *Romantic Involvement Between Staff Members* •

Camp is a special place. The conditions under which we all work are very demanding, throwing new people together working closely for long hours. It is understood that romantic feelings may arise between staff members throughout the normal course of the summer sessions. Staff members receive daily and weekly time-off and administration will do their best to accommodate staff's needs in this area. Staff members must refrain from allowing relationships from impacting their work or their camper's activities. It is not appropriate for staff to be discussing their romantic relationships with or in front of campers. Campers must remain the focus of the program and staff while on duty. Therefore, it is inappropriate for staff to display signs of romantic involvement between one another while on duty or in the presence of campers.

• *Guests and Visitors* •

There may be no unauthorized guests on campus. Discuss with your supervisor and get approval from the director for any guests that you would like to visit camp. Visitors may not stay overnight unless prior approval is given by the director. Visitors may not eat in camp dining facilities unless special arrangements have been made with the director or assistant director. Staff visitors must abide by ALL rules and guidelines laid down for staff and must accompany their host, who assumes responsibility for them, at all times.

• *Leaving Campus* •

Staff members may not take campers off campus without the permission of the Director. The Hawkeye Program includes almost daily out-of-camp Wilderness Adventure Trips. Staff members may not leave the grounds other than during their time off unless permission is secured from the Director or other approved administrators. Taking a camper out-of-camp (even across the road) without the express permission of an approved administrator is grounds for dismissal.



Camp Hawkeye

• *Safety and Security when Off-Campus* •

The highest level of preparation and alertness is required of all staff going on trips with campers. We enjoy a comfortable level of privacy and security while at camp but as soon as we leave through the gate we can no longer control or predict the actions of those not associated with Hawkeye. In addition, it is expected that both staff and campers conduct themselves in a way that is above reproach in these more public environments. Each staff member is on-duty for the duration of all trips including travel time. Travel time can be difficult for some campers whether it be cooped up in a van for a number of minutes or on a bus for hours. During these transitions it is important for staff to be aware of their campers' needs and actions. As always, staff members may not instigate or participate in any activities that are inappropriate or will negatively impact Camp Hawkeye, or its relationships with neighbors or other businesses. That being said, staff members are encouraged to be creative and spontaneous while traveling outside of camp, these periods often require the most flexibility and effort on the part of staff.

• *Care of the Facilities* •

Camp Hawkeye is privileged to be able to rent a traditional camp campus. It is imperative that all facilities remain in the same or better condition as which they were found. Any damage to cabins must be reported upon discovery. Staff is expected to report and take action if destructive behavior is seen occurring in any area, even if the staff member is not directly involved with the camper in her or his cabin. Staff is responsible for the maintenance of his/her area (e.g., tennis courts, waterfront). All Hawkeye supplies and equipment are the responsibility of the staff to which they are assigned and must be returned to a Direct Supervisor by the last day of the program. Destruction of property by a Hawkeye employee will not be tolerated and may be grounds for dismissal. The cost of the vandalism will also be the financial responsibility of the staff member(s) involved.

Any camper found breaking, defacing, or abusing Deer Hill Camp or Camp Hawkeye property in any way will be immediately brought to speak with the Director. At that time a decision will be made, in coordination with his/her cabin counselors, the staff who witnessed the behavior, senior administration and the camper's parents, if the camper is able to remain at camp. The camper will be personally responsible for any maintenance work, such as sanding graffiti, and the family will be responsible for any resulting materials or labor costs.

• *Prohibited Items* •

Items which are unsafe, intrusive, in poor taste, or otherwise objectionable are not to be brought to camp. These include weapons of any kind other than a small "Swiss Army" type pocketknife; i.e. Bowie or other large knives, guns of any kind (Beebe guns, paint ball guns, potato guns, etc.), slingshots, or electronic equipment, other than a personal music device. Cell phones are not permitted for campers or CIT's. Staff may only use theirs on days off or at night at time off. They may not be used as alarm clocks or kept in the cabin. Pornographic or other offensive printed material and offensive t-shirts (those with swears, offensive symbols, etc.) are also prohibited. If you have any doubt about an item call up the Director and ask for clarification; if you are not comfortable doing so because of the content or nature of the item about which you are wondering, **DO NOT BRING IT.**

Food should also be left at home. Campers and staff are asked not to bring additional food with them. Candy and soda are strictly prohibited. If a staff member wants, or needs, extra food s/he can store it in the refrigerator in the Staff House. No food is allowed in the cabins. There is too great a possibility of rodents or insects living in and around the cabin that may cause a health or safety risk.



Camp Hawkeye

• *Timeliness/ Time on Duty* •

Staff should arrive at their program area prior to the arrival of campers. All planning and preparation should be completed and staff should be awake, alert and ready to go. All programs must start on time and run the complete expected length of the period. Do not dismiss campers before the bell (except 5 minutes early to walk up from the waterfront) because there is no supervision in the cabins during this time. There are, of course, limitations and extenuating circumstances that affect even the best planned activities. It is understood that things will not always go smoothly or according to plans. Outside of scheduled time off (one hour per day), staff is on duty throughout the day. Free periods/ breaks/ meals for campers are not free periods for staff and all staff on duty should continue to supervise and interact with campers. If, as a staff member, you find yourself isolated, or at any point separated from campers and other staff during these times it is your responsibility, not that of your supervisor, to reinsert yourself into the activity or resume normal, expected responsibilities. If this is proving problematic for you on a regular basis approach your supervisor for guidance and assistance.

All staff should begin and end days off in a timely manner. This applies to planning, packing and leaving for days off in the evening. These things should be done during your hour off or when your time off begins and should not affect your last hours or minutes on duty. Similarly, returning from time off should occur in an appropriate fashion and in good faith. Staff is expected to be with the campers and working when their day or time off ends. This does not mean you are due back in camp at that time. Staff should arrive before time off ends, unpack, refocus and prepare to begin general duties.

• *Program Participation* •

Attendance at all scheduled programs, participation in, and cooperation with other staff members and staff leadership is required at all times. If, at any time, a staff member has a problem with a scheduled activity for any reason they should approach their supervisor in a mature and appropriate manner at an appropriate time. Unless it is a safety concern, the appropriate time would not be in the middle of an activity. Collect your thoughts and approach the appropriate person in supervision, if it can wait that long, or sooner at a more private and quieter time. Counselors are responsible for ensuring that campers participate in all sessions of the planned program activities, unless excused by the Camp Nurse or the Director. The best way to ensure that campers participate in all camp activities is to participate and be enthusiastic yourself. Get in there and “get your hands dirty.” Staff members should be the first, and most excited, participants!

• *Supervision* •

All staff members will receive weekly supervision from their direct supervisor. This is an important aspect of the Hawkeye program as it provides immediate and ongoing feedback for counselors throughout the session. Weekly meetings will last up to half an hour in length and include time for discussing counselor and supervisory questions, praise, and concerns. Evaluations will also be given at the conclusion of the season during the check out interview. These will include numerical and descriptive feedback on the part of both the counselor and supervisor.



Camp Hawkeye

Staff Code of Conduct

Camp Hawkeye is committed to maintaining the physical and emotional safety and well-being of each community member as well as the community feeling of acceptance and understanding that pervades camp. The following is a shorthand summary of the expectations outlined in the Code of Conduct. It is necessary for every Staff Member to sign this summary and return **THIS PAGE ONLY** (Keep the previous four page description for future reference) to our Winter Office with your other forms and materials.

- I agree to act in a way that maintains the health and safety of all campers, CiT's and staff at camp. I will use good judgment at all times and not tamper with fire extinguishers or smoke detectors.
- I agree to refrain from any type of physical or mental harassment including hazing at any time during or after camp and will speak up against such behavior if I witness it or it is directed at me.
- I agree not to possess or use drugs or alcohol of any kind nor to promote or partake in consumption at camp.
- I agree to turn over all prescription and over the counter medication to the Camp Nurse and use them only under his/her care and direction.
- I agree not to use tobacco products of any kind on camp property and to keep that which I possess locked in a car.
- I agree not to have unannounced visitors including friends that live in the area of camp.
- I agree to act "above reproach" while on any out-of-camp trip as well as remain alert and focused because I understand that we cannot predict the behavior of non-camp individuals and groups.
- I agree not to pursue, initiate, or engage in romantic relationships with campers, Junior Counselors, or CiT's, during or after camp, and to report such advances to the Camp Director.
- I agree to abide by both the Camp Sexual Harassment Policy as well as the Internet Use Policy at and after camp.
- I agree to remain on camp throughout the session unless during scheduled "time off" or instructed to leave as part of an approved out-of-camp trip with a Trip Leader and/or other staff.
- I agree to respect all of the physical facilities at camp. This means I will not, nor allow others to, graffiti or otherwise vandalize cabins, walls, buildings, or other camp equipment or structures.
- I agree to leave at home any and all prohibited items including, but not limited to, weapons, offensive clothing and other materials. In addition I agree to keep and use electronic devices and cell phones on my time off only.
- I agree to be prepared for, be on time for, and participate fully in all camp programs and activities.
- I agree to dress appropriately for all programs and activities recognizing my job as a role model for campers.
- I agree to approach all activities, programs, and situations with a positive attitude and open mind.
- I agree to email or call the Camp Director, Garrett, if I have any questions about these guidelines.

I certify I have read the Code of Conduct and agree to abide by the conditions as a counselor at Camp Hawkeye.

Staff Signature: _____ Date: _____

Printed Name: _____ Parent Signature (if under 18): _____



Camp Hawkeye

Packing Guidelines

Campers and staff are encouraged to bring what they need and not “all that they want.” The essence of packing is “To not be able to take one more thing out of your pack” and **not** “be unable to stuff one more thing in to your luggage.” Each camper needs to take care of and safeguard his/her personal property. All clothing and personal items should be labeled with the camper’s name sewn in or written on the tag. **The following is a packing guideline: All items may not be necessary but we have kept the list as short as possible.**

Clothing

- ☐ Shorts (3-4)
- ☐ Athletic Shorts (3)
- ☐ T-shirts (10)
- ☐ Sweatshirts (2)
- ☐ Sweatpants/Wind pants (1-2)
- ☐ Jeans (2)
- ☐ Athletic Socks (10 pairs)
- ☐ Hiking Socks (2 Pairs)
- ☐ Underwear (10)
- ☐ Swimsuits (3)
- ☐ Pajamas/Nightwear (2)
- ☐ Raincoat/Poncho (1)
- ☐ Windbreaker/Jacket (1)

Footwear

- ☐ Sneakers/Trainers (2 pairs)
- ☐ Hiking Boots (1 pairs)
- ☐ Sandals/Water shoes/Flip-Flops (1 pair)

*Shoes (like your socks) will get very heavy use at camp; especially in the dirt and mud. Don't bring shoes you are concerned about ruining.

Bedding and Linen

- ☐ Sheets Sets* (2 -Cot Size: 30'x74')
- ☐ Blankets* (2 -may use Sleeping Bag laid flat instead of blankets**)
- ☐ Pillow* & Pillow Cases* (2)
- ☐ Towels* (2 – one for lake & one for shower)
- ☐ Sleeping Bag (used for overnight hikes and sleeping on the island)

* International campers will be provided with linens.

**Remember, it can occasionally get down into the high 40's (Fahrenheit) during the night.

Toiletries

- ☐ Soap & Soap Dish
- ☐ Toothbrush & Toothpaste
- ☐ Mouthwash & Dental Floss
- ☐ Deodorant
- ☐ Brush/Comb*
- ☐ Shampoo/Conditioner
- ☐ Toiletry Bag

*Straighteners, blow dryers, and curlers are not permitted. They may be provided during certain parts of the session.

Personal Items

- ☐ Towels (2) – One for the Beach & One for the Shower
- ☐ Backpack
- ☐ Stationary/Envelopes & Stamps & Pens/Pencils**
- ☐ Deck of Cards/Other Board Type Game for Cabin Use
- ☐ Books & Journal
- ☐ Sunscreen & Insect Repellant
- ☐ Flashlight/Headlamp (extra batteries)
- ☐ Water Bottles (2 liters total...metal if possible)
- ☐ Other Items****

*We take an average of **50 pictures** each day. Cameras are not necessary and each camper will have the option to purchase a yearbook and CD-R's that contain every digital photo at summer's end. Campers may not bring electronics of any kind, including digital cameras, to camp.

**Campers are required to write one letter home each week and are asked to bring their own postage and stationary. Such can be purchased using funds from their “Incidentals Account.”

*** Feel free to bring other items to use or share with your cabin group. However, do not bring cell phones, dvd players, video games or other electronic devices. Personal walkmans or mp3 devices are allowed but only for use during travel to and from camp and will need to be turned in to the office upon arrival.

AT CAMP

Summary

Orientation is considered camp. This is a mandatory part of the work that each counselor does each summer. Orientation is vital to the success of each individual in our system as well as to the team of counselors that will be working so very close together all summer. Much of it is also required by the State of New Hampshire, the American Camp Association, our insurance company, and the New Hampshire Camp Director's Association. Orientation consists of a pre-camp training week for ALL STAFF. Trip Leaders are required to participate in an additional orientation period prior to All Staff Orientation.

As soon as camp begins the job of all counselors is one with long hours, little time off, and periods of slow development alternating with almost frantically paced activities. This is the normal routine of a summer camp. The pace and success of the program and activities depends entirely on the demeanor and work of the staff. If you are enthusiastic, energetic, positive, happy, and willing to put yourself out there then your campers will be as well. The in-camp structure is, on a general level, as you have seen already in the Staff Calendar that you received, and on a more specific level as is shown on the facing page in the Daily Schedule. The daily schedule is basic and well structured. It also includes a wilderness adventure trip each week for each cabin or group. These trips are all scheduled to occur on weekdays to cut down on the trail traffic. In addition there are many small and large special activities to break up the schedule.

A significant part of the scheduled special activities relate to the existence of the Village System that we maintain at camp. Every community member is sorted into and belongs to a Village. These Villages compete with each other in a variety of activities and contests throughout the summer. The Villages are:

- Phoenix - Village Colors: Yellow and White
- Boar - Village Colors: Red and Black
- Owl - Village Colors: Blue and Purple
- Snake - Village Colors: Green and Brown

Each Village has a definite structure that includes Village Elders, staff members who act as leaders and organizers. Villages will have opportunities to participate in activities together including during Village Day once a week.

Counselors are ALWAYS “on” at camp. You need to take care of yourself and be ready and willing to work. It is extremely important you know your strengths and weaknesses and to ask for assistance. Share with other staff and especially your co-counselors. Be ready to listen to, be patient with, and, support one another. Although all staff has well defined roles at camp (as outlined in the previous sections) you are expected to remain flexible and patient; willing to help out wherever needed throughout the summer. Camp is fluid and changing as the needs and abilities of the community are understood and change. EVERY CAMPER IN CAMP IS YOUR CAMPER! Do not ignore things that campers do who might not be in “your” group or at “your” activity when they do them. We are all responsible for their behavior.

The ultimate success of our program depends on the experience that the campers have on a daily basis in activities and in their cabins. Know and remember that the number one thing that kids want to do at camp is “Make Friends.” This is not only with other kids but translates to being accepted, respected and liked by the counselors. Show interest and be genuine. Enjoy yourself, the kids, and your job! We determine how successful our program is on a yearly basis as campers and families decide whether to return or not.

ACCOMODATIONS

Most counselors live in cabins with campers. There may be a few circumstances when this is not the case but in almost every case it is a result of lack of space in cabins or other limitations. Expect to spend your time at camp in simple, rustic cabins filled with bunk beds and luggage (trunks). Cabin size ranges from three to twelve bunk beds. All cabins have electricity which amounts to a light bulb (or two) and some wall sockets. Campers cannot bring electronics. Counselors may bring personal music devices, cell phones, and other small electronics for personal use and may not keep them in the cabin! Cell phones, iPods, or personal electronics of any kind may not be used while on duty, stored in the cabin, nor carried on your person whether hidden or in plain view.

ALL STAFF CELL PHONES MUST BE STORED IN THE STAFF CABIN OR MAIN OFFICE!

Campers and staff may not borrow other community members clothes or other belongings without getting express permission each and every time. It does not matter if you have borrowed the item(s) before.

SHOWERS

Showers are IN the cabins. Groups may determine their shower schedule on their own throughout the day and week. They can be done during any free time throughout the day including; before breakfast, during Reading Period, during Free Swim, during Cabin Time at night. No one may shower at any time in the place of an activity. All showers must be kept to less than SEVEN MINUTES. This is in an effort to reduce our environmental impact.

If individual staff members would like to shower on their own during Time Off or in the morning before Breakfast that is their prerogative.

LAUNDRY

Laundry service is included in Tuition for campers and as a part of compensation for all Staff. Laundry is done once a week on Wednesday. It is brought to the local laundromat and done by the CiT's and CiT Coordinator at the Village Laundromat, and returned the same day. Laundry is done by cabin. Each cabin group gets 3-4 laundry bags that campers share and 2 that staff share. All clothes, sheets, and towels go in these bags when dirty. Lights and darks are not separated and all items washed together. For this reason you MUST have your name or initials somewhere on each item clothing that you bring to camp. Really nice things get very dirty and sometimes lost. There is lots of dust and grime at camp and with so many individuals living in close proximity things tend to go missing. So...

DO NOT BRING REALLY NICE CLOTHING, TOWELS OR SHEETS TO CAMP!

Laundry is only done once a week so in order for your laundry to be done...

YOUR BAG MUST BE UP IN THE GAZEBO ON WEDNESDAY BEFORE BREAKFAST!

FOOD & MEALS

Food is included in Camper Tuition for campers and as a part of compensation for all Staff. This includes Breakfast, Lunch, and Dinner each day in camp, snack and all food on out-of-camp wilderness trips. The community eats “Family Style” in the Dining Hall. Tables are assigned two out of three meals a day. Breakfast is always eaten in Cabin Groups. Lunch is assigned with inter-cabin tables. Dinner is free seating with two seats assigned for Staff at each table.

There are announcements before every meal. All community members assemble outside the Dining Hall before the meal and enter the Dining Hall together. Announcements are made inside the Dining Hall while community members are standing after which everyone sits and eats. Everyone is expected to remain in their seats throughout the meal unless they are an assigned server or clearer. There may be exceptions to this rule but for the most part the idea is to reduce the chaos that already exists in the environment. So, keep everyone seated please.

Hawkeye also maintains a commitment to achieving as small an environmental “footprint” as possible. For this reason we try and eliminate food waste. Campers and staff take small portions and take seconds and thirds as needed. Do not take more than you will eat. After meals we will weigh our waste and try and achieve daily and weekly goals.

After meals, do not dismiss your table unless you are sure there is someone to accompany them to cabins. This transition time is one where many camps lose track of individuals and couples of campers for periods of time. This is not safe and we strive to eliminate unsupervised time throughout the day.

BREAKFAST - one counselor must return with the group to the cabin.

LUNCH - campers can be dismissed out on to the field below the Dining Hall with one counselor from the table accompanying them to supervise. They must remain there until their Cabin Counselor comes to bring them back to the cabin.

DINNER - same as Lunch.

Campers and staff alike have responsibilities in the Dining Hall and related to meals that extend beyond what is described above. The expectation is that all community members will effort to keep the space clean and respected at all times. As a part of daily chores that are assigned by means of a job wheel or chart are responsibilities in the Dining Hall. These may be related to setting up prior to meals or cleaning up afterwards including work in the dish room, sweeping the floor, wiping surfaces clean, or replacing clean dishes.

EACH CABIN IS ASSIGNED TO THE KITCHEN ONCE ON AVERAGE A WEEK.

Two to four campers from the cabin assigned to the kitchen on a certain day will leave their activities early, as requested by Chefy, to help and prepare their assigned meal.

EACH STAFF MEMBER IS ASSIGNED TO THE KITCHEN AT LEAST ONCE DURING THE SUMMER.

This program is called “The Importance of Being Julia” and the description is on the following page. This will be done on one of the days that the cabin in which you live is assigned to the kitchen.

“THE IMPORTANCE OF BEING JULIA”

An important aspect of the Hawkeye program is the responsibility of each camper and staff to work for the good of the community. This is seen in a number of ways including daily chores in and around the cabin, a common sense of responsibility for the physical camp itself, and the community tasks that are shared throughout the week. One of these tasks is helping our wonderful cook to prepare and present meals each day. Because it is not possible for one person to prepare meals for fifty people at a time alone each camper and staff member takes time out of one day a week to assist with the kitchen.

There are two distinct aspects of this mini-program; one involves the assignment of one counselor, and the other the assignment of one cabin, to assist in food preparation, table setting, and clean up in shifts each day. We believe this gives all members of the community a fuller, deeper appreciation for the work that our kitchen staff does. It also gives our community members a chance to learn some of the secrets to cooking.

A different staff member “Being Julia” each day. The Julia sub-schedule is posted in the Dining Hall and either in the Main Office or Staff Cabin as well. That staff member’s cabin is their assigned helper group and will assist in, at least, pre-meal table setting, and, post meal clean up and dishwashing. The assigned Julia will designate 1/3 of their cabin to help in each of Breakfast, Lunch, and Dinner. Those individuals will assist in both setup and cleanup of their assigned meal.

The assigned Julia counselor must know where the designated campers will be before their meal and collect them from their area at the allotted time. Campers may not walk up to Julia duty or back to the cabin afterwards alone

**Too many cooks may spoil the broth,
but I have never had a problem with having too many “Julia’s!”**

TIME OFF

Time off is very important. Not only to the staff members themselves but to the Leadership team as well. We know it is vital that each staff member get breaks from the kids and the routine of camp. This is important for your own sanity and your social life at camp (through the development of relationships with other staff members) but also for your health and success in your role.

Time off comes in a number of different forms throughout the summer; daily and weekly time off.

Daily

Each day “begins” with the camper wake up bell at 7:30am and “ends” with camper lights out at 9:00pm. This is a long fourteen hour day. Although there is much fun and diversion throughout the day it is important for all staff to pace themselves in order to maintain their level of energy, activity, and success as the weeks pass. Each day each staff member gets a period off. This period off occurs in separate blocks of time for different types of counselors. Cabin counselors get their period off during Camper Choice activity periods in the morning; half during the first Camper Choice and half during the second Camper Choice. Program Counselors get their period off during rest hour, free swim, or during an activity period during which they are not assigned. General counselors get their time off during an activity period for which they are not scheduled.

Periods off begin and end promptly. Staff members are occasionally off during back-to-back periods and one cannot leave until the other has arrived to relieve them. If you are taking a nap during your period off you **MUST** set your alarm and take responsibility for getting to where you need to be on time. Similarly, you **CANNOT** leave for your period off until your coverage has arrived. Use your period off to get things done that you cannot or should not while you are “on” and supervising the campers. Make phone calls, pay bills, sign up for classes, return letters and emails, etc. Also use your time off to rest. Lay in your cabin and read a book, take a nap (set your alarm first), or lay on the grass or at Lily Pond.

Periods off are not assigned on Departure and Arrival days. These days are very hard for campers and is a crucial day for parents to see what our community is all about. We expect and need all our staff to be here, for all our Hawkeye Members, and make these transition days run as smoothly as possible.

You may not leave camp during your hour off
(unless arrangements have been made with the Director).

One half hour after “lights out” staff has additional free time. At night all staff have time off unless they are assigned to On Duty or Night Duty (see next section for a description) until midnight, 12:00am, when one counselor from each cabin **MUST** be back in the cabin with the group. Staff members may stay in the cabin during this time and sleep, read, write letters, or engage in some other quiet activity. Let the campers sleep. Our days at camp are long and the campers need sleep. If they do not sleep enough they will become increasingly difficult to manage. Staff may go to the Staff Cabin and spend time with other staff members, go to the office and say hi etc., may go to the Dining Hall or on the field as long as they are not disturbing any of the cabins.

Counselors MAY NOT be on the pool deck or in the water at night!

You may not leave camp at night
(unless arrangements have been made with the Director).

TIME OFF CONTINUED

Weekly

Staff members get one day off each week. There are exceptions to this in the first and last week of the Four-Week Sessions for some staff. In Week 1 and 5 staff members with Monday or Wednesday off will only have a half day off. The Friday off group will have a full day off. In Week 4 and 8 Monday and Wednesday off groups will have full days off while Friday off group will have a half day. This is done so that campers and staff alike get a chance to settle in to the community and routine with minimal upheavals.

Days off are very important to staff for many reasons. Some staff want to experience what the area has to offer or visit the nearest cities. Some staff are quite concerned with whom they share days off. This is important to them so that they are able to spend time with their friends. We will try to accommodate requests for days off and those individuals with whom you would like to share them. We will not always be able to.

Days off begin at dinner, 6:15pm, on one night and end at dinner, 6:15pm, on the following evening. Days off begin and end promptly.

DO NOT BE LATE RETURNING AFTER A DAY OFF.

Returning late from a day off is grounds for immediate dismissal. You will AT LEAST be written up and asked to forfeit an equivalent amount of time from your next day off. During your time off other counselors are covering extra responsibilities around camp...YOURS. The longer you are away the more difficult it is for them to juggle the extra tasks. Think about how your actions affect your coworkers and teammates.

Do not try to do too much on your time off. This time is supposed to be recuperative. If you want to travel to Burlington (2.5 hours), Manchester (1 hour), or Boston (2 hours) for a night out that is your prerogative just remember to leave more than enough time to get back to camp and be ready to go when you are supposed to be back on. Simply being back in camp at 6:15pm is not enough; YOU MUST BE WORKING AT 6:15PM!

If you would like to remain in camp during your time off you are more than welcome. Sleep in, nap, rest, read, or use one of the staff computers (as long as it does not interfere with other staff working). You may remain and eat with the community. However, when in the Dining Hall you will be asked to help manage the table at which you sit.

PHONE CALLS

Simply stated; the camp phones may not be used for personal calls or for international calls. Use WiFi calling on your cell phone, WhatsApp, Zoom or similar app. Do not use a cell phone in front of the kids or during a time when you are “on.” If you must make a call during a time when you are on come and work something out with your supervisor.

SALARY AND PAYCHECKS

Each staff member comes to camp only after having signed a Staff Agreement.

All staff receive room & board while at camp as well as laundry service. Employees also draw a salary. Salary is paid biweekly on Tuesday. Staff have choices for payroll:

1. Paper check
2. Direct deposit

Cash advances are not available to any staff member at any time. Final paychecks are cut on the last day of camp for staff, after all campers have left.

Payroll is conducted by a third party; ADP. Paychecks arrive by FedEx on the day of distribution. Delays resulting from errors made by ADP or Federal Express that result in the delay of paycheck distribution is not the responsibility of Camp Hawkeye, LLC.

EMPLOYMENT “AT WILL”

Please understand that employment is “at will” as stated on the staff or volunteer agreement, signed before arriving to camp. “At will” means that the employer can dismiss an employee at any time without cause and that the position can be terminated without notice.

REIMBURSEMENTS

Purchase

There may be a small number of situations throughout the course of the summer when a staff member finds themselves having to pay for something unexpected while on an out-of-camp trip. This may be gas, food, a piece of equipment to replace something that has broken during a trip, etc. Camp Hawkeye may provide a company credit card and sometimes includes cash as a part of the equipment for a trip. However in some situations a staff member may have to pay for something with their own money. Whether payment is made in cash, by check, or on a credit or debit card you **MUST** save your receipt. Staff are entitled to full reimbursement for any purchases made for and approved by camp or camp leadership. A request must be made to the director and include the accompanying receipt(s).

Travel

If you have used your car for camp purposes (travel to and from camp, and, days off excluded) at the request of the director or assistant director you are entitled to full reimbursement for the cost. Reimbursement will be made according to Internal Revenue Service (IRS) standards for the current year.

For reimbursement of any tolls paid while on camp business, whether during an out-of-camp hiking or canoeing trip or otherwise a receipt must accompany any Travel Reimbursement Form. All camp vehicles are outfitted with their own FastLane electronic toll device so paying tolls should not be an issue.

OTHER RESPONSIBILITIES

There are a number of other responsibilities for which counselors will be asked to take charge throughout the course of the summer. Two of these responsibilities are Night Duty and Day Cabin Duty. These are responsibilities that are shared throughout camp by all counselors. They are very important to the safe and smooth operation of each camp day. Please keep safety in mind throughout your time at camp but even more so when you are on Night or Day Cabin Duty.

NIGHT DUTY

Every night after “Lights Out” all staff members have approximately 2 hours of time off that they may spend outside of their cabins. This period of time begins when their cabin is reasonably quiet and settled down for the night, i.e. campers are in bed with flashlights out and voices quiet. This is the only period of time during the day when campers will be without constant supervision by Camp Hawkeye staff. All counselors are required back to cabins at midnight (12:00pm) which is staff curfew. Staff may head back to cabins before midnight and be in for the night. If they choose to do so then they will be responsible for their cabin from that point on and not night duty.

During this nightly “off duty” time supervision is maintained for campers inside the cabins through Night Duty assignments. Night Duty is staffed on a rotating schedule with a pair of counselors on each night. This pair of counselors will always be of mixed genders to allow them to respond to the needs and issues of all of the campers. One female and one male counselor will walk around camp among the cabins ensuring that the campers remain in their cabins, in their beds, quiet. Night Duty lasts approximately 2 hours and 30 minutes; from 9:30pm, when the counselors may leave the bunk, to 12:00am, when all counselors are required to be back in the cabin. If every cabin has at least one staff member check back in then Night Duty ends early. After that time the Night Duty clipboard is returned to the office and all staff must check back in at the office when heading to the cabin and bed.

At the beginning of Night Duty the cabin counselor will check-in with those on Night Duty if there is an unresolved issue within the cabin that may affect their campers’ behavior (i.e. sick camper, fight or argument earlier in the evening, plans to sneak out, etc.).

Those individuals on Night Duty will be expected to bring with them a flashlight, a walkie-talkie, and the “Night Duty Clipboard.” This clipboard will have the Counselor/Cabin Assignment List and a list of each cabin group so that they may ensure that all campers are accounted for. These counselors will walk around between the cabins and check on each cabin at least one after another as often as needed and not less frequently than every ten minutes. Not only will these counselors walk to the cabin and listen for talking and movement inconsistent with sleep but they will visually check that each camper is in their bed. If they are found not to be in their bed the counselors will find them and ensure their safety first and foremost. In the event that a camper cannot be found after checking the bathrooms, infirmary, and main office, then the Night Duty counselors will check-in with the Director or Assistant Director and initiate the Lost Camper Emergency Action Plan. Otherwise Night Duty counselors will respond to the needs of campers in and between cabins.

All staff will have Night Duty approximately once every two weeks (it may be more or less).

DAY CABIN DUTY

During the course of the day there are three distinct periods of time; group activity periods, camper choice periods, and general cabin time (which includes meals, reading period, and other non-scheduled times). During the first and last of these three types the group coverage is rather self-explanatory; one or both cabin and program counselors will remain with their groups either in the cabin or at activity areas at all times. In this way counselor will be able to account for each and every camper at all times.

However, the second type, camper choice activity periods, are times when the cabin group splits up and campers may go to any open activity area that they choose. During these hours it becomes increasingly difficult to keep track of all of our campers. Particularly during the transitions to, from, and between, periods and areas, immediately before and after the bell rings. For this reason there exists the need for “Day Cabin Duty.”

Day Cabin Duty consists of one administrator who ensures that each camper is within their chosen activity during camper choice periods. This counselor will focus particularly on making sure that campers are not hanging out in and around the cabins. This counselor will carry with them a walkie-talkie and the Day Cabin Duty clipboard.

The first responsibility of this counselor is to walk around to each of the cabins in camp making sure that all campers and staff (save those that have time off) are out of their cabins. At the same time they will check the camper choice list that will be posted by cabin counselors directly inside the cabin door. They will input the choices for each camper onto their clipboard. They will then walk around to each activity area cross-referencing their choice with their attendance. Each row on this sheet will have a box for each day divided into two columns, one for camper choice 1 and the other for camper choice 2. In these boxes the On Duty counselors will input the two letter abbreviation of the activity area chosen. When they have checked-in at that area and seen the camper there they will circle that abbreviation in the box. It should look something like this:

Ben Weisenthal

WW = Woodworking
AC = Arts & Crafts

Monday	
CC - 1	CC - 2
WW	AC

This record will be used to track camper preferences, improve scheduling and maintain the safety of all of the members of our community. If campers are found not to be in their chosen area an “X” will be placed over the inputted choice and the new abbreviation will be entered adjacent to it when the counselors find them and ensure their safety first and foremost. In the event that a camper cannot be found after checking the other areas, bathrooms, infirmary, and main office, then the Day Cabin Duty counselors will check-in with the Director or Assistant Director and initiate the Lost Camper Emergency Action Plan.

Shower Time Expectations

What is our shower supervision policy? Shower time for our campers, like any other activity/program block during camp, is one that requires appropriate staff supervision. One staff member (MINIMUM) **must** be in the line of sight of the shower entrances during their campers’ shower times. This supervision is essential to ensure appropriate usage of the showers and safe and private interactions between campers. Our Rule of Three applies as always and no staff member may take an individual camper or Leadership Development Program participant (CiT) to the showers without being accompanied by another person.

Why do we have a shower supervision policy? For everybody’s safety. Campers might be curious about each other’s bodies, might come from households where siblings/family shower together, might think shower time is the appropriate time for a prank, etc. It is unacceptable for a staff member to not be within eye-line and within earshot of the showers while campers from their cabin are using them.

How do we set and reinforce shower time expectations? During the first cabin meeting, it is imperative that cabin staff introduce shower expectations including scheduled shower times and shower supervision policies. Our shower time policies are as follows:

Campers may not be in the shower area without a supervisory adult (counselor).
Campers must shower during their assigned/scheduled shower times
Campers must shower at least every other day while at camp regardless of their shower routine at home. If a camper has a previously agreed upon shower routine due to sensory needs, trauma backgrounds, etc. you will be informed by the Leadership Team of the necessary changes to support this camper.

WILDERNESS TRIPS

Each week each camper will participate on an out-of-camp wilderness trip. These are the only times that campers will leave camp during their sessions at Hawkeye.

During the weekly wilderness trips campers will be grouped into one of two sets up groups. The first is cabin groups. Half of each campers wilderness adventure trips will be completed as a cabin group. These will be half or full day trips that leave and return to camp during the same day. These trips are important. They help the cabin group to continue to bond as well as teach campers to adjust their expectations to working with individuals of varying abilities. Hopefully the slower hikers push themselves to hike faster and perhaps take on more responsibility while the faster hikers push themselves to gauge the tenor of the group, keep an appropriate pace, and enjoy the many wondrous things they may miss otherwise. The second set of groups will have campers assembled according to ability level. These trips may have the campers out on overnights. Instead of participating in the same hikes across the groupings they will be assigned based on experience and capability.

The attitude of the counsellor assigned to any given hike is very important for campers to remain positive and enthusiastic about the trip. Counsellors are expected to keep everyone motivated and encourage those who are falling behind to keep going. You must be aware of water consumption, appropriate gear and any medication that may be needed. Hikes can be very difficult for campers so if they see their counsellor excited about the hike they are most likely to adopt this attitude. **Please remember this experience is for the campers, your preferences will try to be accommodated but this is not always possible.**

TRANSPORTATION POLICIES

Transportation at camp for campers is limited to transition days (arrival & departure) and van rides for out-of-camp hiking trips. CiT's have an additional weekly ride to the laundromat and staff members may additionally be utilizing camp transportation for nights or days off, or, to run errands for programming, office, or food purchases. In all cases the following guidelines apply.

VEHICLES AT CAMP

Private Vehicles

Staff are welcome to drive their car to camp. There is a staff parking lot beyond the garage that can accommodate ten cars. A car at camp is useful on a day off. Camp is located off the beaten track an hour and a half drive from the nearest city, Manchester, and two and a half hours' drive from, Boston. Imagine having to walk?! Please lock all cars while at camp. Do not bring any illicit materials to camp leaving them in your car. A car parked at camp all of its contents are considered to be "on camp" and will be treated as such.

Campers may not ride in private vehicles.

Camp Vehicles

Only those staff members who meet the requirements set by our insurance company and have passed the Camp Driving Test may ever drive any camp vehicle. Insurance for camp drivers is covered by Camp insurance but all drivers must be listed with RPS Bollinger including name, license number and state of issue. This includes but is not limited to camp vans. Please see "Driving at Camp" memo.

Rented Vehicles

Additional restrictions may be put on drivers of rented vehicles including further age limitations.

USAGE

Camp Vans

Camp vehicles may only be used by approved camp drivers after in person approval by the Camp Director or Trips Coordinator. Usage is limited to out-of-camp hiking trips, weekly laundry, program and maintenance specific errands, day off camp sponsored pick up and drop off, and, during transition days.

PLANNING

Staffing

On every out-of-camp trip there are at least two adults for every ten campers there is a designated trip leader and co-leader. These staff members are assigned at least two per vehicles with a male and female counselor in each vehicle when possible.

What to Bring

The trip leader is responsible for completing the Pre-Trip Vehicle Checklist as well as retrieving any medication necessary for participants and a copy of each participant's Health Form and Treatment Consent Form in case of an emergency.

ON THE ROAD

Staff Behavior

Expectations from camp remain in force for all community members. Staff members must be hyper-vigilant when other drivers, hikers, pedestrians, tourists, or local come in to the equation because their behavior can be unpredictable. In the van the driver and navigator roles are clearly defined and important as laid out in "Riding at Camp" memo.

Camper Behavior

Expectations from camp remain in force for all community members. Campers must be even more sensitive to direction and communication from staff members in this open environment. If campers do not follow directions as laid out clearly by staff a trip can at any time be cancelled with group returning to camp immediately.

TRIP ISSUES

Accident

The trip leader, driver(s), and all staff must follow the guidelines laid out in the memo "What to do if you have an accident" that is contained in each van binders and reviewed as a part of driver training.

Sickness or Injury

The trip leader, driver(s), and all staff must follow the guidelines laid out in the memo "What to do if someone in the van gets sick" that is contained in each van binders and reviewed as a part of driver training.

Flat Tire

The trip leader, driver(s), and all staff must follow the guidelines laid out in the memo "What to do if you get a flat tire" that is contained in each van binders and reviewed as a part of driver training.

Getting Lost

The trip leader, driver(s), and all staff must follow the guidelines laid out in the memo "What to do if you are lost" that is contained in each van binders and reviewed as a part of driver training.

Other specific issues, situations, and approaches are covered during the Pre-Camp Staff Orientation Week training periods and on the road practice prior to the campers' arrival. If you have any questions please bring them directly to your supervisor or Trips Coordinator immediately.



Camp Hawkeye

Driving at Camp

Being a camp driver is an important responsibility to take on. Not only are you, as the driver, ultimately responsible for whether a group reaches its destination on time and avoids getting lost but much more importantly you are the key to maintaining the safety of a group of campers and fellow staff members. Driving and riding in the camp vans is perhaps the single most dangerous activity that Hawkeye staff and campers engage in during each session. It is not an infrequent undertaking either as out-of-camp trips play a primary role in the Hawkeye program. Each camper goes on at least one out-of-camp trip each week thereby requiring a minimum of six (6) separate hiking trips which translates to twelve (12) individual van rides.

Not all staff members are cut out for driving the camp vans. They are bigger and less responsive than the cars most staff is used to in their non-camp lives. There is a certain anxiety that goes along with the role for many people as well so they refuse the role. Camp van drivers need to be constantly alert, drive defensively, and anticipate what others on the road may do. Other staff members are not cut out for being camp drivers because they do not qualify.

All staff members who wish to qualify as camp drivers must meet the following criteria:

- Be at least 21 years of age
- Possess a valid American driver's license in good standing
- or
- Possess a current International driver's license in good standing
- Have never been convicted of any driving related felony or misdemeanor including, but not limited to, DUI/DWI, Driving to Endanger, etc.
- Have a minimum of two full years of driving experience
- Pass a camp administered driving test including a vehicle familiarity & on the road segment
- Be familiar with all camp vehicle behavior management policies.

All camp trips and errands will be made in camp owned, or rented, and approved vehicles, primarily twelve passenger and minivans. Larger scale camp trips will be made in chartered busses driven by chartered drivers or twelve passenger vans.

Employees, volunteers, camper relatives or family friends will not be allowed to transport campers in their personal vehicles while they are in attendance at camp. The only exception to this policy would be made in an emergency situation if a camper needed a relatively higher level of urgent medical attention, and, no camp vehicles were immediately available. In anticipation of such an event, two personal vehicles will be designated, for such a purpose, at the beginning of each summer, and, inspected by an independent mechanic.

www.camphawkeye.com

Winter Address: 8 Hammer Street • Waltham, MA 02453 • Phone: (617) 960-6740 • Fax: (866) 615-1769
Summer Address: 234 Red Hill Road • Moultonborough, NH 03254 • Phone: (603) 253-3088 • Fax: (866) 615-1769



Camp Hawkeye

Camp Driver Training & Test Record

Driver Information: Name: _____ Date of Birth: _____

☐ Domestic ☐ International License #: _____ State/Country: _____

Have you ever been convicted of a driving related felony or misdemeanor or is there any reason that you should be excluded from taking on the responsibility of driving at camp? ☐ Yes ☐ No

Staff Signature: _____ Date: _____

Training Details:

Topic	Covered	Notes
1. Review Driving & Riding at Camp Policies	<input type="checkbox"/>	_____
2. Group Situational Role Play	<input type="checkbox"/>	_____
3. On the Road Experience 1 (Date: _____)	<input type="checkbox"/>	_____
4. On the Road Experience 2 (Date: _____)	<input type="checkbox"/>	_____

Testing Specifics:

Topic	Covered	Comments
1. Review Van Checklist	<input type="checkbox"/>	_____
2. Van Specific Issues (Q&A)	<input type="checkbox"/>	_____
3. Starting & Stopping	<input type="checkbox"/>	_____
4. Turning & Backing Up	<input type="checkbox"/>	_____
5. Parking	<input type="checkbox"/>	_____
6. Driving in Traffic	<input type="checkbox"/>	_____

☐ Pass

☐ Fail

Comments: _____

Test Administrator:

Printed Name: _____ Signature: _____ Date: _____

Driver Signature: _____ Date: _____

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Camp Hawkeye

RIDING AT CAMP

Staff pairing is a way of life at camp. A counselor will never transport campers by themselves in a vehicle. This is done for a number of reasons including eliminating the possibility of accusations of inappropriate behavior and general safety mores while driving. In order to keep campers and staff feeling comfortable and safe a concerted effort is made to ensure that all staff pairings include one male and one female staff member. Not only is this vital while transporting campers of both genders, because of obvious gender-specific issues that may arise, but there are individuals who feel more comfortable with authority figures of one or the other gender.

Staff riding in camp vehicles have responsibilities that are almost as important as the driver. These staff members are responsible for everything that goes on within the van, or other vehicle, other than driving. The driver needs to be able to focus entirely on driving. The riding staff member must be responsible for:

- | | |
|-----------------------|--|
| Behavior Management - | any fighting, screaming, whining, uneasiness, yelling, singing, throwing objects or other such conduct. |
| Seat Belts - | Make sure that everyone is in seat belts, relatively quiet and calm, with Hands and feet inside the vehicle |
| Window Actions - | Do not allow them to communicate rudely with other drivers, pedestrians, passengers on the road. |
| Radio - | You are in charge of the radio; station choice & volume. Control it fairly but firmly, the campers do not have their choice of the station. |
| Entertainment - | <p>The radio is the least of the entertainment possible on the van. Make the ride as enjoyable as possible. Kids get in to trouble very often because they are bored. Keep them interested and involved.</p> <ul style="list-style-type: none">→ Lead discussion: ask campers questions and their opinions→ Play verbal games: 20 questions, "Listen" game, "I Spy"→ Play road games: collect license plates, alphabet sign game |

THE DRIVER SHOULD NEVER HAVE TO TURN AROUND!

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VAN EQUIPMENT

Inside of each van are a number of pieces of equipment. These include but may not be limited to the following:

- Fire Extinguisher

The fire extinguisher is self-explanatory, can be found under one of the front seats or mounted in between, and is part of the pre-trip checklist.

- Emergency Reflectors

There are two triangular emergency reflectors included with the equipment. These must be used when the van is pulled over to alert oncoming traffic and increase safety to the passengers and maintenance personnel when a flat tire or other emergency occurs on the road.

- First Aid Kit

The first aid kit can be found stored under or in between the front seats. The kit is larger than those carried on wilderness trips and must be included in the pre-trip checklist. The kit will be removed weekly by the Nurse, reviewed, replenished as needed, and replaced.

- Jack & Spare Tire

The jack is stored in the back of the van under or behind the back seat to one side. It must be included in the pre-trip checklist. Instructions on use are included in the Van Binder.

The spare tire is attached to the bottom of the van between the back wheels adjacent to the back doors. It must be included in the pre-trip checklist. Instructions on use are in the Van Binder.

- Binder

The van binder is stored in the center console at the front of the van or under or between the front seats. It must be included in the pre-trip checklist which is included therein. The binder is divided into the following sections:

1. Important Papers
2. What to do if...
3. Maps

AFTER CAMP

Summary

Camp ends on a Saturday. All campers leave by 12:30pm, those on camp transportation by 10:30am, and all staff take a collective sigh of relief. It is not that we are glad not to have the campers around anymore it is just the chance to take a breath after another wonderful, wild, fast, fun-filled, but tiresome summer. For staff who are out-of-camp driving or riding in camp transportation the sigh does not occur until after their charges are dropped at their destination and they return to camp.

This moment is not the end of work and responsibilities for staff at camp. This is when things relax a bit and we can celebrate a wonderful summer. However before staff leave and head off to various ends of the earth a number of important things need to happen, including:

- Organizing
- Inventory
- Cleaning & Packing
- Debriefing
- Evaluations
- Exit Interview & Check Out

Organizing

Although we all endeavor to keep camp clean during the summer inevitably this does not happen. All equipment needs to be returned to its proper place. This includes accumulating clothing and other possessions that campers have left. We will not return any lost & found materials without the express wish of the family for specific items. We will distribute an email to all families reminding them of the pile of lost & found that we possess and asking if there are specific things that individuals are missing.

Inventory

After things have been returned to their rightful program areas, cabins, office spaces, and sheds a thorough inventory of all camp equipment and supplies will be conducted and recorded separately. These inventory sheets will be used the following summer as a basis from which to develop pre-camp activity plans and equipment needs.

In addition to this list all Program Area counselors will develop two other lists; a “What We Need List” and a “Wish List” to be shared with the Director and Assistant Program Director.

Cleaning & Packing

As things are inventoried they should be cleaned and packed away for storage over the winter. This includes all equipment and supplies for Program Areas, boats, docks, mattresses, pillows, and camp sheets and towels. This must be done in an organized and easily accessible way that prevents the equipment degrading or being accessed by vermin.

Debriefing

Debriefing will be done in a number of ways at the close of camp. All staff members will meet with their supervisor, the entire community will get together and discuss the summer as a large group, and teams and types of counselors will get a chance to sit down and talk too.

Evaluations

As a part of the debriefing process all staff will be asked to evaluate those around them including the counselors they worked most closely with, their supervisor and the Leadership Team. In addition all staff members will receive an evaluation that will be completed by their supervisor in counsel with other members of the Leadership Team.

Exit Interview & Check Out

Exit interviews will be scheduled as to allow those staff members who must leave camp because of other engagements to check out first. Check out consists of the exit interview with the Director, receipt of final paycheck, and is preceded by an evaluation of the cleanliness of your Program Area and Cabin, completion of your evaluations of others and your inventories. Once the exit interview is complete staff are free to leave camp as soon as they would like. Every staffer must depart camp no later than 3pm on the last day of clean up.

OFF-SEASON CAMPER CONTACT

Summary

Off season contact between campers and staff is allowed only insofar as it is approved of and overseen by parents. We cannot monitor yours or campers behavior during the off season..

Staff MAY NOT initiate off-season contact with campers or families.

Camper or Family Initiated

There are a number of situations where contact may be initiated by campers or families. In any case where this occurs please inform us at the Winter Office via email or phone. As stated above, if camper parents/guardians approve of said contact then the contact may continue. If there is a question as to whether the responsible family adult is aware AND approves of the contact then it must be immediately suspended until such time as approval can be obtained.

Hawkeye will not facilitate staff and camper/family contact.

Sometimes when campers and staff live close by in the off season camper families may approach a staff member regarding “Babysitting,” a position as a “Nanny,” or even as a tutor. Regardless of the capacity please inform Hawkeye at the Winter Office. This extra-camp relationship is solely the responsibility of the staff member and family.

Additionally staff may receive “IM,” “MySpace,” or e-mail messages from campers. Please inform camp and get approval from said campers parent before continuing contact. See Internet Use Policy on pages 38-41 for clarification and contact parameters.

Website

The “Hawkeye News” page on the camp website is the main online vehicle for communicating news to all stakeholders and community members. This “news” page has some real news and updates but also contains many stories primarily for entertainment so be aware. Other changes will appear throughout the staff website in the section to which they apply. Any significant change will be followed by a group email to staff.

OFF-SEASON CAMPER CONTACT CONTINUED

Exchanging Information

At the end of camp sessions it is normal for campers to want to remain in contact with other campers and staff after they leave camp. This is the type of relationship and bond that we want to foster at Hawkeye and the mentor relationships that staff create are ones that we want to endure. If a camper approaches you for your personal contact information DO NOT give it out. Instead let the individual know that we will distribute staff contact information in electronic form to all families at the close of the season.

Any staff member who does not want to share their contact information with campers and families is not required to. At the close of the season an electronic list, in the form of an Excel Spreadsheet will be distributed to all parents. The email to which it is attached will specify that parents may choose to share these with their son(s) & daughter(s) if they so choose but by doing so they are giving express approval for off-season contact between their child(ren) and the staff.

If there is something that you would like to share with a family or camper please contact the Winter Office and share it through us to them. We will be happy to pass things along.

REHIRE PROCESS

The rehire process initially begins in an informal way during exit interviews with the Director. During this meeting the Director will indicate whether or not Hawkeye will have a spot for you on the staff for the coming summer. This decision is made on available information and anecdotal evidence from the season just completed. There is a lag time between the end of camp and the arrival of additional information regarding staff performance and camper satisfaction.

The official rehiring begins on November 1. The period from the close of camp through October 31 allows time for all evaluations, activity records, and feedback to be accumulated and analyzed before the official rehire process begins. There may be new information that comes to light, particular as families check-in about their experience from the previous summer and surveys get returned. If there is some issue that comes to light during this period, the Director will contact any related staff member. Unless something changes drastically as a result of new information the decision shared during the exit interview will still hold and Staff Packets will go in the mail on November 1. These packets will include coming year Staff Forms including Contracts and Job Descriptions. Staff members are asked to return AT LEAST the Staff Contract as soon as they have decided on plans for the summer so that new staff hiring can begin in earnest.

OFF SEASON STAFF COMMUNICATION

Summary

During the off season community news and organizational changes are communicated to staff in three ways; through the website and social media, by snail mail, and via email.

Newsletters

Hawkeye Press is camp's quarterly newsletter. It is distributed in paper form to most domestic and in electronic form (PDF file) to most international campers, staff, donors, partners, and other stakeholders. Similar to the Hawkeye News page on the website this publication is a combination of serious camp news and entertainment stories.

Please do not hesitate to share things happening in your academic, personal, or professional life outside of camp that you would like other staff or community members to know. We all enjoy hearing about the successes and adventures of our fellow Hawkeyes. Send us an email or give us a call and we will try and include it online or in the newsletter.

Email

The entire Hawkeye Staff receives a group email from the Director as often as every 4 weeks. These emails are summaries of pertinent and important information that can be shared with you. Oftentimes staff members are asked to reply or pass on some type of information. Please read all emails and respond as necessary.

PROFESSIONAL DEVELOPMENT

Summary

Camp Hawkeye's most important asset is its staff. Only with and through each staff member's achievement can the organization realize the short and long term success that we seek. Because of this mantra Camp Hawkeye, as an organization, is committed to the development of our staff members on an individual and team basis. During the off season staff members are encouraged to pursue a variety of methods of staff development including coursework, further education, certification, and attendance at professional conferences.

Courses & Certifications

Hawkeye is willing to pay up to \$100 in a year for a returning staff member who seeks a related staff development certification. This may include the following:

- National Archery Association (NAA) Instructor Coursework Level I, II, III
- First Aid Training
- Responding to Emergencies (RTE)
- Lifeguard Certification
- Waterfront Certification
- Water Safety Instructor (WSI)
- Canoe Instructor Level I
- Wilderness First Aid (WFA)
- Wilderness Water Safety (WWS)
- Wilderness First Responder (WFR)
- Emergency Medical Technician

Reimbursement is given to returning staff only after receipt of the Course Reimbursement Form, related paperwork, receipt of your own payment, and authorization by the Director.

Professional Conferences

A number of professional conferences occur in New England alone that offer wonderful opportunities for professional development. Staff members are encouraged to participate in part or all of these conferences as their schedules permit. These include:

- American Camp Association New England (ACANE) Annual Conference: each spring in Manchester, NH.
- American Camping Association Tri-State Annual Conference: each spring, location in Atlantic City, NJ.
- ACANE fall mini-conference: each fall, location tba.
- New Hampshire Camp Director's (NHCDCA) Fall Conference: each fall, member campus.

These conferences not only include valuable information to assist camp staff in their current positions but they provide priceless networking opportunities and a platform from which to begin the work of making work at camp a career.

POLICIES

SUMMARY

This section covers many of the general organizational policies that have not already been covered in previous sections. These include:

- Emergency Procedures
- Disciplinary Action
- Health Center
- Health Policies
- Child Abuse Prevention Policy

Summaries of each of these areas will be followed by any associated documentation.

EMERGENCY PROCEDURES

Emergency Procedure as they pertain to both in-camp and out-of-camp situations are outlined in the Emergency Management Plan, EMP, not contained herein. The Emergency Management Plan is kept in the Office at camp during the summer and in the Winter Office during the off season. The EMP is shared with the staff in a workshop as a part of pre-camp Orientation.

DISCIPLINARY ACTION

Disciplinary action here refers to actions undertaken in response to staff behavior in violation of the Staff Code of Conduct. Disciplinary actions range from filing an Incident Report and adding said report to the staff member's file, in addition to a meeting with a supervisor and the Director, to immediate and unequivocal termination.

An Incident Report is a simply one page document summarizing a situation, staff action, Leadership Team Response, and resolution. The report is completed in coordination with the meeting outlined above and remains a part of that staff member's file. Each report DOES have bearing on rehire considerations. Depending on the severity of the transgression a staff member may have as many as three Incident Reports filed in relation to their behavior before being terminated. Such transgressions may include repeated or gross tardiness, inappropriate language, failure to follow rules set out for campers and/or staff, and others.

More serious incidents may necessitate immediate termination. Such termination requires the terminated staff member to leave camp forthwith. Such transgressions include but are not limited to child abuse of any kind, possession or use of drugs or alcohol on-camp , and any other outlined in the Staff Code of Conduct.

Camp Hawkeye retains the right to press criminal charges for any behavior that breaks state or federal laws.



DISCIPLINARY ACTION REPORT

Name of Employee _____ Job Title _____

Direct Supervisor _____ Camp Director _____

Verbal Warning Written Warning 2nd Written Suspension Termination

Reason:

- ☐ Attendance _____
- ☐ Behavior _____
- ☐ Performance _____

Incident/Issue:

Date _____ Details: _____

Employee Comments: _____

Supervisor _____ Date: _____

Employee _____ Date: _____

HEALTH CENTER

The Health Center is a vital part of camp. Not only are we, as an organization, required to have a certain type of facility that can accommodate a certain level of care, but the Health Center helps to center and reassure community members on a daily basis. The Health Center is the home and sleeping quarters of the Nurse who is primarily responsible for the continued health of all community members. However, the Health Center is not always “open.” The Nurse can always be reached when needed but all campers and staff should make a concerted effort to bring all persistent health concerns to her attention during Clinic times, 20 minutes, after breakfast and lunch, and any other announced times. These are the times when the Nurse is available to treat headaches, sleeping issues, personal concerns, and other non-acute complaints. For acute complaints the individual should go immediately, with a staff chaperone, to the Health Center. If the Nurse is not presently in the Health Center her location will be listed on the white board attached to her door and she can be reached via radio through the main office.

The Health Center is the location where ALL medications, both prescription and over-the-counter, OTC, are stored. These medications are kept locked at all times. Imagine keeping even Tylenol in the cabin; a camper sees you take one for a headache, they come down with what they consider a “really bad” headache and reason that if one is good then more is better. They end up ingesting multiple times the recommended dosage and as a result need care for the overdose. All medications are distributed by the Nurse prior to meals.

STAFF MUST TURN IN ALL MEDICATIONS TO THE NURSE BEFORE CAMPER ARRIVAL.

PARENTS MUST TURN IN ALL MEDICATIONS TO THE NURSE ON OPENING DAY.

The Health Center is the repository for all health related files and paperwork. It also has isolation areas for campers or staff or need such facilities. Share any personal or health issues that you have with the nurse!

Other Health Center information is contained in the Health Management Plan.

HEALTH MANAGEMENT POLICIES & PROCEDURES

The following document is intended as an overview of Camp Hawkeye’s policies regarding certain key elements of, and areas related to, Health & Wellness. This is not intended to be an exhaustive list but rather an active working document that grows and changes as our organizational and societal understanding of individual and community health changes.

Our Approach to the Health of the Hawkeye Community

The Camp Hawkeye mission statement refers to a commitment to bringing together a diverse community. This commitment to diversity, understanding, and ultimately, peace, presupposes a number of other commitments including to support and maintain the safety and health of the individuals that make up our community. Without this basic commitment, to the health and well-being of our community members, the vision and program built upon would not function.

Camp Hawkeye is committed to proactive approach to the health and well-being of all community members. Hawkeye leadership and staff maintain this approach through work in three main areas:

- Pre-camp preparation and planning
- In program healthy choices, good food, and, acute and ongoing care
- Communication and coordination with parents and outside providers

The scope of the health-care services provided are limited to the care outlined in the Standing Orders provided and approved by the camp healthcare consultant, a NH licensed provider associated with a local pediatric office.

On a daily basis health care provision and administration is the responsibility of the Camp Nurse. S/he coordinates with the Director to work with families, outside providers, community members, state and local officials, and other industry professionals to meet compliance needs and proffer acute and pre-emptive care.

Personnel & Training

Camp Hawkeye is licensed by the state of New Hampshire and is thus bound and abides by all state regulations set out for summer camps (see Env-Ws 1120 “Rules Pertaining to the Operation of Youth Camps” a copy of which is kept in the Compliance Binder as well as available online at the NH Department of Environmental Services page). The state sets clear guidelines for camp health staffing and Hawkeye uses this outline as a jumping off point for health and safety personnel and training considerations.

It is the policy of Camp Hawkeye to have a Registered Nurse who holds a current NH State License to be present at camp every day. When s/he leaves camp for any reason, including but not limited to, time off, clinic, ER, other outsider provider visit, or camp trip, another individual will be designated in his/her place who holds AT LEAST current Wilderness First Aid training or equivalent.

The Camp Nurse will also be available for consultation at all times, or the other currently designated individual as outlined above, by walkie-talkie or phone. S/he will make him/herself available at all times by working in and from the Health Center so that s/he can be easily found and is within two hundred yards of any part of camp. When s/he leaves the Health Center for any reason s/he will notify the office and leave a description of his/her current location on the door.

✦ Trips

On out of camp wilderness adventure trips one co-leader with current Wilderness First Aid certification and/or access to communication with the Camp Nurse, or designee, by cell phone.

✦ Waterfront

o At all times when the Waterfront is “Open” at least one lifeguard per 25 swimmers, and at least one guard (as defined by Env-Ws 1120 referenced above) per 10 swimmers must be present and “On Duty.”

When teaching swim lessons at least one individual with current Water Safety Instruction, WSI, certification must be on duty in addition to the above specified. The Buddy Board must be used at all times for swimming.

First-Aid Kits

It is Camp Hawkeye’s policy that there will be AT Least five first-aid kits in or ready for use at camp at any time. They will be stored and used in the following locations:

Main Office (1)	Waterfront (1)	Kitchen (1)
Health Center (2) – stored for use to be checked out for trips and transportation		

First-aid kits are kept in the kitchen and at the waterfront for use in two situations; 1) emergency situations before the nurse or other more qualified personnel can arrive, and, 2) for short-term treatment of minor injuries after consultation with the Camp Nurse over the radio. In the second instance the treated individual will see the Nurse as soon as possible without disrupting the schedule.

Staff Responsibility

It is not the responsibility of other camp staff to treat injuries to themselves or to campers without oversight by the Camp Nurse. Camp Staff serve a preventative and maintenance function in the process of promoting good health and well-being in the camp community. Camp Staff are to do the following (this is not an exhaustive list):

- ✦ Promote a sense of comfort and trust in the general community and individual groups so that campers are likely to share health needs and concerns that they have.
 - ✦ Ensure that campers wash their hands before every meal and at other times when needed
 - ✦ Ensure that campers change their clothes AT LEAST once a day and at other times when needed
 - ✦ Ensure that campers shower and wash themselves at least every other day and at other times when needed
 - ✦ Ensure that campers visit the Camp Nurse when necessary including but not limited to in times of acute injury, head or stomach ache, non-localized pain or discomfort, to take medications when and as prescribed and whenever else appropriate
 - ✦ Ensure that campers are eating enough as well as a healthy variety of food
 - ✦ Communicate honestly and openly to camp leadership and the Camp Nurse about health and safety concerns as regard their campers, other staff, and themselves
- Manage their own hygiene, health, and well-being maturely and as an example to those around them

The responsibility of camp staff in the health management process is covered during Pre-Camp Staff Orientation Week as a workshop.

Additional Resources

The Camp Nurse maintains a list of additional external providers and resources that are available to Camp Hawkeye community members as needed. This includes but is not limited to local hospitals, clinics, and dentists.

On-Site Health Care

It is Camp Hawkeye's policy that all on-site health care will be provided in the Health Center and in accordance with guidelines set forth in the Standings Orders. Exceptions to this rule include, but are not limited to, situations where individuals cannot or will not move to the Health Center for the necessary care or medication administration or when waiting for such a move will expose the individual to additional danger or cause undo pain or suffering.

Off-Site Health Care

It is Camp Hawkeye's policy that all off-site health care will be provided by the Camp Nurse or by another Camp Hawkeye employee or volunteer with AT LEAST current Wilderness First Aid training or equivalent certification and in accordance with guidelines set forth in the Standings Orders. Exceptions to this rule include, but are not limited to, situations that require emergency care that is provided by qualified professional emergency personnel and short-term treatment of minor injuries in consultation with the Camp Nurse and in accordance with guidelines set forth in the Standings Orders.

Equipment & Supplies

It is Camp Hawkeye's policy that health-care equipment and supplies, except that which has been portioned out and assigned by the Camp Nurse in the form of First-Aid Kits, be stored in the Health Center under the care of the Camp Nurse. S/he is also responsible for ordering and purchasing, in coordination with the Director and Office Manager, of all supplies and equipment.

All supplies and equipment including, but not limited to, wound treatment supplies, over the counter medications, cold packs, band-aids, and prescription medications, will be stored in the Health Office under the direct care of the Camp Nurse and locked at all times when s/he is absent unless a designee is present in his/her place.

Health & Screening

It is Camp Hawkeye's policy that all community members, staff, volunteers, and campers included, undergo a Health Check upon arrival to and departure from camp. In addition each community member staying at camp for longer than two (2) weeks will undergo a mid-session check.

Any individual leaving campus for more than one hour and not on an out-of-camp Wilderness Trip must check in with the Nurse upon their return to camp at which time s/he will conduct a quick check as needed. This may include a lice check if it is determined that the individual had opportunity to have been exposed.

Medication Management

It is Camp Hawkeye's policy that all medication, over the counter and prescription medications as well as vitamins and "natural" remedies, be stored in the Health Center in a locked cabinet to which only the Camp Nurse and the Camp Office have a key.

All community members are required to turn over all medications upon arrival. Parents of campers, CiT's, and JC's must turn over all medication directly to the Camp Nurse. All staff members over eighteen years of age will do so during their Health Check.

Sanitation

It is Camp Hawkeye's policy that all camp sanitation be monitored by the Leadership Team through both scheduled and un-scheduled checks. Scheduled checks are completed formally at least three times each week in which cabin group and shared community spaces are inspected for cleanliness and hygiene. The dining hall and kitchen are cleaned and checked multiple times each day by the Camp Chef, Nurse, and Director.

Recordkeeping

It is Camp Hawkeye's policy that all recordkeeping be done in accordance with all applicable state and federal laws. Seasonally Camp Hawkeye maintains all paper records that contain personal information locked in the Camp Office or in the Health Center. Long term records are stored in a locked file cabinet in a storage area at the winter office.

CHILD ABUSE: POLICY & PROCEDURES

The safety of all of our community members is our first priority. For this reason we have included Camp Hawkeye's Child Abuse Prevention Policy & Procedures here. This stand alone document includes information about assessment and response as well as a list of state and federal resources. Please read this document carefully and consider your own actions and responses.

During the summer it is our job to take care of our campers; one of the responsibilities is being aware of certain behaviors that could indicate abuse or neglect. Abuse or neglect can occur outside of camp in places such as at home, at school, at places of worship, a friend's house, or even a public place, and can be perpetrated by parents, relatives, teachers, coaches, religious figures, neighbors, or acquaintances. Abuse or neglect can also occur within camp and can be perpetrated by counselors, other campers, outside presenters, and parents. We all need to be aware of our own behavior and responsibilities as well as the warnings signs that can often indicate a history of or current abuse.

First we must know: **WE ARE ALL MANDATORY REPORTERS!**

This means that we all have a professional responsibility to inform our supervisors and in turn the authorities including the police and the Department of Social Services. We have a responsibility to the child to report in order to get a child to a safe environment and keep them safe.

Many of you are teachers or have worked with children and know that it's mandatory nationwide for more than a handful of professions. Teachers, Childcare workers, Police officers, Clergy, Doctors, and many other professionals working with and around children are mandatory reporters. These individuals required by NH state and federal laws to report any signs of abuse and neglect, physical, sexual and emotional.

How?

Do not report suspicions personally to the child, parent, or counselor. Bring your concerns directly to your supervisor or the Director. Meet with the Director and discuss it. We will report to authorities as an organization. We report to Department of Family and Child Services and they lead a discussion. Do not talk With other counselors about it. This is a serious and sensitive issue. We need to handle it quietly and carefully until the truth can be ascertained.

Signs and Symptoms to Look for in Abused Children

1. Sudden homesickness in a child already adjusted to camp.
2. Sudden fearfulness, clinging to adults, withdrawal.
3. Inappropriate sexual talk, gestures.
4. Precocious knowledge about sexual matters.
5. Hyper behavior, easily over-stimulated.

Children at High Risk for Becoming Victims

1. Children from homes lacking clear boundaries.
2. Children who are loners and alienated from others.
3. Non-assertive children who can't say no to an offender.

Areas of Particular Concern at Camp

1. Overnight trips
2. Changing and showering areas
3. Hazing rituals
4. Any time a counselor is alone with a child away from the group, particularly at night.

Identifying Symptoms is complicated, because they are kids and may show similar symptoms. Important to Listen to Campers and don't dismiss their fears. You may think they're joking but it's a good idea to keep an eye on them. Some campers are more willing to talk about issues than others, so don't just look for obvious signs. Be there for the campers in a way with which they feel comfortable.

Child Abuse in Camp

Not tolerated at all

ANY COUNSELOR FOUND PHYSICALLY, EMOTIONALLY, OR SEXUALLY ABUSING CAMPERS WILL BE:

Terminated immediately...forfeiting all pay.
International Counselors will lose their visas and be deported.
Reported to the police and have charges pressed against them.

ANY CAMPER FOUND PHYSICALLY, EMOTIONALLY, OR SEXUALLY ABUSING ANOTHER CAMPER WILL ALSO BE REMOVED FROM CAMP AND REPORTED TO THE POLICE.

Protect Yourself

Unfortunately in this day and age even innocent actions can be misconstrued when it comes to children. Staff must refrain from touching campers in any manner that may be construed as inappropriate. Use your best judgment and always err on the side of caution.

Short (NON-EXHAUSTIVE) List of Inappropriate Behavior with Campers:

- Romantic Relationship between staff and campers....sounds obvious but it has happened.
It has happened at other camps with female/male campers and counselors. Some of our staff that are 18 and 19 are close in age with the older campers, BUT it is not acceptable.
- Male or Female Counselor in cabin or other private area alone with a camper of the opposite sex.
If you have to be alone with camper...always make sure the door is open and someone else knows you're in there.
Members of the opposite sex are never allowed in each other's cabins or even on the porch!
- Campers sitting on counselor's laps – use your best judgment and make sure everyone is comfortable. Expect questions though from the Director if he thinks it looks inappropriate.
- Full on hugs, front or back, fall in this category...SIDE HUGS RULE!
- Counselors sitting on campers beds – it's their personal space.
- Applying Sun Block, Bug Repellent or Doing Tick Checks – try to let campers help each other. If they need help, try to stay same sex and only apply lotion outside of the "bathing suit area."

UNIVERSAL PRECAUTIONS & BLOODBORNE PATHOGENS

The following document is intended as a list of precautions that every member of the Camp Hawkeye community should take in order to protect themselves from bloodborne bacteria and viruses. This includes but is not limited to incidents of injury to one's self or helping someone else with an injury or during every-day community living as relates to hygiene, food handling, and bathroom procedures. The list has been put together based on Universal Procedures as practiced in other work and community settings.

Universal Precautions

This set of procedures was designed to prevent harmful bacteria and viruses from infecting people who are providing first aid and/or health care.

Universal precautions as defined by the CDC are a set of practices designed to prevent the transmissions of HIV, Hepatitis B, and other bloodborne pathogens (bacteria and viruses). When practicing universal precautions all blood and body fluids are considered potentially infectious.

Protective equipment should be used at all times for any exposure and may include gloves, gowns, protective eyewear, face shields, and masks.

It is also important to properly handle and dispose of needles, sharps, or other sharp instruments to prevent risk to self and others.

Universal precautions should be used in schools, clinics, hospitals, daycare centers, shelters, and camp. Universal precautions should be used everywhere.

Camp Hawkeye Specific Applications

For the environment at Camp Hawkeye, gloves will be the primary barrier for most incidents. Gloves should be worn when handling any bodily fluids. If gloves are not immediately available, instruct the camper on what to do until he/she can be seen by the nurse.

Gloves should be worn when:

- Anyone comes into contact with blood or bodily fluids such as saliva, urine, vomit, or mucous membranes from the mouth or nose.

- Touching skin that may have sores, open wounds, cuts, or scratches.

- Handling any objects that may have been soiled with blood or bodily fluids.

- You have a cut or scratch on your hands.

Gloves should be changed each time you have contact with a new person, and you should always wash your hands after wearing gloves.

Hand washing is the number one thing you can do to protect yourself from germs.

Proper hand washing technique:

- Wet your hands with warm water
- Apply soap
- Rub hands together and scrub hands, between fingers, and under nails.
- Should wash for 15-20 seconds (sing the alphabet through once before finishing)
- Rinse well
- Dry hands with clean paper or cloth towel

Turn off faucet with towel

When you do not wash your hands bacteria and viruses build up on your hands and you can pass them to others as well allow germs to enter through your mouth, nose, and eyes.

If soap and water are not available, you can use alcohol based hand sanitizers. Drop small amount in palm of hand and rub till dry.

Germs might be very small but they can cause big problems, especially with the very young, the elderly, and immune compromised individuals. Bacteria and viruses can cause an array of symptoms from the common cold and vomiting to life threatening illnesses. Bacteria and viruses can live on surfaces for many days.

You should wash your hands:

- When dirty
- Before and after handling food
- Before eating
- After using the bathroom
- After touching pets
- After playing outside
- After blowing your nose or sneezing

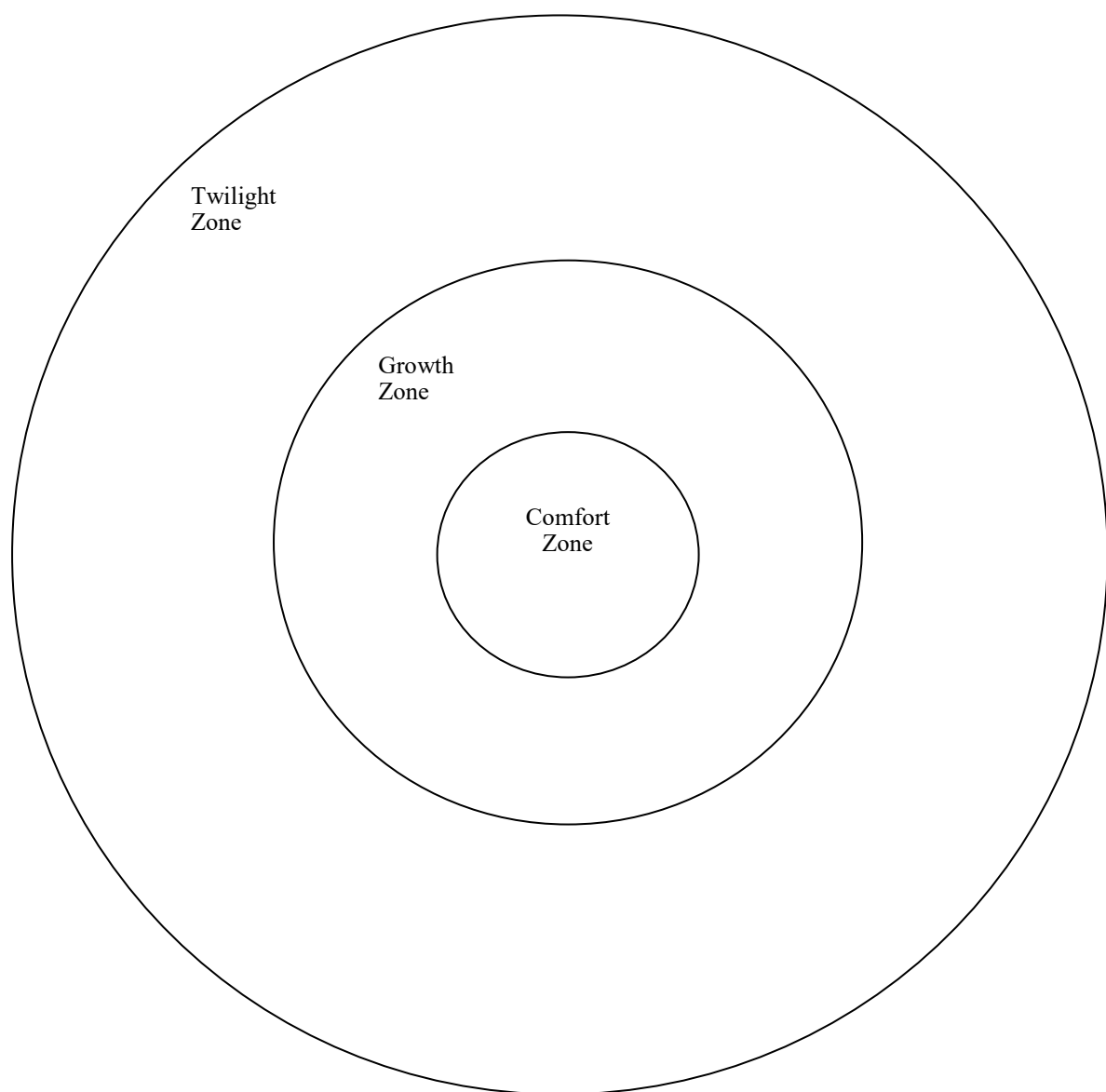
And in between activities

It is especially important to wash your hands when handling food, keep food covered and use utensils and gloves for serving.

When considering Universal precautions and Bloodborne pathogens remember the following:

- Germs can and do kill.
- Knowledge is protection.
- Consider all blood and bodily fluids potentially contagious.
- Always use protective barriers.
- Good hygiene is very important.
- Hand washing is your #1 protection against illness.

Learning Zones



WHY DO CAMPERS LOVE CAMP & BECOME COUNSELORS?

One story:

It was an all boys camp. Not too far from the highway but far enough that it was a world all its own. We all felt it, we knew it; we were a thousand miles from everything. The bell, its familiar tone was the only thing to carry across the tree tops. The lake, although I am sure there were houses across or around it, was our own. We probably could have even seen them from the beach but we weren't looking. The girls from our sister camp, and their counselors and waterfront staff, that shared our stretch of nirvana-like beach were what I noticed. It wasn't in a lewd or adolescent boy way other than I became slightly self conscious. Mostly I was intrigued by these strange animals, like a monkey with an incomparable device that he finds impossible to understand but is drawn to and turns over in his hand again and again. There weren't any girls in our universe, no women to speak of. I am sure that there were female counselors... actually I am not sure. I can't remember, all the counselors have faded away; except for two.

I remember MY counselors. Yes, MY counselors. They were mine, and ours, in the cabin. I remember our CIT as well. Even though I was there for two summers, well, two mini-sessions during two consecutive summers, all else has melted away. Perhaps it was the continuity of being in the same cabin or seeing some of the same boys but it has become one memory. Except for them, MY counselors. Heck, perhaps there were only two counselors in the whole camp, I don't know. I do know that I swam, so there must have been lifeguards, I shot arrows (lots of arrows), so there must have been at least one archery counselor, I played many games of tennis, so there must have been a tennis counselor, and there were animals and crops on a mini farm, so there must have been a counselor there. Maybe that was it. I remember my cabin, my bunk, the windows, or lack thereof. I remember doing things we shouldn't have like firing AA batteries out of a pipe and sneaking out. I also remember doing things that we should have like singing songs in the dining hall, the ropes course (another counselor), playing frisbee, having campfires, and using the Slip 'n Slide.

I remember some faces and some names but only one face and name. Raphael. Raphael was one of MY counselors. He was cool. He was athletic, tall, good looking, popular with the counselors from the girls camp, taught me archery, was always in a good mood, laughed a lot, joked around with us but didn't make us feel small or stupid. Raphael was cool. I thought, no I knew, that Raphael was the coolest counselor there; he was even cooler than my friends at camp. He didn't yell or "make" us do anything like clean up or set the table. Raphael made me love camp even more than I already did. Raphael paid attention to me. He liked me.

Raphael made me want to come back each year. It was doubly hard not to return as a CiT because I knew that would probably be it. I knew I wouldn't get to hang out with him again. But, Raphael made me want to be a counselor. He was the coolest guy I had ever met and he had what seemed to me to be the best job I could ever have. I loved camp and I saw his job as playing and hanging out and meeting new people like I did as a camper with one important extra perk...he got to go and hang out with the girls from our sister camp at night. What a perfect job! So, when I was approaching graduation from college and was preparing to move on in to some "career" Raphael's memory impelled me to do it. I told myself, "If you are ever going to be a camp counselor you've got to do it now." And I did. I applied to a camp, a different camp than I attended, and became a counselor. I loved it more than I ever loved being a camper. Now I go back every year. I live for camp. I taught for a while, I had jobs during the "off season." I always chose them for their schedule or my commitment so that I would either get the summers off or be okay with quitting at the end of the year. I did this for years and for many reasons. I did it because it was fun. I did it because it became rewarding. I did it because I loved my fellow counselors. I did it because I felt connected to the kids.

Most of all, I did it because of Raphael.