

CAMP STAFF HANDBOOK



Three Trails
CAMP & RETREAT CENTER





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Three Trails Camp and Retreat Center Mission Statement:

To provide a place where people can experience God in new, personal and intimate ways, so they can serve Him more effectively in the world.

Three Trails Summer Camp Statement of Purpose:

The primary purpose of Three Trails summer camp program is to provide a safe environment where individuals can learn about God and His creation, develop healthy relationships, gain new skills and have fun.

GENERAL INFORMATION



Service Extension Camp - Ages: 8-12 from rural communities

Camp for children from rural Kansas and NW Missouri. Campers will enjoy lots of daily activities like swimming, crafts, outdoor recreation, Christian teaching, campfires and making new friends.

Teen Camp - Ages: 13-17

This session provides teenagers ages 13-17 a place to gather for fun and fellowship. They will discover more about God and his purpose for their lives, while also building relationships and having a blast. Teens will have an opportunity to create art, experience team building, and do other outdoor activities.

Kid's Camp - Ages: 7-12

This ultimate summer camp experience allows kids ages 7-12 to discover God through creation. Kids will have fun outdoors in nature away from all the distractions of everyday life. Campers will get messy, play games, and build lifelong friendships.

Music Camp - Ages: 9-17

Combine your love and interest in music with all the fun of summer camp. This camp provides campers with many different skill levels the opportunity to develop their musical talent with training in music theory and technique from experienced musicians in an individualized setting. We welcome all instrumental (brass and percussion) and vocal campers to join us. Campers will be placed into a band or choir, and campers will choose one elective class of piano, guitar, ukulele, dance, drama, audio/visual technology, art, leadership, or praise band (praise band by audition). While the camp experience is designed around the arts, campers will have opportunities to enjoy all the fun of a traditional summer camp: getting outdoors, playing games, making lifelong friends and endless memories.

Sports Camp - Ages: 10-14

Calling all athletes! This camp is for youth ages 10-14 who are active and enjoy sports. We will put a twist on all your favorite sports such as soccer, football, cheerleading, and pickleball. Youth will be given the opportunity to be competitive, work as a team, and participate in traditional camp activities. Join us as we discover God while having fun.

Typical Camp Schedule

First Day	
2:00-4:30 PM	Registration & Free Time
4:30 PM	Cabin Huddle
4:50 PM	Flag Lowering
5:00-5:45 PM	Dinner
6:00-6:50 PM	Cabin Huddle- Decorate Flag
7:00-8:15	Evening Program
8:15-9:15 PM	Free Time
9:30 PM	Call to the Cross
10:00 PM	Call to the Cabin
Daily Schedule	
7:00 AM	Wake-up
7:50 AM	Flag Raising
8:00-8:45 AM	Breakfast
8:45 AM	Cabin Clean-up
9:15-10:05 AM	Bible Assembly
10:05 AM	On the Move
10:10-11:00 AM	Programming
11:05 AM	On the Move
11:05-11:55 AM	Programming
12:00-12:45 PM	Lunch
12:45 PM	Cabin Huddle
1:00-1:50 PM	Programming
2:00-4:30 PM	Free Time
4:30 PM	Cabin Huddle
4:50 PM	Flag Lowering
5:00-5:45 PM	Dinner
6:00-6:50 PM	TSAO Bead Activity
7:00-8:15	Evening Program
8:15-9:15 PM	Free Time
9:30 PM	Call to the Cross
10:00 PM	Call to the Cabin
Last Day	
7:00 AM	Wake-up
7:30 AM	Cabin Clean-up
7:50 AM	Flag Raising
8:00-8:45 AM	Breakfast
9:00-9:50 AM	Cabin Clean-up
10:00 AM	Departure

SUMMER STAFF LEVELS

SENIOR STAFF

DYSs

Executive Camp Director

Assistant Camp Director

YEAR-ROUND LEADERSHIP STAFF

Youth Department Year-Round Staff

3TC Year-Round Staff

SUMMER LEADERSHIP STAFF

Recreation Aide

Head Counselor

Head & Assistant Cooks

Head Lifeguard

Outdoor Learning Aide

Candy Shop Manger

Photography Social Media Aide

Healthcare Director

Dining Room Host

SUMMER STAFF

Counselors

Lifeguards

Dining Room Aides

Groundscrew

Kitchen Aides

Dishwashers

Interns

THE CREW

CSL Supervisors & Job Coaches

CSL Workers

Camp Staff Handbook



SALVATION ARMY CAMPING



SALVATION ARMY CAMP GOALS

Mission Statement of The Salvation Army

"The Salvation Army, an international movement, is an evangelical part of the universal Christian church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination."

The Salvation Army has been operating an overnight camp in Kansas City since 1924.



2024 marked the 100th anniversary of Three Trails Camp, a cherished institution that has been serving the youth of Kansas and Western Missouri since its establishment in 1924. Located just outside Kansas City, this 40-acre camp has provided countless children with the opportunity to engage with nature, develop new skills, and form lasting friendships. Over the years, Three Trails Camp has grown to include a retreat center, further supporting its mission of fostering personal growth and spiritual development. This milestone reflects the camp's rich history and we look forward to continuing its legacy of service and community engagement for many years to come.

CAMP HANDBOOK

The Roles of a Summer Staffer

As summer staff, remain grounded in God's Word so you can serve campers with authenticity, strength, and Christ-centered leadership. Through Christian hospitality, create an environment where every camper feels seen, valued, included, and cared for by building genuine relationships, showing 5, participating fully alongside them, and intentionally welcoming those who may feel left out. Your example, attitude, and teamwork with fellow staff set the tone for camp, demonstrating the love of Christ through both your actions and your words. Work together to maintain a safe, respectful, and encouraging atmosphere where campers understand expectations, feel supported, and can grow spiritually, socially, and emotionally through shared experiences and meaningful connections.

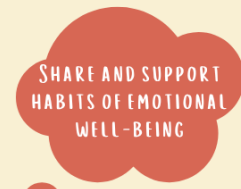
SECOND MILE GUEST SERVICE

OUR GUESTS INCLUDE CAMPERS, VOLUNTEER STAFF AND VISITORS.

1. MAKE EYE CONTACT, SMILE AND GREET THE GUEST IMMEDIATELY.
2. IMMEDIATELY APPROACH A GUEST WHO APPEARS LOST AND OFFER ASSISTANCE.
3. LEARN WHAT IS EXPECTED OF AND FROM OUR GUESTS SO THAT YOU CAN ANTICIPATE THEIR NEEDS.
4. TAKE OWNERSHIP OF THE GUEST'S PROBLEM. RESPOND IN A TIMELY FASHION AND MAKE SURE THE PROBLEM IS RESOLVED AND THAT THE GUEST IS SATISFIED WITH THE SOLUTION.
5. IF UNABLE TO COMPLY WITH GUESTS WISHES, OFFER AN ALTERNATIVE. AVOID NEGATIVE EXPRESSIONS LIKE "THAT'S NOT MY JOB". IF YOU DON'T KNOW THE ANSWERS SAY "I WILL FIND OUT".
6. FIND OPPORTUNITIES TO MEET THE SPIRITUAL, PHYSICAL AND MENTAL NEEDS OF OUR GUESTS.
7. IF YOU SEE SOMETHING THAT IS OUT OF PLACE PICK IT UP.
8. REMEMBER THAT SMALL DETAILS MAKE A BIG DIFFERENCE.

THREE TRAILS CAMP SECOND MILE INITIATIVE

IF ANYONE COMPELS YOU TO GO WITH THEM A MILE, GO WITH THEM TWO. MATTHEW 5:41



THREE TRAILS CAMP IS COMMITTED TO GO THE SECOND MILE WITH OUR CAMPERS AND STAFF. GOING ABOVE AND BEYOND TO MEET NEEDS AND CREATE A PLACE WHERE EVERYONE BELONGS.

General Guidelines

Alcohol/Smoking/Drugs

Three Trails camp is alcohol, smoking and drug free. Use could be grounds for termination.

Refer to Safety & Security for procedures when contraband is found on property.

Attendance

All summer staff members are required to be at all staff meetings, Bible studies, meals, and any other programs or activities that Senior Staff requires.



Staff Lounge

The staff lounge is set aside for time off use. Please clean up after yourself. Campers are not allowed in the staff lounge at any time. You should not go into the lodging/lounge area that is not your own, especially those designated for the opposite gender. Use of the staff lounge is a privilege and may be taken away if rules are not followed. Curfew does apply to the lounge.

Camp Programs

All staff members will be asked to attend camp programs and assist with activities when it does not

interfere with job responsibilities. If you are unable to attend a camp program that you are assigned to you must be excused by Senior Staff.

Camp Store (Candy Shop)

Camp staff may purchase snack items and other camp merchandise from the camp store during regular store hours. Cash, credit, debit or Apple Pay will be accepted. No store credit will be extended. Staff are not allowed to borrow money from a camper's camp store account. Staff are not encouraged to "hang out" in the candy store, especially during busy times.

Clothing/Uniform

You are required while on duty to wear the staff shirts (uniform) issued at orientation. Camp uniforms should not be altered in any way. Staff should wear modest clothing free of questionable logos, designs, or pictures. If clothing is unsuitable you may be asked to change.

Swimsuits are to be modest. We would discourage wearing flipflops while on duty as a safety issue. Staff working in food services, maintenance, or on the ropes course must wear closed-toe shoes or boots.

If your employment is terminated, you will be asked to return uniforms (T-shirts).

Curfew

Staff curfew will be 11:00 PM, unless otherwise directed by Senior Staff. Lights out is 11:30 PM.

Please be considerate of your housemates by keeping the noise to a minimum after curfew. Sleep

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will be important as the summer progresses. Make certain that you do not deprive yourself or others of this precious commodity.

Electronics/Personal property

Staff are not encouraged to bring electronic devices to camp. These types of equipment can only be used when you are not on duty. Please note that you bring these items at your own risk. Three Trails Camp is not responsible if any of these items are lost or stolen.

Any personal electronics or property should align with the values of a Christian Organization (especially when camps are in session). i.e. no music played with explicit lyrics or mature topics, and careful consideration of what movies and video games should be considered.

Inappropriate material may be confiscated.

Security boxes are available to camp staff to put personal belongings in. Requests should be made to the camp office or senior staff. These security boxes will be given on loan for the duration of the staffers stay. Campers who have brought valuables or personal property items, other than basic necessities like clothes, toiletries, bedding, etc. can request for the youth office to store their belongings while they are at camp.

Flag Ceremonies

Regardless of your personal views, show proper attention and respect during these ceremonies.

Food Allergies

Three Trails Camp understands that campers will have food allergies. In most cases we are able to provide an alternative food to ensure a positive

dining experience during camp, but it is not guaranteed. We are not a gluten free kitchen. Please be sure to note any food allergies on the medical form. Staff are able to provide an alternate meal option themselves when needed.

Gate

Our Camp Gate is automatic. When the gate is closed, anyone needing to leave camp can just pull up in a vehicle to the gate and it will open, but anyone needing to come into camp will need the summer gate code which is on the Quick Reference Page in the front of this book. The gate is closed from 7PM - 7AM.

Gifts/Gratuities

Gifts and gratuities from campers or campers' families are prohibited. This includes snack items and merchandise from the camp store.



Housing

Staff will be assigned housing on campus. Respect one another's space and belongings. Staff sharing a room with one or more persons, should be considerate of the other person(s). Do not change rooms without getting permission from Senior Staff. Staff should not be in housing that they are not assigned to. Guests are not allowed in staff housing.

Housekeeping

You will be expected to keep your living quarters clean, neat, and presentable. This includes not only your assigned sleeping room but any common areas (bathrooms and sitting areas) in your building and the area immediately outside of your building. Your living areas will be inspected weekly, if not more often. Boys & Girls Staff will be assigned weekly cleaning chores that must be completed as requested. If you need housekeeping supplies, complete a housekeeping supply request form online at threetrailscamp.org/maint Refer to the quick reference page for QR code.

Incident/Safe From Harm Reports

Staff members are required to fill out an internal incident report form whenever a staff member has witnessed any unusual incident or when a camper has been injured and/or treated by a staff member. It is extremely important for the camp to have a full record of all incidents/accidents that have occurred while campers are on campgrounds. Completing a form helps to protect the staff and the camp. Forms are completed online, by logging into the staff page. The Incident Report is electronic and can be found at threetrailscamp.org/incident-report. Refer to the quick reference page for QR code.

Incident Response Procedures

When reporting, the person(s) involved should follow these steps:

- All staff must file internal incident reports. If a situation is a Safe From Harm incident a Safe From Harm report must also be filed. All staff have the ability to file both reports. Staff will be provided support as necessary in escalating the reporting to Safe From Harm and the State.
- Listen supportively, hear the person out, and do not minimize or discount the allegation.
- The person receiving the initial report should complete an internal incident report at threetrailscamp.org/incident-report
- The incident will be logged in the camper record.
- After an Incident Report is submitted, the Safe From Harm Coordinator and DYS will evaluate next steps. If determined necessary, DYS will contact parents within 24 hours via written or verbal communication to inform them about the incident. The parent contact will be logged in the camper record.
- The DYS is responsible for communicating to parents of all campers in direct contact with incidents. Examples include, but are not limited to, drugs, witnessing an accident, exposure or serious threats.
- Immediately contact the DYS if any officer, camper, summer camp staff, or volunteer is being accused. If the DYS is being accused, the person receiving the initial report should contact the Divisional Program Secretary.
- The DYS will ask basic questions to clarify facts, if needed, and then assist the staff

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person(s) in reporting to the Safe From Harm Reporting Hotline/Website within 12-24 hours for investigation. The Safe From Harm Coordinator and DYS will ensure compliance with national policy, consult with legal counsel, and make the report to Department of Social Services/law enforcement if necessary. Report the incident to the child abuse hotline and cooperate with any governmental/law enforcement investigation of charges.

- Reports should be filed by the most relevant person: either the recipient of the disclosure, the first on the scene, the greatest witness, etc. with occasional times that multiple viewpoints would be helpful.
- The Camp Director should be notified of the report and a copy of the report provided for recordkeeping on site at Three Trails Camp.
- KWM Safe From Harm Mailbox: sfh@usc.salvationarmy.org
- In Missouri, camp staff members are considered mandatory reporters, meaning you are required by law to report suspected cases of child abuse or neglect. Failure to report suspected cases of child abuse or neglect can result in legal consequences. Missouri Department of Social Services online reporting: <https://apps.dss.mo.gov/OnlineCanReporting/default.aspx>
Missouri Department of Social Services toll-free hotline – 1-800-392-3738
- Safe From Harm Reporting Hotline: (855) 846-3330
- Safe From Harm Reporting Website: <https://www.salvationarmyusa.org/usa-central-territory/safe-from-harm-reporting-form/>

- Where there is reasonable suspicion of abuse to children, the individual suspected shall be removed from his/her duties/program immediately. To the extent possible, full confidentiality of the investigation and the disposition of charges shall be maintained. The accused staffer and the alleged victim are not to have further contact (including verbal contact). Also, the individual is to refrain from any work with minors until the issue is resolved.
- Divisional Headquarters will designate a single spokesperson. All contact with the news media should be handled by the spokesperson. The camp staff will not respond to media inquiries except to refer questions to the spokesperson.

Keys

Staff members will be issued keys to their housing and work area. You will be responsible for the key(s) and will not receive your final check until your key(s) are accounted for. If a lock has to be changed due to loss of key, it is a \$150.00 charge.

Laundry

The staff laundry is located in the basement of the Camp Main Office. There are washing machines and dryers for your use at no charge. Remember that all staff uses the same laundry room. Staff will need to plan to do laundry during their free time.



Leaving Camp

Leaving camp during camp session is not permitted without express approval from your supervisor. After receiving permission, you will need to sign out using the link provided on the quick reference sheet. A QR code to the link will be posted outside the Camp Main Office on the back of the Camp Map. Staff should sign in upon return.

When camp is not in session there is still a curfew in effect for those staying at camp. Always let someone know where you are going and when you plan to return. Staff who are minors must seek permission from Senior Staff, and then sign out and in.



Low Speed Vehicles

Use of recreational equipment is limited to assigned staff unless approval has been granted by the Camp

Director. Staff using this equipment must have a valid driver's license and permission.

Mail

When giving out your mailing address for the summer, please use this format:

Staff Member's Name
c/o Three Trails Camp
16200 E US Highway 40
Kansas City MO 64136

Outgoing mail can be dropped off in the main office and stamps are available for purchase there if needed.

Meals

Meal times are: Breakfast – 8:00 AM, Lunch – 12:00 PM, and Dinner – 5:00 PM. If you need to miss a meal, you must have permission from your supervisor.

Three Trails Camp prioritizes safety but cannot guarantee an allergy-free kitchen due to potential cross-contamination. Individuals with allergies should inform kitchen staff of their dietary needs. We will make every effort to accommodate when possible. Staff may bring their own food, and storage space can be provided. The Salvation Army Three Trails Camp is not liable for any adverse reactions.

Three Trails Camp cannot always accommodate dietary preferences.

Parking/Personal Vehicles

If you have a personal vehicle at camp, parking is available near your staff housing. The road around the camp is **ONE WAY**. Camp has a 15 MPH speed limit. Do not exceed this speed limit for the safety of

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pedestrians. Campers are not allowed to be transported in staff personal vehicles. Misuse of your personal vehicle may result in your driving privileges being taken away. If vehicle information wasn't provided in your initial application, that information will be collected during Staff Training.

Payroll - Salary/Paychecks

Summer staff members are seasonal exempt employees and are paid a weekly salary. Room and board are provided as a part of staff compensation. Pay periods run Monday through Sunday and paychecks are issued every two weeks. A bi-weekly payroll form must be signed by the staff member in order to be paid.

Live checks- Live checks are issued for the first pay period for anyone new on our payroll, or anyone that did not remain on payroll from last summer. If you have an issue with cashing a live check, please speak with the Executive Camp Director or Camp Office Manager.

Who to contact with issues- You can speak with the Camp Director or Camp Office Manager with payroll questions. If they are unable to assist you, they will get you in touch with our Payroll Department.

We are required by law to deduct all local, state, and federal taxes that are applicable from each employee's pay.

Phone Calls/Cell Phones

Staff are encouraged not to use their cell phone for personal use during on-duty hours and only in cases of emergencies.

Campers are not permitted to have a cell phone. If a camper is found with a cell phone, it should be confiscated and turned into the Youth Department for

safekeeping. The Youth Department will return the phone during camper check-out.

The Salvation Army Three Trails Camp will not be held liable in the event of theft or damage of cell phones and electronic devices if brought to camp.

Photo Release Policy

We will be taking photos of our campers and staff throughout the summer. We have requested photo releases for all individuals at camp to be used for programming or publication on official Three Trails Camp Media. If use of images has been specifically denied the individual will have a **hot-pink wrist band**.

Relationships

Any romantic relationship that may occur between staff members should appear from the outside like there is no romantic relationship. No physical contact, and the highest level of restraint and behavior is expected.

Romantic relationships between staff and campers are prohibited and will result in the immediate dismissal of the staff member. Any sexual misconduct on the part of any staff member will result in the immediate dismissal of those involved. If any misconduct occurs with a minor, the action will be reported to the proper authorities.

Repairs

If repairs are needed in your room, building, or living area, complete a maintenance request form online at threetrailscamp.org/maint Refer to the quick reference page for QR code.

Rule Of 3

Staff are encouraged to hang out with each other, but the Rule Of Three should be maintained whenever possible. Two staffers of the opposite gender should not be alone in a room, vehicle or private area of the camp, including hikes in the woods. Staffers are strongly encouraged to find a third person to join them to maintain our high standards of purity and eliminate cause for false accusations or impressions. Staff of the opposite gender wanting to leave camp must have a 3rd person who will agree to accompany them before permission will be granted by the immediate supervisor. Failure to follow the Rule of Three could result in the employee being written up or even terminated.

Social And Political Issue Free Zone

We want Three Trails Camp to be a safe place for our campers and staff. We want to provide a place free of the world's distractions. Please refrain from and discourage having conversations and wearing apparel about social or political issues while at Three Trails Camp. Even if a camper brings up the issues, there are some sensitive issues that should not be dealt with by summer staff members. Sexuality, sexual preference, gender identity, dating, cults, divorce, or other areas that summer staff may find themselves unqualified to handle should be referred to the DYS.

Swimming Pool

Staff under the age of twenty-five may swim only at approved times and when a lifeguard is on duty. Resident staff over the age of twenty-five may use the swimming facilities without a lifeguard during non-program hours with permission from the Camp Director. No one may swim alone in the pool at any time.

Time Off

We understand staff may need time off to attend important family or school events. These requests will be evaluated on a case-by-case basis. Every attempt will be made to accommodate but approval is not guaranteed. Preapproval should be requested through direct supervisor and senior staff. Camp staff will not be paid for time away from duties.

Visitors

For the duration of the camp season, Camp has a no visitors policy. Any visitors on site need approval from supervisors and should always be with someone from Camp.

Camper Visitors should call the Youth Office between 9 a.m. and 4 p.m. prior to visiting camp and upon arrival to notify staff they are here. (816) 350-0053.

All visitors are required to leave camp by camper curfew and are not allowed in campers or staff housing.

Work Out Room

Camp staff may use the work out room located in the basement of Oak during your personal time between the hours of 5am-11pm. Campers and guests are not allowed in the work out room. Please put away weights when you are done and sanitize equipment after use. Staff may use the speaker system, but please be courteous of others, especially when programming is happening in the Oak Room.

Staff should stay away from the furnaces, gas lines and any other utilities in the room. Use of the work out room is at your own risk. Three Trails Camp and The Salvation Army are not responsible for injuries that may occur. Injuries occurring by using this equipment will be covered by the user's personal

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health insurance and will not be considered a workman's comp claim. Use of this equipment is a privilege and may be taken away.

***DISCLAIMER:** This handbook has been drafted as a guideline for summer employees of The Salvation Army Three Trails Camp. It is not intended to and should not be construed to form a contract between The Salvation Army*

and its employees or to create contract rights for anyone. Just as an employee may terminate the employment relationship at any time and for any reason, with or without notice, The Salvation Army must reserve the same right to terminate the employment relationship. No promise to the contrary is binding on The Salvation Army.

The official Salvation Army Employee handbook is available on the staff portal. Please refer to that document with official questions or see the Executive Camp Director.

Behavior Management

Bullying

The definition of bullying is when one or more people exclude, tease, taunt, gossip, hit, kick, or put down another person with the intent to hurt another.

Bullying happens when a person or group of people want to have power over another and use their power to get their way, at the expense of someone else.

Bullying can also happen through cyberspace: through the use of e-mails, text messaging, instant messaging, and other less direct methods. This type of bullying can also lead to persons being hurt during or between the camp seasons and be especially hurtful when persons are targeted with meanness and exclusion.

At Three Trails Camp, bullying is inexcusable, and we have a firm policy against all types of bullying. Our Camp philosophy is based on our mission statement

which ensures that every camper has the opportunity to grow physically, mentally and spiritually. We work together as a team to ensure that campers gain self-confidence, make new friends, and go home with great memories. Unfortunately, persons who are bullied may not have the same potential to get the most out of their camp experience. Our leadership addresses all incidents of bullying seriously and implement training to promote communication with their staff and their campers so both staff and campers will be comfortable alerting us to any problems during their camp experience and between camp seasons. Every person has the right to expect to have the best possible experience at camp, and by working together as a team to identify and manage bullying, we can help ensure that all campers and staff have a great summer at Three Trails Camp.

4 Types of BULLYING

PHYSICAL Bullying	VERBAL Bullying	SOCIAL Bullying	CYBER Bullying
<ul style="list-style-type: none">Hitting, kicking, slapping, pinching, spitting, tripping, pushing, blockingStealing or destroying someone's possessionsMaking mean or rude hand gesturesTouching in unwanted & inappropriate ways	<ul style="list-style-type: none">Name callingInsultsTeasingIntimidationHomophobic or racist remarksInappropriate sexual commentsTauntingThreatening to cause harm	<ul style="list-style-type: none">Lying & spreading rumorsLeaving someone out on purposeTelling others not to be friends with someoneEmbarrassing someone in publicDamaging someone's social reputation or relationships	<ul style="list-style-type: none">Posting/sending hurtful texts emails or posts, images or videosMaking online threatsImitating others online or using their log-inDeliberately excluding others onlineSpreading nasty gossip or rumors

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Camper Conversations

Handling the Sensitive Issues Campers Bring to You. Why Do Kids Tell You?

One of the outcomes of being the great counselor you aspire to be is that the more present and interested and available you are to your campers, the more they will actually come to trust you. And because they trust you, they will often confide in you in ways they may not do with their parents or other adults. Campers find you “way cooler” than their parents. So now that you have earned this incredible trust with your campers, how do you use it in a way that honors that trust and does no harm to the child who brings a personal issue to you?

Listen without Judgment

When a camper comes to us in confidence and distress, the first impulse for most of us is to “make it better.” We want to fix the problem and make the bad feelings go away. So my first piece of advice is going to be the hardest for you to accept: Not only is it not your job to fix the problem, but you may not be in a position to fix the problem. You don’t have the training, the access to resources, or the place to “make it all better.”

We all want to help, but we need to help in ways that are realistic and that don’t offer false promises or mislead kids into thinking we are their saviors. That does not mean you can’t be extremely helpful. You can. But it will require you to reframe or think about the “problem” differently. In most cases a camper who confides in you is feeling alone with their dilemma. The camper is often afraid of being judged, punished, or shamed. The greatest contribution you can make to that camper is to help them feel seen and heard. Good listening starts with you staying calm. If you become as distressed or upset as the camper, you won’t be of any help to anyone. A critical factor in maintaining a positive

outcome in a conversation about a sensitive issue is for the listener — you — to remain calm in the face of the distress the camper may be experiencing.

The Art and Skill of Validation

Validating someone simply means acknowledging their reality. Validation allows the other person to feel they are “seen” or “heard.” When we validate another person’s experience (their feelings, concerns, or the challenges of their situation), we are conveying that we are there for them in a way that is helpful and nonjudgmental. Validating a person’s reality does not mean you agree with what that individual did, how they got into the situation, or with what they feel. It does not mean you approve of their situation. It simply means that you are willing to see that person’s pain, fear, or concern and help them think it through.

One of the simplest validating statements is, “I can see how . . .” and then fill in what you see. For example, “I can see how frightened you are.” Or, “I can see how worried you are.” Or, “I can see how hard that was for you to tell me. That took a lot of courage on your part.” Responding to a camper in distress with a validating statement such as this can help calm and reassure them and can help the camper stay in the conversation.

Radical Acceptance

The most powerful form of validation is something behavioral therapists call radical acceptance. Radical acceptance says that you don’t have to like what is going on, or agree or endorse someone else’s behavior, to understand where they are coming from. What radical acceptance and validation in general allow us to do is engage in a conversation that can lead to relief and problem solving. Radical acceptance also helps to reduce or control shame, which is critical because shame has been shown over and over again to impede or even

destroy growth and understanding. And it is important here to note the fundamental and significant difference between guilt and shame. Guilt is when a person feels badly about what they did (behavior). Shame is when a person feels badly about who they are (identity). For example, in the case of the possibly pregnant girl, you may personally believe that pre-marital sex is wrong. Practicing radical acceptance does not prevent you from being helpful to that worried, fearful, overwhelmed child because of your personal feelings or beliefs.

Additional Tools

There are other skills you can bring to bear when a camper reveals a personal issue to you. Here are a few:

1. Ask good questions. Get the camper to tell you more specifically what it is they are thinking or how the camper arrived at their conclusions. In the case of the girl who thinks she is pregnant, ask her what (not why, because that can have a connotation that implies judgment) makes her think she is pregnant. How long has she suspected this? While her parents may understandably be upset, what is it that makes her think they won't help her? Again, you are being a good Sherlock Holmes here simply by getting the camper to tell you more and to reflect on her own situation.
2. Think out loud, then ask for the camper's opinion. Kids very often have good ideas about their own situation, but their feelings of fear or anxiety prevent them from thinking clearly. By thinking out loud, you are not positioning yourself as the "expert," you are simply engaging them in some self-reflection. For example, one thing you could say at this point is, "Maybe the reason you asked me is because you know the right answer for you but just can't face it or accept it. What do you think?"
3. Anytime I offer a thought to a child, I always pose it as something I am thinking about, like an idea rather than the answer. I then ask the child what they think about my idea. Doing this is a great way to lower defensiveness and keep a kid engaged in thinking things through. Kids often do have ideas about what might help them. This approach helps bring out their theories or ideas in a way that they might not otherwise share.
4. Ask about allies back home. Once you have validated a child's reality and gotten them to reveal more details about the situation or their state of mind, you may want to get your camper to talk about adults they may trust back home. This might be a grandparent, an aunt or uncle, or older sibling. It might be a coach, teacher, neighbor, or other safe adult the camper can use for support once they go home.
5. Explain that conflict is normal: We often have two simultaneous but different feelings about the same person or situation. For example, a camper may want the relief of telling you about a problem they are having while at the same time be terrified of being judged or rejected. Helping your camper with conflicted feelings can often help them think about getting help back home.

When to Get Help

A camper may try to swear you to secrecy. "If I tell you something, will you promise not to tell anyone?" While this sounds like a reasonable request, it can set up a problem for you later if you

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discover that the secret is not one you can keep. I simply tell kids I will never use what they tell me in a way that will hurt them. They may disagree or protest if I realize I need to get help, but that is the risk I must take. Some issues require you to seek help from your superiors at camp even if the camper protests. A short list of these follows:

1. When a camper discloses that they are engaging in self-harm (cutting, for example, or bingeing and purging — eating in an unhealthy way).
2. When a camper says he feels like killing himself. The assessment of suicide risk is an extremely skillful and nuanced process. Even many trained and experienced health professionals get it wrong. As a counselor you are not in a position to assume that risk. Even if a camper might be angry with you for getting help, it is the chance you must take for the sake of the camper's safety. If you get it wrong you will never forgive yourself.
3. When a camper makes a disclosure to you of being or having been physically or sexually hurt by someone else, whether that someone else is an adult or another kid.
4. When a camper reveals a potentially serious medical or health issue, such as the possibility of being pregnant or having physical symptoms she has not shared with another adult.

Handling Special Cases

So if a camper makes a disclosure to you that fits one of the preceding categories, what do you do? Here is step-by-step language you can use in responding:

1. "I'm glad you told me. That was the right thing to do."

2. "I'm also glad you trust me enough that you could tell me."
3. "I admire the courage you showed by telling me."
4. "Who else have you told?" (One of the reasons you ask this question is to ascertain whether there are other campers out there who may have this knowledge whom you may need to check with because of the stress it may be causing them. In other words, you may need to start thinking about how to contain this news so it doesn't upset other campers.)
5. "What that person did/is doing/has done is wrong. None of this is your fault in any way."
6. "No one should be treated this way. No one deserves to have something like this happen to them."
7. "I think the reason you told me is that you don't want to be alone with this anymore."
8. "You have the right to be protected from things like this, and it is the job of adults to make sure you get that protection."
9. "What kind of a friend would I be if I just sat here with this information and didn't get you help? I know you are scared and I get that. I also know you can get help. So even though you might be angry with me, I know you deserve to get that help, and I'll have to take that risk."

Being an effective counselor means being willing to withstand the anger or upset of a camper in order to do the right thing, which is to get that camper help. Please understand that in Missouri it is the law that you as a child caregiver report abuse and get the child help.

Child Development

The 5 Basic Needs of our Kids



Middle Childhood (6-8 years of age)

Developmental Milestones

Middle childhood brings many changes in a child's life. By this time, children can dress themselves, catch a ball more easily using only their hands, and tie their shoes. Having independence from family becomes more important now. Events such as starting school bring children this age into regular contact with the larger world. Friendships become more and more important. Physical, social, and mental skills develop quickly at this time. This is a critical time for children to develop confidence in all areas of life, such as through friends, schoolwork, and sports.

Here is some information on how children develop during middle childhood:

Emotional/Social Changes

Children in this age group might:

- Show more independence from parents and family.
- Start to think about the future.
- Understand more about his or her place in the world.
- Pay more attention to friendships and teamwork.
- Want to be liked and accepted by friends.

Thinking and Learning

Children in this age group might:

- Show rapid development of mental skills.
- Learn better ways to describe experiences and talk about thoughts and feelings.
- Have less focus on one's self and more concern for others.

Middle Childhood (9-11 years of age)

Developmental Milestones

Your child's growing independence from the family and interest in friends might be obvious by now. Healthy friendships are very important to your child's development, but peer pressure can become strong during this time. Children who feel good about themselves are more able to resist negative peer pressure and make better choices for themselves. This is an important time for children to gain a sense of responsibility along with their growing independence. Also, physical changes of puberty might be showing by now, especially for girls. Another big change children need to prepare for during this time is starting middle or junior high school.

Here is some information on how children develop during middle childhood:

Emotional/Social Changes

Children in this age group might:

- Start to form stronger, more complex friendships and peer relationships. It becomes more emotionally important to have friends, especially of the same sex.
- Experience more peer pressure.
- Become more aware of his or her body as puberty approaches. Body image and eating problems sometimes start around this age.

Thinking and Learning

Children in this age group might:

- Face more academic challenges at school.
- Become more independent from the family.
- Begin to see the point of view of others more clearly.
- Have an increased attention span.

Young Teens (12-14 years of age)

Developmental Milestones

This is a time of many physical, mental, emotional, and social changes. Hormones change as puberty begins. Most boys grow facial and pubic hair and their voices deepen. Most girls grow pubic hair and breasts, and start their period. They might be worried about these changes and how they are looked at by others. This also will be a time when your teen might face peer pressure to use alcohol, tobacco products, and drugs, and to have sex. Other challenges can be eating disorders, depression, and family problems. At this age, teens make more of their own choices about friends, sports, studying, and school. They become more independent, with their own personality and interests, although parents are still very important.

Here is some information on how young teens develop:

Emotional/Social Changes

Children in this age group might:

- Show more concern about body image, looks, and clothes.
- Focus on themselves; going back and forth between high expectations and lack of confidence.
- Experience more moodiness.
- Show more interest in and influence by peer group.

- Express less affection toward parents; sometimes might seem rude or short-tempered.
- Feel stress from more challenging school work.
- Develop eating problems.
- Feel a lot of sadness or depression, which can lead to poor grades at school, alcohol or drug use, unsafe sex, and other problems.
- Helping children cope with stress and worries
- School aged children on a playground
- Easy-to-use, interactive web tools for children and teens to deal with thoughts and feelings in a healthy way.

Thinking and Learning

Children in this age group might:

- Have more ability for complex thought.
- Be better able to express feelings through talking.
- Develop a stronger sense of right and wrong.

Teenagers (15-17 years of age)

Developmental Milestones

This is a time of changes for how teenagers think, feel, and interact with others, and how their bodies grow. Most girls will be physically mature by now, and most will have completed puberty. Boys might still be maturing physically during this time. Your teen might have concerns about her body size, shape, or weight. Eating disorders also can be common, especially among girls. During this time, your teen is developing his unique personality and opinions. Relationships with friends are still important, yet your teen will have other interests as he develops a more clear sense of who he is. This

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is also an important time to prepare for more independence and responsibility; many teenagers start working, and many will be leaving home soon after high school.

Here is some information on how teens develop:

Emotional/Social Changes

Children in this age group might:

- Have more interest in romantic relationships and sexuality.
- Go through less conflict with parents.
- Show more independence from parents.
- Have a deeper capacity for caring and sharing and for developing more intimate relationships.

- Spend less time with parents and more time with friends.
- Feel a lot of sadness or depression, which can lead to poor grades at school, alcohol or drug use, unsafe sex, and other problems.

Thinking and Learning

Children in this age group might:

- Learn more defined work habits.
- Show more concern about future school and work plans.
- Be better able to give reasons for their own choices, including about what is right or wrong.



Discipline

At Three Trails Camp we will focus our attention primarily on the campers and promoting mental, emotional, social, and physical health and safety.

CAMPERS SHOULD ALWAYS EXPERIENCE:

Staff who:

- **are aware of developmental level of campers**
- **use language easily understood by campers**
- **call them by their preferred name**
- **provide explanations for actions taken**
- **are respectful and listen to them**
- **speak with campers at eye level**
- **play with and laugh with them**
- **are aware of trauma**

AND JESUS

CAMPERS SHOULD NEVER EXPERIENCE:

Bullying, ridicule, threats, foul language

Degrading or humiliating pranks

Corporal discipline, yelling or screaming

Excessive physical exercise, excessive restraint

Deprivation of food or sleep as a form of punishment

Being alone without supervision or interaction from a summer staffer

Discipline is always curative never vengeful.

Discipline is always carried out by a person who has authority to discipline.

Discipline is never exercised for the satisfaction of the person who disciplines.

Camp is a safe place where everyone belongs. All campers are instructed to treat each other as they would like others to treat them. Campers will be asked to follow the directions of camp staff through cooperation and mutual respect. Staff will be trained in Positive Discipline methods. If a child is unable to cooperate, they will be encouraged to remember the camp rules, provided with a positive time out/cooling off period from activities and/or re-directed. If campers are not able to respect others or cause harm to campers/ staff, parents will be contacted to discuss a solution. Some infractions are serious enough to warrant campers being sent home without warning.

Camper behaviors worthy of senior staff and parent intervention:

Fighting, flagrantly abusive language, bullying, racial disrespect, possession of weapons, including knives, leaving camp without permission,

harassment, threats related to the camp environment and/or people, assault or battery of staff, inappropriate contact or conversations of a sexual nature.

Camper Discipline Procedures:

In dealing with camper behavior and discipline issues, we will:

- Consider age-appropriate behavior
- Affirm the person, not the behavior
- Clearly communicate where they need to improve their actions/behavior
- Simply and clearly share the consequences of the behavior

WE NEVER DENY OR COMPROMISE: Meals, sleep, physical health/safety, emotional safety.

WE NEVER: Hit, slap, spank, shame, call names...or allow campers to do so.

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WE NEVER IMPOSE: Push-ups, cleaning the bathrooms, eating something unfavorable, removing clothing, dares, hurtful pranks, unsafe activities, embarrassing activities, or hazing.

Verbal Warning: The first instance where discipline is needed

- INTERACT instead of REACT
- Assess the situation and determine what has occurred, who are the offenders, is there an innocent party.
- Inform the offenders that this behavior is not acceptable and will not be tolerated.
- Simply and clearly share the consequences of the behavior

Camper Contract: Second instance where discipline is needed

- Contact the Head Counselor who will create a Camper Contract with the child and submit it to the DYS.
- Inform the camper that if they break this contract, they may be choosing to go home rather than to stay and have fun at camp.
- Parents will be notified, and a copy of the contracted will be shared.

Contract Review: Third instance where discipline is needed

- Meet with the Head Counselor, DYS, and camper.
- Review the verbal warning and written contract with the child.
- Determine if an extension of the contract or dismissal from camp is appropriate. It will be stressed that the camper chose this outcome by their behavior.
- Parents and Corps Officers will be given a report of this meeting.

Send Home: Fourth instance where discipline is

needed

- The DYS will contact parents to make arrangements for the child to be picked-up. Corps will also be notified.
- The child will be removed from camper population and will be monitored by two adults until their transportation arrives.

Zero Tolerance

If the behaviors include any aggressive physical contact (with another camper, staff member, leader or officer), threats that hold validity, are sexual in nature, or includes any other behaviors which brought harm to any person the camper will be immediately removed from camper population until further investigation and next steps can be determined. An incident report will be completed by the leader/officer/staff member who witnessed the behavior. When necessary, the Safe from Harm procedure will be followed.





What is Positive Discipline?

Positive Discipline is a program designed to teach young people to become responsible, respectful and resourceful members of their communities. Based on the best selling Positive Discipline books by Dr. Jane Nelsen, Lynn Lott, Cheryl Erwin, Kate Ortolano, Mary Hughes, Mike Brock, Lisa Larson and others, it teaches important social and life skills in a manner that is deeply respectful and encouraging for both children and adults (including parents, teachers, childcare providers, youth workers, and others).

Recent research tells us that children are “hardwired” from birth to connect with others, and that children who feel a sense of connection to their community, family, and school are less likely to misbehave. To be successful, contributing members of their community, children must learn necessary social and life skills. Positive Discipline is based on the understanding that discipline must be taught and that discipline teaches.

Jane Nelsen gives the following criteria for “effective discipline that teaches”:

FIVE CRITERIA FOR EFFECTIVE DISCIPLINE

Effective discipline...

1. Helps children feel a sense of connection. (Belonging and significance)
2. Is mutually respectful and encouraging. (Kind and firm at the same time.)
3. Is effective long - term. (Considers what the child is thinking, feeling, learning, and deciding about himself and his world – and what to do in the future to survive or to thrive.)
4. Teaches important social and life skills . (Respect, concern for others, problem solving, and cooperation as well as the skills to contribute to the home, school or larger community.)
5. Invites children to discover how capable they are. (Encourages the constructive use of personal power and autonomy.)

The Positive Discipline model is aimed at developing mutually respectful relationships. Positive Discipline teaches adults to employ kindness and firmness at the same time, and is neither punitive nor permissive. The tools and concepts of Positive Discipline include:

- **Mutual respect.** Adults model firmness by respecting themselves and the needs of the situation, and kindness by respecting the needs of the child.
- **Identifying the belief behind the behavior.** Effective discipline recognizes the reasons kids do what they do and works to change those beliefs, rather than merely attempting to change behavior.
- **Effective communication and problem solving skills.**
- **Discipline that teaches** (and is neither permissive nor punitive).
- **Focusing on solutions instead of punishment.**
- **Encouragement (instead of praise).** Encouragement notices effort and improvement, not just success, and builds long-term self-esteem and empowerment.

Positive Discipline

GUIDELINES



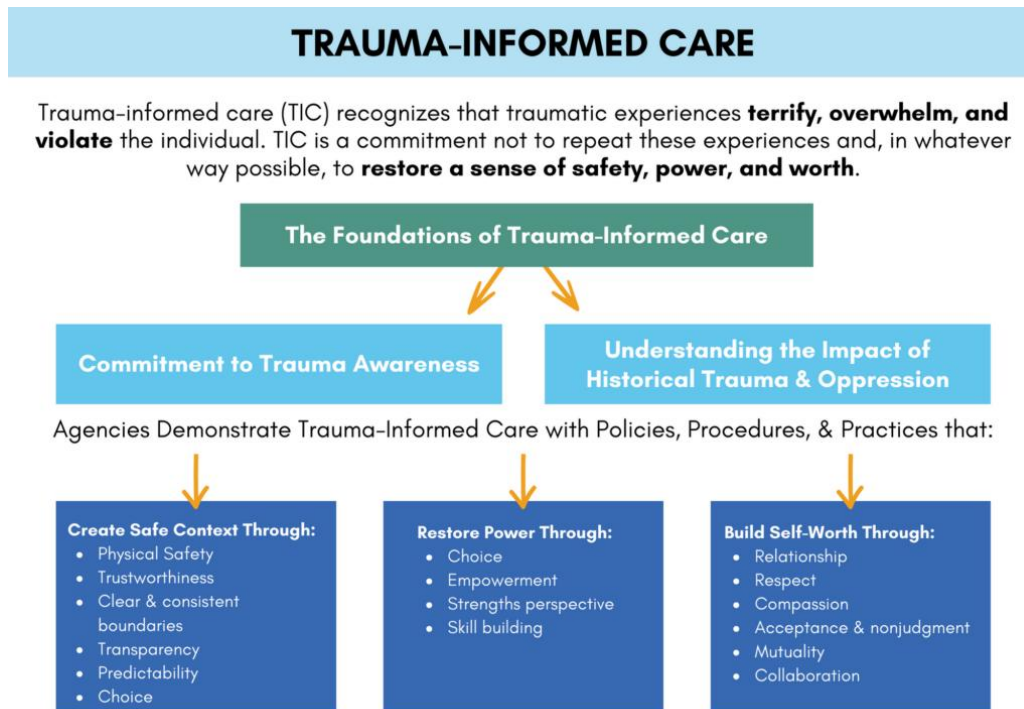
From the book *Positive Discipline*, by Jane Nelsen

- 1** *Misbehaving children are “discouraged children”* who have mistaken ideas on how to achieve their **primary goal—to belong**. Their mistaken ideas lead them to misbehavior. We cannot be effective unless we address the mistaken beliefs rather than just the misbehavior.
- 2** Use **encouragement** to help children feel “belonging” so the motivation for misbehaving will be eliminated. Celebrate each step in the direction of improvement rather than focusing on mistakes.
- 3** A great way to help children feel encouraged is to **spend special time** “being with them.” Many teachers have noticed a dramatic change in a “problem child” after spending five minutes simply sharing what they both like to do for fun.
- 4** When tucking children into bed, ask them to **share with you** their “saddest time” during the day and their “happiest time” during the day. Then **you share with them**. You will be surprised what you learn.
- 5** Have **family meetings** or **class meetings** to solve problems with cooperation and mutual respect. This is the key to creating a loving, respectful atmosphere while helping children develop self-discipline, responsibility, cooperation, and problem-solving skills.
- 6** Give children **meaningful jobs**. In the name of expediency, many parents and teachers do things that children could do for themselves and one another. **Children feel belonging when they know they can make a real contribution.**
- 7** **Decide together** what jobs need to be done. Put them all in a jar and let each child draw out a few each week; that way no one is stuck with the same jobs all the time. Teachers can invite children to help them make class rules and list them on a chart titled, “We decided.” Children have ownership, motivation, and enthusiasm when they are included in the decisions.
- 8** **Take time for training.** Make sure children understand what “clean the kitchen” means to you. To them it may mean simply putting the dishes in the sink. Parents and teachers may ask, “What is your understanding of what is expected?”
- 9** **Teach and model mutual respect.** One way is to **be kind and firm at the same time**—kind to show respect for the child, and firm to show respect for yourself and “the needs of the situation.” This is difficult during conflict, so use the next guideline whenever you can.
- 10** Proper **timing** will improve your effectiveness tenfold. It does not “work” to deal with a problem at the time of conflict—emotions get in the way. Teach children about **cooling-off periods**. You (or the children) can go to a separate room and do something to make yourself feel better—and then work on the problem with mutual respect.
- 11** **Get rid of the crazy idea that in order to make children do better, first you have to make them feel worse.** Do you feel like doing better when you feel humiliated? This suggests a whole new look at “time out.”
- 12** **Use Positive Time Out.** Let your children help you design a pleasant area (cushions, books, music, stuffed animals) that will help them feel better. Remember that children do better when they feel better. Then you can ask your children, when they are upset, “Do you think it would help you to take some positive time out?”
- 13** Punishment may “work” if all you are interested in is stopping misbehavior for “the moment.” Sometimes we must **beware of what works** when the long-range results are negative—resentment, rebellion, revenge, or retreat.
- 14** Teach children that **mistakes are wonderful opportunities to learn!** A great way to teach children that mistakes are wonderful opportunities to learn is to model this yourself by using the Three Rs of Recovery after you have made a mistake:
 - (1) **Recognize your mistake.**
 - (2) **Reconcile: Be willing to say “I’m sorry, I didn’t like the way I handled that.”**
 - (3) **Resolve: Focus on solutions rather than blame.** (#3 is effective only if you do #1 & #2 first.)
- 15** Focus on **solutions** instead of **consequences**. Many parents and teachers try to disguise punishment by calling it a logical consequence. Get children involved in finding solutions that are:
 - (1) **Related**
 - (2) **Respectful**
 - (3) **Reasonable**
 - (4) **Helpful**
- 16** **Make sure the message of love and respect gets through.** Start with “I care about you. I am concerned about this situation. Will you work with me on a solution?”
- 17** **Have fun!** Bring joy into homes and classrooms.

Camp Staff Handbook

Trauma Informed Care

Trauma-informed care is an ongoing process that requires continuous learning, diligence, and communication. Camp staff are trained in the basics of trauma-informed supervision, crisis prevention, de-escalation, intervention and positive conflict resolution. Campers are encouraged to air frustrations with other campers and staff in a positive way. Our staff is trained to teach campers positive ways to express frustration and seek solutions. Campers are supported and supervised as they navigate their way from past experiences and habits to positive resolution.



Adapted from Trauma-Informed Oregon, 2014.

Safety



Ensuring physical and emotional safety

Common areas are welcoming and privacy is respected

Choice



Individual has choice and control

Individuals are provided a clear and appropriate message about their rights and responsibilities

Collaboration



Definitions

Making decisions with the individual and sharing power

Principles in Practice

Individuals are provided a significant role in planning and evaluating services

Trustworthiness



Task clarity, consistency, and Interpersonal Boundaries

Respectful and professional boundaries are maintained

Empowerment



Prioritizing empowerment and skill building

Providing an atmosphere that allows individuals to feel validated and affirmed with each and every contact at the agency

HEALTHCARE HANDBOOK

General Healthcare Information

Bed Bugs

Bed bugs are reddish-brown, oval, and flat — about the size of an apple seed. Bed bugs are insects; more specifically, they are "True Bugs," which have piercing mouthparts that in most species are used for feeding on plants. Unfortunately, there are some species of bugs with mouthparts that have been adapted to feed on human blood while inflicting very little pain (most never feel the bed bug feeding). The eggs are white and about 1 mm long. The nymphs look like adults but are smaller. Complete development from egg to adult takes from four weeks to several months depending on the temperature and amount of feed available.

Symptoms of Bed Bugs

- Stains on mattress with a rust or reddish color (caused by bed bugs being crushed)
- Dark spots on mattress – often look like pepper flakes (these are bed bug droppings)
- Pale/yellow eggs and eggshells (about 1mm)
- Bed bug bites that appear in a line or grouped together (usually on areas not covered by clothing). It can be difficult to distinguish bed bug bites from other insect bites. In general, the sites of bed bug bites are usually:
 - Red, often with a darker red spot in the middle
 - Itchy
 - Arranged in a rough line or in a cluster
 - Located on the face, neck, arms and hands

- Some people have no reaction at all to bed bug bites, while others experience an allergic reaction that can include severe itching, blisters or hives.

- Live bed bugs

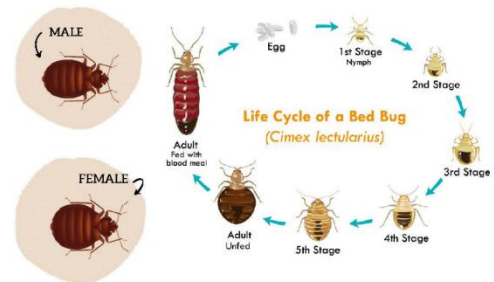
Identifying Bed Bugs

Accurately identifying bed bugs is critical before treatment. There are many bugs that look like bed bugs.



ADULT BED BUGS

- Size of a sunflower seed
- Long, brown, flat, oval body (if not fed recently)
- Balloon-like, red/brown, more elongated body (if fed recently)



Places where Bed Bugs Hide

When bed bugs aren't feeding, they can be found hiding in a variety of places such as:

- Around the bed
- Near the piping or in the seams of the mattress
- In the tags of the mattress or box spring
- In cracks in the bedframe or headboard
- In the seams of couches and chairs as well as in between cushions
- In the folds of curtains
- In drawer joints or electrical outlets
- In/on items hanging on the walls
- In luggage
- On wicker furniture

Tip: Bed bugs can hide in cracks and crevices the width of a credit card!

Distributing Medication

The Healthcare Director will administer medications at breakfast, lunch and dinner in the dining hall and bedtime at the medicine lodge. Additional times can be added if needed by the Healthcare Director to meet the needs of the campers. No other staff should distribute prescription medications to the campers.



Emergency Response

If Ambulance, Fire or Police are needed, follow these steps:

1. Call 911
2. Provide address: 16200 E US HWY 40, Kansas City, MO. 64136
3. Give location and condition of the patient.
4. Do not attempt to move patient.
5. Contact Camp Director and DYS via radio or phone call.
6. Camp Director/DYS will facilitate radio communication to staff going forward.
7. **CODE RED** should be used to notify all staff that we have an emergency. If you hear CODE RED and are not directly involved in the emergency, stay off the radio.
8. If you are in close proximity to the emergency, please help secure the scene and with directing bystanders away from the incident.
9. Camp Director or designee will meet emergency personnel at front gate to escort them to the emergency.
10. Confirm that an incident report has been filed.
11. Conduct a debriefing with all staff after the emergency.

Exposure Control

As part of an overall exposure control plan, mandated by the OSHA, Blood Borne Pathogens Standard, “universal precautions” are part of infection-control practices. They are specific guidelines which must be followed to provide every person protection from diseases even when a person does not look or feel ill. Knowledge of universal precautions is essential for anyone who might encounter blood or other bodily fluids.

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

All healthcare providers should use appropriate barrier precautions to prevent skin and mucous-membrane exposure when contact with blood or bodily fluid of any person is anticipated. Personal protective equipment such as latex or vinyl disposable gloves should be readily available in healthcare areas, housekeeping, maintenance, first-aid kits, and vehicles.

Any person giving first-aid should always wear latex or vinyl disposable gloves if blood is visible on the skin or inside the mouth or if there is an open cut or wound on the victim. Hands should be washed, and gloves changed after contact with each victim.

Gloves should always be worn when handling items or surfaces soiled with blood or bodily fluids. Such areas should be flooded with a bleach solution (one part bleach to ten parts water), alcohol, or a dry sanitary absorbent agent.

Remove gloves properly – pulling inside out. Place gloves in bag with waste. Hands and other skin surfaces should be washed with soap and water immediately and thoroughly if contaminated with blood or bodily fluids.

First-Aid Kits

First-aid kits may be found at the following locations:

- Evangel,
- Dining Room #1 cupboard,
- Camp Office,
- Chapel foyer,
- Candy Store,
- Medicine Lodge,
- Gym supply closet,
- Oak Room kitchen,
- Pool pump house,
- Kitchen office,
- Cypress,
- Booth,
- Maintenance Shop above desk on shelf,
- Climbing Tower,
- and all vehicles.

Head Lice

Millions of school children contract head lice each year. At camp, children play in close contact with each other. Simply exchanging hats, clothing, using another's brush or comb, pillow, or another personal article can result in the transmission of head lice from one child to another. Lice can even be transferred in the confines of a vehicle. It is best to check campers before they get in your van or bus.

Lice can be easily and effectively treated. However, we will not treat campers for lice at camp. The camper will need to return home for treatment. If you do discover head lice, contact your doctor or the health department, or purchase a nonprescriptive head lice preparation from a drugstore, and follow the directions carefully. Follow the advice below to more effectively prevent campers from being sent home from camp for head lice:

INSPECT - Examine the heads and scalps of campers for lice and their eggs. Lice are small, grayish-tan, wingless insects. Lice lay eggs called nits. You will need to look for the nits as well. These are firmly attached to the shaft of hair, close to the scalp. Nits are much easier to see and detect than lice and often resemble a bad case of dandruff, though the nits cannot be easily shaken off the hair. They often look like small, white specks at the nape of the neck and behind the ears.

TREAT - Use a pediculicide. Once head lice or nits are found, your doctor may prescribe a medicine called a pediculicide, or you may purchase non-prescriptive treatment at the local drugstore. Be sure to follow the directions carefully. After the hair has dried thoroughly from the treatment, use a special nit comb to remove all nits. Nits left untreated can hatch into live lice.

CLEAN UP THE ENVIRONMENT - Lice are easily spread from person to person. Once a person's hair and scalp have been cleaned, their personal articles and home must also be treated. Use hot water to wash clothing, towels, sheets, pillows and bedding. Soak combs and brushes in hot water for ten minutes. Dry clean hats and clothing that cannot be washed, or seal them in black trash bags for two weeks. Vacuum carpets, upholstery,



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mattresses, and any other articles which may have been exposed to the lice.

Unfortunately, head lice is easily transmitted and cannot be overlooked. One child's infestation can lead to transmission to the rest of camp. Entire camps have been shut down because of lice infestation. Therefore, campers who show evidence of lice will return home for treatment. Campers cannot be treated at camp, nor can they be treated that day and return to camp. Those sent home for treatment may return to a later camp if they are found to be free of lice and nits.

Head Check Procedure

Three Trails Camp asks that campers (youth and leaders) are checked for head lice before coming to camp. All children will have a head check when they arrive. If lice or nits are discovered, camp staff conducting head checks will communicate with the Health Care Director to do a second check. If the Health Care Director agrees with the findings, the DYS will be contacted. The DYS will make the final determination and be responsible for communicating to the Corps Officer or parent/guardian that the individual may not remain at camp. It is the Corps responsibility to provide transportation home for Corps registered campers.

Healthcare Director – Off Camp Property

If the Healthcare Director is leaving the property for more than one hour, the Healthcare Director will assign a Lifeguard (typically the Head Lifeguard) to serve as the first point of contact for not emergency needs. All our lifeguards have been certified in CPR, water safety, and first-aid.

In the event of an emergency the Camp Director is the first point of contact.

The assigned lifeguard will administer first-aid to the victim as needed. If there is a significant need or complaint of feeling ill, the camper/staffer should be taken to the Healthcare Director, or someone should send for them. The Healthcare Director will be available by cell phone for consultation. For serious, life-threatening or major injuries, 911 will be contacted. (Follow procedures for Major Incidents and Accidents.)

Incident Reports

See page 18 for Incident Report Procedures.

MEDICAL TREATMENT



Medical Treatment

Any time you treat a camper for a significant injury, you must complete an incident/injury report and submit it online. If there is a more significant injury or complaint of feeling ill, the camper/staffer should be taken to the Healthcare Director, or someone should send for them. The Healthcare Director will make the decision on whether the injured/ill camper/staffer should be taken to the emergency room for more extensive medical treatment. For serious, life-threatening injuries, the Healthcare Director should be sent for and 911 should be called immediately.

See Basic First-Aid Addendum

Campers with illness that need to go home

1. Provide immediate medical care and treatment as appropriate.
2. Once it is determined that a camper needs to be sent home, contact DYS to plan for parents/corps leader to pick up.
3. Determine if an incident report is deemed necessary and the Healthcare Director should complete this.

Campers with symptoms listed below are not able to stay at camp and will need to go home:

- Elevated temperature (99.4°F and above) orally or on forehead
- Vomiting due to illness

- Coughing due to upper respiratory infection (Bronchitis or Pneumonia)
- Other issues that can be addressed by a doctor and the camper could remain at camp include, but are not limited to, poison ivy, ringworm, pink eye, and ear infection, etc.

Major injuries and accidents procedure

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

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

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5. Contact the Healthcare Director as soon as possible. Provide a clear description of the emergency and your location.
6. Notify the Camp Director. Let them know the nature of the emergency. Do not discuss the situation with anyone other than Senior Staff.
7. Begin collecting the facts. What happened? How? When? Where? Witnesses? Where were the staff? Campers? What could the victim have done to prevent the injury?
8. Once the Healthcare Director /Camp Director arrives at the scene, summarize the situation and answer questions. The Healthcare Director or Director will take charge.
9. Prepare incident report within 24 hours.
10. In the case of a critical accident, serious injury, harm or fatality: Keep a responsible adult at the scene of the accident or emergency situation to see that nothing is disturbed until medical aid or the law-enforcement authorities arrive.

If you are out of camp:

1. If the injury is not a life/death situation or is an illness, contact camp first. If the emergency appears to be life/death related, call 911 first, then notify the Camp Director.
2. Be prepared to deal with the public and possibly the media. Do not issue any statements. Do not make any comments “off the record.” Do not speculate.
3. Indicate as pleasantly as possible that you are not authorized to speak for the camp and refer them to the Camp Director.
4. Make NO statement orally, or in writing, which could be interpreted as assuming or rejecting responsibility for the accident or emergency.

Under NO circumstances reveal the name of the victim or other persons involved.

5. Cooperate with the public emergency personnel at the scene. Get the name, badge number, and jurisdiction of the officer taking the report. If possible, get the report number, too. If possible take picture of report.
6. Camp DYS, Camp Director or Healthcare Director will contact the child's parents.

If you are a secondary staff member at the scene: Campers' safety is first!

1. Quickly and quietly follow the directions of the person in charge of the situation.
2. Do not panic . . . remember, you must set an example for the campers at the scene.
3. Offer advice only if you are more knowledgeable about the incident or you are asked.
4. Do not discuss or allow campers to discuss the situation with anyone other than camp personnel or law-enforcement officials.
5. Assist in preparing incident reports as needed.

Medical Treatment Offsite

Three Trails Camp does not require a Physician or RN to always be on site. Because of our location and access to hospitals and urgent care facilities we have twenty-four-hour access to care and can have a camper or staff seen by a certified provider within minutes. Below is our procedure for this care.

Non-emergent injured campers that require medical treatment offsite

1. Provide immediate medical care and treatment as appropriate for injury.
2. Once the camper is stable and it has been determined by the Healthcare Director that

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additional care or treatment is necessary, contact DYS.

3. Contact Carrie Dixon via Radio or cell phone @ 913-244-8599.
4. Make arrangements with DYS to contact parents to inform about injury and need for medical care. Two adults must accompany the camper during transportation to the appropriate medical treatment facility. One trained staff member and one volunteer.

Camp Director Preferred locations for treatment:

- Care Now Urgent Care-Independence
 - St. Luke's East ER
 - Children's Mercy East Urgent Care
5. The Healthcare Director is to complete an incident report and contact Chesterfield intake with appropriate information. Chesterfield Intake Department - 1-800-743-4311.

Care Now Urgent Care – Independence

M-S 8a-8p, Sun 8a-7p
17700 E 39th St S,
Independence, MO 64055
816-393-0250

Can register online before going

St. Luke's East Hospital ER

Open 24/7
100 NE Saint Luke's Blvd
Lee's Summit, MO 64086

Children's Mercy East Urgent Care

M-F 12p-10p, S-S 10a-8p
20300 E. Valleyview Parkway,
Independence, MO 64057
816-478-5200

Can register online before going

Staff ER or Urgent Care visits

When a staff member needs to be transported to the ER or urgent care, first contact Camp Director by radio or cell phone 816-935-0674.

Once it is determined who will transport, be sure to take any identification and insurance card. If time allows, print health information from CampBrain to take as well.

Medicine Lodge

Campers must not be left alone at the Medicine Lodge (health station). The Healthcare Director or another staff member under the direction of the Healthcare Director will stay with the ill/injured camper while at the health station. During evening medication distribution, every effort will be made to assign a second adult to the Medicine Lodge.

Persons With Special Health Needs

Special medical needs may be any condition requiring special medications, practices, or treatments prescribed by a physician to maintain the individual's capability to participate in the camp program.

The underlying principle, conceptually, should be that camp serves children who may happen to have special medical needs, in that order of priority; thus it should be assured that the children have a positive camp experience. The emphasis should be that these children can participate in all camp activities. While they cannot be ignored, special medical conditions or needs should not be the overriding issues for these children. The camping experience assists in teaching children independence and self-discipline in their approach to their condition and their approach to life.

Waterfront Emergencies

See *Aquatic Handbook* for more details.

General Guidelines:

1. Waterfront staff and watchers should have periodic rehearsals of aquatic rescue procedures.
2. In the event of an aquatic emergency, the waterfront staff member with highest qualification/position shall be in charge.

Near-Drowning:

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

2. Lifeguard on duty will reach victim in the fastest possible way and administer appropriate lifesaving techniques. If she/he requires help in the rescue, she/he extends a clasped fist into the air. Remaining lifeguards assist with the rescue.

Lookouts and additional guards signal all campers and staff to leave the water and the pool area. The lookouts/counselors will supervise the campers.

3. One counselor will be asked to radio the Camp Director immediately and explain the nature of the incident. The Healthcare Director and Camp Director will come to the pool immediately. If the emergency is a drowning or major injury, 911 will be contacted. (Follow procedures for Major Injuries and Accidents)



Basic First-Aid & Health Procedures



Minor First-Aid Treatment and Health of Campers

The following is a list of basic first aid procedures that you can perform that does not require the Health Care Director:

- Minor scratches and cuts
- Minor insect bites
- Minor Poison Ivy, etc.
- Blister due to friction such as a blister on your foot

The following are examples of when the Health Care Director should be consulted and/or the camper should be taken to the health care center:

- Abdominal pain
- Animal bites
- Allergic reactions
- Bleeding (other than minor surface cuts & scrapes)
- Major insect stings/bites, and poison ivy/sumac
- Burns
- Constipation
- Diarrhea
- Earache
- Fever
- Headache
- Infections
- Sore throat
- Sprains/fractures
- Sunburns/sunstroke
- Toothache
- Foreign body in eye
- **Vomiting**

Vomiting

In the event a camper feels like they are going to vomit, get something they can throw up in.

Comfort the camper and give them space.

Depending on where you are, either take them to the Health Care Director or have them clean themselves up before going to the Health Care Director.

Ensure that you are wearing gloves and put everything that has come in contact with the vomit in a plastic bag to be cleaned (clothes, towels, etc.) or thrown away.

Wipe down the soiled area (floor, bed, chair, table, etc.) with a disinfectant and supplies from the Health Care Director.

In the case of performing minor first aid on campers, procedures must be followed as dictated by a nationally recognized first aid provider such as the Red Cross, and as instructed by the camp Health Care Director and Camp Director. Health record logs must be kept on all campers and treatment must be recorded per the American Camp Association Standards and according to the policies of our camp.

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In case of an emergency where a first responder is not present to perform the initial response, as a camp staff member it is your job to take action until a certified staff member or emergency personnel arrives.

The following is a list of situations and how you should respond:

- **Hemorrhage:** Apply direct pressure over the bleeding point with a clean cloth or gauze. Maintain pressure steadily for a full five minutes. Gently ease up pressure to see if bleeding has stopped. Repeat if necessary. Watch for victim going into shock. DO NOT apply tourniquet.
- **Nosebleeds:** Have victim sit quietly and tilt head forward. Press nostrils together for five minutes.
- **Wounds & Bites:** Cover area with a sterile gauze and take victim to Health Care Director immediately.
- **Physical injury to back, neck and head:** Keep victim's head and body motionless with the head tilted back in the midline, and do not rotate from side to side. Get the Health Care Director ASAP.
DO NOT MOVE the victim as this could further the damage and possibly paralyze the victim.
- **Physical injury such as fractures, sprains/strains and dislocations:** Keep victim quiet and comfortable while waiting for medical/emergency personnel. Do not move the area that is fractured, dislocated or sprained. Watch for possible shock.
- **Shock:** The victim will become pale, cold and clammy. Pulse will increase and breathing will be shallow and fast. Place victim in a flat position with their feet slightly elevated (with head and chest injuries, raise head 10 degrees). Cover victim with available clothes to keep them warm and conserve body heat. Gently massage arms and legs to help speed circulation. Before moving the victim, check to see if there is no back, neck or head injuries.

Continued...

SAFETY/SECURITY PROCEDURES

Safety Procedures

Three Trails Camp has established a relationship with local police and fire Departments. We have shared pre-planned entry/exit routes and any necessary access codes for the local fire department, law enforcement, emergency medical services (EMS), etc. Our staff is trained on our emergency procedures and how to manage urgent situations such as weather-related issues, missing campers, active threats or fire.

Staff should follow these general safety rules and instruct campers to do so as well.

Proper footwear should be worn while at camp. Preferably, some sort of athletic or closed shoe should be worn for support and protection while walking around camp.

Stay with your group. Do not wander off. There are some things and places around camp that might be dangerous to campers, so campers should never be left to wander by themselves.

Unless you are participating in a game or activity that requires you to run walk, please use the sidewalks provided.

If you should come upon any snakes or wild animals (foxes, groundhogs, deer, raccoons, possums, etc.) on the campground, leave them alone. Most snakes that you would come across here are not venomous but treat them as if they were leave them alone. Enjoy watching them at a distance.

When walking around camp, stay on the trails, since there may be poison ivy, oak, or sumac in the woods.

Drink plenty of water. It is important to stay hydrated during the hot, humid days of camp. Make certain that all campers get their share of water at meals and in between.

Camp Evacuation

If it is necessary to immediately evacuate the camp, campers will be divided by units and loaded into all camp vehicles and staff cars and transported to a

safety zone at The Independence Salvation Army. The Camp Director will facilitate this process.



Camper-To-Staff Ratios

Camper-to-staff ratios that are based on the recommended ratios set by the American Camp Association are to be followed during all cabin time activities at Three Trails Camp.

Ratios:

	Day Campers	Overnight Campers
4 to 5 years old	1:6	1:5
6 to 8 years old	1:8	1:6
9 to 14 years old	1:10	1:8
15 to 17 years old	1:12	1:10

There should always be two staff members with a group of campers unless they are in an area near the main lodge where other groups are around and have easy accessibility to get help in the event of an emergency.

Exceptions to the above ratios are noted in the procedures for waterfront, archery and ropes course. Other exceptions are as follows:

- Evening program requires at least three staff members to be with a unit.

- During staff bible study, two staff members must be in a unit, while others are at staff meetings.
- When at all possible, groups should be supervised by a minimum of two staff members.
- At least 80% of the staff/camper ratios established need to be staffed by persons age 18 and older. CITs and apprentices cannot be included as adult supervision in your staff/camper ratios.
- In the event of an emergency when the ratios may not be met, use your best judgement. Utilize older campers and the intercom/walkie talkie when necessary.

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

Drug Procedure and Safety

Discovering drugs requires a prompt and systematic response to ensure the safety of campers and staff.

1. **Safety First:** Prioritize the safety of campers and staff.
2. **Isolate the Area:** Secure the immediate vicinity where the drugs are found to prevent further access.
3. **Notify Senior Staff:** Inform the DYS and/or Camp Director about the discovery immediately. Provide them with all relevant details, including the type and quantity of drugs found.
4. **Do Not Handle or Disturb:** Refrain from touching or moving the drugs. Senior staff will be responsible for confiscating drugs and completing cabin checks.
5. **Ensure Camper Safety:** Maintain discretion, especially if campers are present. Reassure

them of their safety and follow any instructions provided by Senior Staff.

6. **Maintain Confidentiality:** Avoid discussing the incident with unauthorized individuals to protect the privacy of those involved.
7. **Cooperate with Authorities:** If it is deemed necessary to contact authorities, the DYS or Camp Director will conduct that communication. Upon the arrival of law enforcement officials, assist them as needed during their investigation. Provide any additional information or assistance required for their inquiries.
8. **Provide Support:** Offer support and resources to campers or staff members who may be affected by the incident.
9. **Follow Up:** After the incident is resolved, conduct a debriefing session with relevant staff members to review the response and identify lessons learned. Use this feedback to update emergency protocols and staff training as needed.
10. **Document the Discovery:** Complete an Incident Report within 24 hours



Fentanyl Safety

Fentanyl is a powerful synthetic opioid drug that has become more common in every community. It is similar to morphine but much stronger. It's often prescribed by doctors to help manage severe pain, especially after surgery or for people with chronic pain conditions like cancer.

However, what's important to understand is that fentanyl is also made illegally and sold on the streets. It's sometimes mixed with other drugs like heroin or cocaine, but because it's so potent, even a tiny amount can be deadly.

Using fentanyl, whether knowingly or unknowingly, is extremely dangerous. It can cause overdose and death very quickly, even in small doses. That's why it's crucial to know that experimenting with drugs, can have devastating consequences.

If you suspect someone has overdosed on opioids like fentanyl, quick action can save their life. Here's a brief description of what to do, including using Narcan (naloxone) as a treatment:

1. **Assess the Situation:** Check for signs of an overdose, such as unconsciousness, slow or irregular breathing, pale or clammy skin, and pinpoint pupils. If you suspect an overdose, act immediately.
2. **Call for Help:** Dial emergency services (911 in the United States) and report the overdose. Provide your location and follow their instructions.
3. **Administer Narcan:** Immediately contact the Healthcare Director and inform them of the suspected overdose. They have Narcan (naloxone) available and will administer it according to the instructions provided with the medication.
4. **Perform Rescue Breathing:** If the person is not breathing or breathing irregularly, perform rescue breathing. Tilt their head back, lift their chin, and give one breath every five seconds until emergency services arrive.
5. **Monitor Vital Signs:** Continuously monitor the person's vital signs, including breathing and pulse, while waiting for help to arrive.
6. **Stay Calm and Reassure:** Stay with the person and provide reassurance. Remain calm and try to keep them calm until emergency services arrive.
7. **Cooperate with First Responders:** When emergency services arrive, provide them with any information about the situation and the person's condition. Follow their instructions and cooperate fully.

Remember, Narcan is not a substitute for emergency medical care. Even if Narcan is administered and the person appears to recover, they still need to receive medical attention to address the overdose and ensure their safety. Always seek professional help in the event of a suspected overdose.

Fieldtrip Safety

Campers in Public Areas

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

1. General

- Wear something to identify group members which will make supervision and counting easier (e.g., yellow shirts, similar bandanas, baseball caps).
- Maintain the regular ratio with a minimum of two adults.
- Make sure that a first-aid certified staff member is easily accessible – within voice distance.
- Use the buddy system and teach campers “why” it is used. (To watch out for each other).
- Take a head count every 15-30 minutes, before and after moving from one area to another, or more often if the activity or situation involves crowds, “attractive nuisances,” or other distractions.
- Make sure campers know what to expect and what the rules are in general, include expectations for unusual circumstances, such as using playground equipment or spending money.
- Make sure that everyone is aware that camp policies on behavior (polite and appropriate) carry over into out-of-camp trips.
- Explain the plan to all (campers and staff) to address potential emergencies or situations, such as illness, extra bathroom trips, being approached by strangers, or meeting someone the camper knows. Campers should tell a staff member right away.
- If a camper gets lost or separated from the group they should go immediately to one of the site’s information areas (show the campers how these areas are designated).
- Instruct campers to tell staff before going to the bathroom and to check back in when they return.
- Keep belongings with the group OR have

someone stay with them.

- Do not invite others to join the group without the knowledge and consent of a staff member. Report uninvited guests or suspicious circumstances to staff immediately.
- Define the area in which campers are to stay unless specific permission is obtained from their assigned staff member.
- If leaving the boundary area, require all campers to go with a buddy.
- When in a stationary area, like at the park, staff should spread the staff out within the group, remaining visible, accessible, and attentive to the needs of the campers.

2. When Walking

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

Actions to take when an accident occurs, and a camper is hurt:

- Administer first-aid as trained. Never fail to give aid (err on the side of caution) due to the possibility of neck and spinal injury, do not move the student.
- Summon professional medical attention. Call 911. Provide location.
- Report the accident to Healthcare Director or Camp Director. Camp Senior Staff will contact parents and make accommodations for camper if they cannot continue the field trip.
- Make sure the injured child is always attended by an adult.
- Do not discuss who will pay for medical care and do not admit liability.
- Complete an incident report.

Emergency communication:

- Camp will provide staff attending field trips with a method for communication (such as a cell phone) in the event of an emergency and have an alternate method if the primary means doesn't work.
- Camp will provide phone numbers for field trip staff to use to contact the Camp Healthcare Director and Camp Director on a 24-hour basis in an emergency.
- Contact camp staff promptly in the event of an unusual incident and any camper or staff injury.
- Camp Senior Staff will contact parents/guardians in serious situations.

First-aid trained staff:

- At least one staff member should be certified in First-Aid and cardiopulmonary resuscitation (CPR).
- Emergency equipment and trained staff-- Take a first-aid kit .
- At least one staff member should have access to camper health information.
- Obtain camper health information (medical conditions, medications, allergies, etc.) related to potential needs on the field trip.
- Medical emergency/information/permission for treatment for each student will accompany the group electronically.

Distribution of medications:

At least one staff member on the trip must be trained to distribute prescribed medications according to camp procedures and how to properly secure medications on the trip. Over-the-counter medications (ie: Ibuprofen, Tums, etc.) require a camp medication form signed by parent and the medication must be properly labeled.

Emergency Staff and Vehicle

When possible, the camp will make every effort to provide an additional staff member and vehicle to accompany field trip for the sole purpose of emergencies.

Fire

If a fire should break out in your dorm building, youth office, or the dining hall, get yourself and all campers out and away from the building. Call 911 and send a staff member to ring the camp bell as an alarm that there is a fire in camp. Send another staff member for the Camp Director and the DYS if they are not already aware of the situation. Take all campers to the recreation court to wait for the all-clear to be given. No one is to leave the court area or re-enter the building until the all-clear is given by the fire department. If it is deemed necessary, the DYS will contact parents/guardians to inform them of the situation.

If other buildings in camp are on fire, take the same action as listed above and take campers to the gym to wait for the all-clear to be given.

Campfire

Three Trails Camp has three distinct campfire areas for group campfires. Campfires are lit and supervised by trained staff, and camper seating areas are well-back from the open fire. The purpose of the fire itself is to provide atmosphere and light for skits and songs, not to warm children on summer nights. Campers are instructed to bring flashlights and appropriate clothing to campfires, and staff completely extinguish campfires at the end of the campfire activity.

Campfire safety, campfire cooking safety, food safety and proper sanitation are all important things to be aware of and prepared for. Make sure to pack a first-aid kit complete with antibiotic ointment, bug repellent, band aids, tape and other ways to treat minor cuts and burns.

Building A Safe Campfire



Build campfires away from overhanging branches, steep slopes, rotten stumps, logs, dry grass and leaves.



Start with dry twigs and small sticks. Remember - a good firebuilder never needs gas or kerosene to start a fire.



Keep the campfire small. A good bed of coals or a small fire surrounded by rocks gives plenty of heat. Use an existing fire ring.



Add larger sticks as the fire builds up. Avoid using hatchets, saws, or breaking branches off trees. Dead and down wood burns easily.



Never leave a campfire unattended. Even a small breeze could quickly cause the fire to spread.



Put the big pieces on last, pointing them toward the center, and pushing them into the flames. Use wood no larger than the diameter of an adult wrist.

Putting Out Your Campfire

If your campfire is not “dead out”, wind can rekindle the embers and start a wildfire. Follow these steps.



Keep plenty of water handy and have a shovel for throwing dirt on the fire if it gets out of control.



Stir the remains, add more water and stir again. Be sure all burned material has been put out and cooled. Smaller pieces of wood are easier to put out than large logs.



Be sure your match is out cold. Break it so you can feel the charred portion before carefully discarding it.



Feel all materials with your bare hand. Make sure that no roots are burning.



Drown the fire with water. Make sure all embers and sticks are wet. Move rocks - there may be burning embers underneath.



Campfires may be banned if wildfires are likely. Watch for signs and obey them.

Campfire Safety

- **Use designated fire pit**
These are designed to keep campfires as contained as possible. Try to minimize spaces where sparks might sneak out.
- **Use local firewood**
Do your best to prevent spreading non-endemic bark beetles or other diseases that can be harmful to local forests. Gather wood nearby or, grab a stack of firewood from a local camping goods supply store.
- **Be mindful of surroundings**
Be careful not to let your campers get too close to the flames. Be aware of clothing such as down jackets or other material that is considered flammable or is prone to sparks burning a hole straight through. The same goes for footwear.
- **Extinguish fire completely**
Stir the ashes to help them burn down as much as possible. If you don't have access to extra water you can dump on the late-night flames, cover the coals with sand or dirt to prevent the fire from spreading.

Cook safely at the campfire

Even though you are not in a kitchen, it is still important to follow a few food safety rules to minimize injury and illness:

- **Keep hands clean**
Set out some biodegradable soap, a water jug, hand sanitizer and wipes or paper towels in an obvious spot. Make sure everyone knows where to find it and how to clean their hands properly.
- **Make sure hot foods stay hot and cold foods stay cold**
One easy way to do this is to pack a meat/food and internal thermometer. You want to avoid the "danger zone," which is 40°F – 140°F. Bacteria *love* this temperature window and can multiply quickly in foods that are allowed to get a little too warm, or cool to a lukewarm temperature too quickly. This

is an important consideration when you're both cooking and storing foods. Keep the internal thermometer in your ice chest and use the food thermometer to check reheated or freshly cooked foods. Make sure to cook beef, pork and lamb until it reaches 160°. Poultry should be cooked to 165°. Allow meat to rest for at least three minutes before carving or eating.

- **Use separate cutting surfaces for raw meat**
It is important to avoid contaminating foods such as fruits and veggies with raw meat. If you're limited to a single cutting board, chop the fruits and veggies first. After you've cut the meat, make sure to disinfect the surface thoroughly.
- **Clean food utensils**
Clean food utensils between each use with soap. Store items in a way that is sanitized properly after every use.

Carbon Monoxide Detectors

If a meeting space has any gas-fired or wood burning appliances (cooking stove, heating appliance, water heater, fireplace, etc.) or has an attached garage, then a carbon monoxide detector will be in place. Generally, the carbon monoxide detector should be installed in a central location so occupants can hear the audible alarm. Carbon monoxide detectors should NOT be installed inside a furnace or mechanical room.

Fire Containment

Staff members can attempt to contain the fire with a fire extinguisher, hoses, rakes, shovels or a bucket brigade. Begin fighting the fire at the outside perimeter, not in the middle, since attacking the center tends to spread it more. Use good judgement! Do not risk injury to staff or campers.

Fire Drills

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

Fire Drill Procedure

When the Fire Alarm Sounds:

1. Stop all activity immediately.
2. Listen for counselor/staff instructions.
3. Stay calm and walk quickly (no running) to the tennis court.

Evacuation Steps:

- Counselors lead the group and perform a headcount as they exit.
- Use the nearest safe exit.
- Shut doors behind you as you leave.
- Do not re-enter any building for any reason.

Assembly Area:

- Meet at the tennis court.
- Campers line up (sit) by cabin or group.
- Counselors take a second headcount and report to leadership.
- Remain quiet and listen for further instructions.

After the Drill:

- Leadership signals when it is safe to return.
- A debrief will follow to reinforce safety steps.
- Counselors review with campers an emergency exit from their sleeping area and where to assemble when they hear the alarm.

Fire Extinguisher

At least one fire extinguisher is in each of our buildings. Fire extinguishers will be placed in kitchens near cooking appliances, near fireplaces or near the entrance of a building. In some cases it will be located where mechanical rooms (furnace, water heater, electrical panel) are located.

Fire Signal

The camp sirens are 'the signal'. When the signal is heard in the unit, assemble campers. Contact the Camp Director by cellphone, radio or runner to let them know you've heard the signal and to receive any instructions. When the alarm sounds, everyone will head to designated fire drill locations.

If the fire is in the unit, pull fire alarm bar and designate one staff member to walk the campers away from the fire. Another staff member is designated to notify the Camp Director.

Smoke Detection

Smoke detectors are in all our spaces. Batteries should be replaced annually. Detectors should also be checked monthly to be sure the audible alarm is operating properly.

When the Alarm Sounds

Stop all activities, assemble all campers and count to be sure all the campers and staff are present. All persons, if possible, should have shoes on their feet, and if at night, flashlights.

Proceed quickly and quietly to the tennis court or designated area. Upon arrival, do another head count and report the number of campers and staff present to the person in charge. Keep the campers quiet and calm and wait for further instruction.

If the fire prevents you from reaching the designated area use good judgement. Stay put so an administrative staff can reach you OR exit quickly, using the safest route, to the nearest road. Wait at the road for assistance.

If possible, the Healthcare Director should bring the campers' medications and their first-aid kit.

Staff without camper responsibility will carry out their assigned tasks or report to the designated area.





Safe From Harm

Guidelines for Working with Children, Youth and Vulnerable Adults

Abuse of vulnerable persons, including children, frail elders, the physically challenged or the mentally impaired, is a reality in our society. The Salvation Army is committed to addressing this reality by taking steps to protect all categories of vulnerable persons in our care. The Central Territory has implemented a program to safeguard these special individuals while promoting a positive, nurturing environment for ministry to them. The guidelines below are to be followed by anyone working with vulnerable or dependent persons in the Central Territory.

Two Adult Guideline –

Whenever feasible, a vulnerable person will not be in the primary care of only one adult. Teams of adults (preferably male and female) will supervise activities. This guideline has three purposes: it provides for more than one adult to help ensure appropriate levels of supervision. It protects workers and The Salvation Army from unfounded allegations. It lessens the possibility of an adult becoming a “guru” or “confidante” who thrives on the dependency of the vulnerable person, as well as an adult having undue influence over an individual.

Guidelines for Touching –

The sense of touch is extremely powerful and can wordlessly convey messages on many levels. Touch

is necessary to all human thriving, but when used to manipulate, control or harm another, touch can be deadly. In our role as a “good shepherd,” The Salvation Army must take steps to protect any and all vulnerable populations in our care.

Appropriate physical contact between workers and program participants is important. Hugs and other forms affection, *properly applied*, help children developmentally and communicate warmth to people of all ages. Safe From Harm includes guidelines for touching that will, when carefully adhered to, safeguard those participating in our corps, worship, social service, and/or community service programs.

The guidelines below are to be closely followed by anyone working with vulnerable individuals:

- Touching behavior should not give even the **appearance** of wrongdoing. As

Salvation Army representatives, our behavior must foster trust at all times; it should be above reproach.

- Workers are responsible to protect those under their supervision from inappropriate touching by others.
- Workers must promptly discuss inappropriate touching or other questionable behavior by co-workers with their supervisor or commanding officer.

Touching Guidelines specific to children/youth workers:

- Touching should be initiated by the child or youth. It should be a response to the child's need for comforting, encouragement, or affection. It should not be based upon the adult's emotional need.
- Touching and affection should only be given when in the presence of other children's ministry or youth workers. It is much less likely that touches will be inappropriate or misconstrued as such when two adult workers are present, and the touching is open to observation. This rule is especially important when diapering a baby or helping a young child change clothes or use the restroom.
- A child's preference not to be touched should be respected. Do not force affection upon a reluctant child.

Individual Counseling –

Team communication is preferable. When not feasible, notify another adult worker of the location and with whom you are meeting. Counseling should be done in a public setting where private conversations are possible and should occur in full view of others. Guard carefully to avoid seclusion. If possible, have female workers meet with females

and male workers meet with males. A male/female team is generally appropriate for either gender.

Long-Term Counseling –

Workers should not meet with vulnerable individuals more than three times to discuss the same issue. Workers are not prepared or supported for long-term counseling or formal therapy. Adult leaders are encouraged to refer persons who they suspect have a serious need for counseling to professionals in the community. Questions about referral must be discussed promptly with the program leader.

Informal Contact (Independent of Salvation Army Activities) –

Informal contact refers to phone calls, cards/letters, electronic messages or face-to-face contact between a worker and a program participant that is not connected to official Salvation Army activities. The Salvation Army recognizes that informal contact between workers and participants does occur. For example, workers may hire teens as baby sitters for their own children, or workers may see program participants during social events with a child's family, in worship services or at corps functions. This interaction is usually legitimate and beneficial.

With respect to children/youth, workers should seek the permission of parents before having informal contact with their child. The worker should clearly let the parent know the nature of the contact, and that it is not part of an official Salvation Army activity. Parents are responsible for monitoring this informal contact.

Transportation To and From Meetings –

Transportation to and from meetings is not a normal part of corps/program. In some cases, Salvation Army vehicles and drivers are provided

as a component of the activity. The Salvation Army is not responsible for providing or arranging for transportation to activities that do not already include planned transportation by the corps/service/program. Family members or other adults are discouraged from asking workers to transport children or adult program participants informally. *However, if a worker does transport a program participant at the parent's/responsible party's request, this should be recognized as informal contact (not a part of corps activities), and the guidelines for informal contact should be followed (see paragraph above).*

Note: The practice of workers transporting minors is discouraged. However, if a unit chooses to allow this on a limited basis, ask parents to sign a form acknowledging that these rides are not a part of unit activity, and that the parent is responsible for supervising such activity.

Transportation as a Part of Corps Activities –

Units may provide transportation as an official part of certain corps activities. For example, corps may provide transportation to out-of-town events or field trips. When people are transported as a part of unit activities, all relevant guidelines will apply. Following the “two adult guideline” and having all drivers complete a Driver Application Form are especially important.

Confidentiality –

Workers must report to an appropriate leader if a program participant discusses harming himself or others, committing a crime, or being abused. There are limits to confidentiality when working with vulnerable persons. Questions about such cases or other issues of confidentiality must be discussed

promptly with the supervisor or commanding officer/administrator. Conferring with an officer on sensitive issues is not considered breaking a confidence.

Gifts –

Workers are generally discouraged from giving or receiving personal gifts with program participants, including money. When the giving of *personal gifts* is desired, the worker must first notify parents and/or the supervisor. Gifts can be easily misinterpreted. Gifts given to groups of young people are appropriate, such as graduation presents or awards for participation and do not require notification of parents or supervisors. It is inappropriate for workers to accept or solicit gifts of any kind, including planned giving appeals, with vulnerable adult program participants.

Corporal Punishment –

Corporal punishment involving painful touch (hitting or spanking) and physical forms of maintaining order are not appropriate in Salvation Army activities. *This rule holds true even if parents have suggested or given permission for corporal punishment.* Workers must consult their supervisors if they need help with unruly program participants or discipline techniques.

Open Door Guideline –

All program events should be conducted with an “open door” approach. This means that parents/family members, other program participants and/or corps members have a right to observe any activity. Parents/family members and/or other caregivers should be informed that there are *never* secret activities, treatments or initiations in any Salvation Army programs. An

atmosphere of transparency must be maintained at all times.

Romantic or Sexual Involvement –

Salvation Army workers are *strictly prohibited* from relationships with program participants that involve, even remotely, dating or sexual involvement.

Additionally, adult youth workers may not be romantically or sexually involved with minor coworkers. Any individual with prior incidents of sexual misconduct may not serve in any capacity caring for minors or other vulnerable persons in Salvation Army programs.

Supervision and Communication –

Workers must meet on a regular basis with program leaders and program leaders must meet with the officer in charge/administrator periodically to discuss any issues regarding these guidelines. Appropriate topics that must be discussed include problems, accountability, guideline clarification, personal feelings, or other issues that may interfere with ministry efforts.

Guidelines Specific to Children/Youth Programs:

Youth Supervising Youth - Minors may help adults lead youth activities only under the direct leadership of adults. A minor may not be used to meet the team leadership or team counseling guidelines discussed above.

High Adventure Activities- Special precautions must be taken on high adventure activities such as: rock climbing, hiking, overnight camps, raft trips, or the like. Both physical safety and safety from abuse are at risk in high adventure situations. A high ratio of adults to youth is recommended. Guides for high adventure activities should be licensed by the sports governing body or government

authorities to guide groups whenever possible. High adventure camping often raises unique circumstances involving individual privacy, sleeping arrangements, bathroom facilities, and so on. Adult leaders must be vigilant to avoid suspicious or misinterpreted behavior in these circumstances.

Overnight Activities - At least two adults should supervise overnight activities. If the participants are male and female, then male and female chaperons must be present. If these conditions cannot be met, then the event should be postponed. Males and females attending events must not share the same sleeping quarters and should have separate access to bathroom facilities. Experienced workers should be included with newcomers to any ministry serving children and youth.

IN CLOSING:

Workers must report suspected or observed misconduct by other workers to the program leader or officer/administrator immediately.

Workers must avoid even the appearance of misconduct. This is necessary in order to maintain public confidence and avoid mistaken allegations.

Workers who disobey these guidelines may be reassigned or relieved from a program duty at the discretion of corps/program leaders or administrators.

Social Media and Campers

Guidelines For Use Of Social Media And Other Electronic Communication With Minors

A. INTRODUCTION AND RATIONALE

The Salvation Army values the power of social media to spread the gospel, encourage holy living and promote community-building activities of its members and supporters.

The Salvation Army is also concerned with the safety of minors in the emerging technological landscape. Tools and means of communication are constantly changing, and this presents both great opportunity and serious risk to youths; and the officers, cadets, employees, and volunteers (together, "Salvation Army Personnel") who serve them.

The following are guidelines that, together with The Salvation Army National Code of Conduct for Electronic Communication with Minors, will provide guidance to Salvation Army Personnel and minors participating in Salvation Army programs on how to utilize technology and social media appropriately, and help to protect minors from inappropriate content and contact. Failure to comply with any of the provisions of these guidelines will be grounds for discipline up to and including termination of an officer or employee, removal from a position as a volunteer, or termination of a participant from a program.

For purposes of these Guidelines, a "minor" is a person under the age of 18 years of age and "electronic communications" includes all communication utilizing an electronic device (i.e. phones, computers, tablets or any similar devices).

B. GENERAL GUIDELINES FOR SALVATION ARMY PERSONNEL

1. All Salvation Army Personnel are required to sign and agree to comply with The Salvation Army

National Code of Conduct for Electronic Communication with Minors.



2. Electronic communications with minors should normally be carried out through an official Salvation Army social media presence, such as an organizational social networking account, an official Facebook page, or a Salvation Army email address. Any Salvation Army social networking account used by Salvation Army Personnel to communicate with minors must be approved by, and is subject to monitoring by, The Salvation Army.
3. Local units may set up organizational accounts on social network sites that participants may join for news and updates on program-related information and activities. Corps officers and other program leaders must be given the necessary user names, passwords, and permission to access and administer such accounts and will have the ability to monitor the accounts at any time. Salvation Army Personnel will comply with the National Minute entitled

"Internet Blogging/Podcasts and Web Communities" with respect to all such accounts.

4. The Salvation Army is committed to maintaining transparency and monitoring appropriate content of all electronic communication. Electronic messaging should primarily be utilized to communicate with youth about specific program-related information. All ministry communications, (i.e. prayer requests) between Salvation Army personnel and minors are subject to monitoring by authorized Salvation Army representatives.
 5. Parents/guardians of program participants should always be informed in writing when The Salvation Army intends to use social media to contact participating minors and should be made aware of internet safety resources. Parents/guardians must be invited to participate in such groups and must give consent in writing before their minor children are allowed to participate in Salvation Army social media groups or pages.
 6. Personal identifiable information, photos or videos of minors will not appear on Salvation Army social media groups or pages unless permission is granted in writing by the minor and his/her parents or legal guardians. Only first (given) names of minors should be used to identify minors in photos or videos.
 7. Electronic messages must not be unlawful, offensive, discriminatory, or intended to frighten, intimidate, disrupt, abuse, harass or bully another person. Offensive or discriminatory messages include any words or images that contain sexual implications; racial slurs; or negative comments regarding age, gender, sexual orientation, religious or political beliefs, national origin or disability. The Salvation Army will not tolerate, and reserves the right to remove, any harmful, derogatory, defamatory, obscene or otherwise potentially embarrassing content from Salvation Army organizational accounts, and to block any individual from access to a website or social networking group in its sole discretion.
 8. Salvation Army Personnel must not intentionally exchange, transmit, solicit or receive and retain any sexually explicit material in writing or pictures. Any Salvation Army Personnel who inadvertently receives sexually explicit material must follow the steps prescribed in the "Responding and Reporting" section below. The transmission of sexually explicit material to a minor may violate federal and state criminal laws. The transmission of any sexually explicit material to a minor is also considered child sexual abuse within the meaning of The Salvation Army's National Policy Statement on Sexual Abuse of Children. Any sexually explicit image of a minor is child pornography and subject to applicable child pornography production, possession and distribution laws.
 9. If Salvation Army Personnel cease their relationship with The Salvation Army they are personally responsible to obtain parental permission for any electronic communication with a minor.
- C. TRAINING OF SALVATION ARMY PERSONNEL
- Prior to working with minors, Salvation Army Personnel should be trained with respect to these guidelines. Retraining will be provided when substantive changes to the policy have been made and as the local unit deems appropriate or necessary.
- D. TRAINING OF MINORS
1. Minors involved in programs should receive training on these guidelines and staying safe online before using Salvation Army computers or

participating in electronic communications with Salvation Army Personnel.

2. Training should inform minors that any sexually explicit image of minors is considered child pornography, even if the minor created the images him or herself, and that, any persons in possession of these images, including the minor himself or herself, may be subject to child pornography production, possession and distribution laws.
3. Training should advise minors that electronic communications are not confidential, and that use of Salvation Army computers is monitored.



must immediately report this to Salvation Army leadership and law enforcement.

Any Salvation Army Personnel receiving any sexual image of a minor on a computer, cell phone, hand-held device, or other electronic means owned or provided by The Salvation Army should take the following steps immediately:

1. Close the image (Do not delete, forward or show to anyone else).
2. Contact your Salvation Army leadership and report what happened.
3. Contact your local law enforcement and make a report about what happened.
4. Understand you may need to surrender the computer, cell phone or hand-held device to law enforcement.

* These national guidelines are minimum standards developed with the understanding that more stringent standards are to be followed where required by law or by local program guidelines approved by territorial administration.

E. INTERNET SAFETY RESOURCES

1. For Parents, Children and Educators: netsmartskids.org (Safe Internet Usage: National Center for Missing and Exploited Children)
2. Internetsafety101.org (Enough is Enough organization)

F. RESPONDING AND REPORTING

In the USA, knowingly sending, soliciting, or receiving and retaining any sexual image of a minor is considered trafficking in child pornography, and is a felony under Federal criminal law. Sending any sexually explicit images or words to a person under 16 year of age also constitutes a Federal crime.

Salvation Army Personnel who discover that sexual images are being transmitted between or to minors

The Salvation Army National Code of Conduct for Use of Social Media and Other Electronic Communication with Minors

Salvation Army officers, cadets, employees, and volunteers (together, "Salvation Army Personnel") will conduct themselves in a manner that is consistent with this Code of Conduct and the discipline and teachings of The Salvation Army within the course of all their electronic communications including The Salvation Army Guidelines for Use of Social Media and other Electronic Communication with Minors ("the Guidelines"), the National Minute entitled "Internet Blogging/Podcasts and Web Communities," and the "National Policy on Sexual Abuse of Children."

For purposes of this Code of Conduct, a "minor" is a

person under 18 years of age. Salvation Army Personnel will conduct all electronic communication with minors in an open manner that maximizes the accountability of the participants and allows others access. It is the responsibility of Salvation Army Personnel to build transparency and accountability into all of their interactions with minors. Salvation Army Personnel will inform minors that electronic communications may be monitored by authorized Salvation Army Personnel.

Salvation Army Personnel will not engage in any electronic communications that are unlawful, offensive, discriminatory, or intended to frighten, intimidate, disrupt, abuse, harass or bully another person.

Offensive or discriminatory messages include any words or images that explicitly or implicitly contain sexual implications, racial slurs, or negative comments regarding age, gender, sexual orientation, religious or political beliefs, national origin or disability.

Salvation Army Personnel will not knowingly transmit, solicit or receive and retain sexually explicit material, including any sexually explicit pictures or words.

Salvation Army Personnel will report to their supervisor any inappropriate electronic communications or breach of this Code of Conduct or the Guidelines by Salvation Army Personnel or program participants.

They must also report to appropriate government authorities as required by law, Salvation Army policy, or if The Salvation Army otherwise determines it is in the best interest of the program participant, the public or The Salvation Army to do so.

Salvation Army Personnel understand that The Salvation Army will not tolerate abuse and agree to comply with this Code of Conduct. Failure to comply with the Code of

Conduct will be grounds for discipline up to and including termination.

DO'S AND DON'TS
Communication with Campers

- DO:** Two adults should always be on every message, email, or thread between campers and staff/volunteers.
- DON'T:** Do not exchange personal or private photos with campers.
- DO:** Social media and electronic communications with campers should only be for official TSA events and programs.
- DON'T:** Never email or text anyone under the age of 13, whether from a personal or TSA account.
- DO:** Communication should always take place on TSA accounts and devices (for example: using the official Three Trails Camp Facebook page to message teens, not a personal account with your first and last name).
- DON'T:** Do not post any photos without a signed release from their parent/legal guardian (if under 18). Check if a camper is wearing a hot pink wristbands, those campers should not be posted publicly.
- DO:** Photo release forms are required before posting any pictures of campers. These must be completed by the biological parent or legal guardian.
- DON'T:** Do not post photos on your personal accounts. You may share posts from official accounts to your personal accounts.



Severe Weather

Electrical Storm

Lightning will seek tall objects, so stay away from lone trees, drinking fountains, and hilltops. Seek shelter under a low clump of trees, in a building, or automobile. All swimmers get out of the water upon the signal from the waterfront staff.

Tornadoes

Tornado Drill

Most campers are well rehearsed in tornado drills at school. If campers are inside, have them move away from windows and sit on the floor of the lowest floor and in the most interior space of the room

Tornado Watch

Tornadoes are possible in and near the watch area. Review and discuss your emergency plans and check supplies and your safe room. Be ready to act quickly if a warning is issued or you suspect

a tornado is approaching. Acting early helps to save lives! Watches are issued by the Storm Prediction Center for counties where tornadoes may occur. The watch area is typically large, covering numerous counties or even states.

Tornado Warning

Take Action! A tornado has been sighted or indicated by weather radar. There is imminent danger to life and property. Move to an interior room on the lowest floor of a sturdy building. Avoid windows. If in a vehicle, or outdoors, move to the closest substantial shelter and protect yourself from flying debris. Warnings are issued by your local forecast office. Warnings typically encompass a much smaller area (around the size of a city or small county) that may be impacted by a tornado identified by a forecaster on radar or by a trained spotter/law enforcement who is watching the storm.

Severe Storm Damage Procedure

After the threat for tornadoes has ended, senior staff will check to see if property has been

damaged. When walking through storm damage, wear long pants, a long-sleeved shirt, and sturdy shoes. Contact local authorities if you see power lines down. Stay out of damaged buildings.

If staff or campers are injured, provide first aid to victims, and follow major injuries and accidents procedure.

Storm Shelter

If you are in a tornado warning, proceed to your tornado shelter location quickly and calmly. Stay away from windows and do not go to large open rooms such as cafeterias, gymnasiums, or auditoriums. Go to the lowest level of a concrete block building or an interior room away from windows. If you are not with entire camp group, call on a cell phone or radio to let Camp Senior Staff know that you are sheltering in place and the number in your group.

Examples of shelter locations are below:

- Elms House – Elms laundry room
- Elms Studio/Medicine Lodge – Studio bathroom or Elms laundry room
- Pines Suites – Pines bathrooms
- Climbing Tower/Challenge Course – Camp Director's house
- Booth & Chase Lodges, Oak Room and pool – Pool bathhouse
- Dining Hall/Kansas Room/Game Room/Candy

Store/Gym/Chapel – Dining hall stairwell

- Brengle & Railton Lodges, Evangel – Lower Brengle & Railton rooms
- Cypress Room, Maintenance Shop, Maintenance House, & Hilltop – Maintenance House basement
- Cedarcrest – Cedarcrest handicap bathroom
- Maple Apartment – Maple bathroom

Storm Shelter – Outside

Seek shelter inside a sturdy building immediately if a tornado is approaching. Sheds and storage facilities are not safe. If you have time, get to a safe building. If you are unable to make it to a safe shelter, seek shelter in a low-lying area such as a ditch or ravine, lie flat in that spot until the threat is over. Keep track of campers to see that none of them become separated from you.

Storm Shelter – Vehicle

Being in a vehicle during a tornado is not safe. The best course of action is to drive to the closest shelter. If you are unable to make it to a safe shelter, either get down in your car and cover your head or abandon your car and seek shelter in a low-lying area such as a ditch or ravine.

Security Procedures

Three Trails Camp has established a relationship with the local police department. We have shared pre-planned entry/exit routes and any necessary access codes for the local law enforcement and emergency medical services (EMS), etc. Our staff is trained on our safety procedures and how to manage urgent situations such as missing campers and active threats.



Camp Security

Three Trails staff are all required to assist with the overall safety and security of camp property and assets. A general rule of thumb for employees should be, “If you unlock it on your way in, lock it on your way out”.

All staff should pay attention to security risks throughout the camp property. Staff should report lights out, broken windows/locks, safety issues, etc. to the maintenance department.

All visitors are to check in at the main camp office or Youth Office. Visitors will be given a yellow sticker name tag. All authorized visitors (not registered campers or guests) must leave the campus by staff curfew. Any change in this time must be approved

through Senior Staff.

If an unknown/suspicious person is seen on campgrounds, inform Senior Staff immediately. Do not confront such people but have a staff member watch to see where they are going and what they are doing. Senior Staff will deal with any unauthorized visitors. Senior Staff will inform camp staff of the level of standard response protocol.

It will be the responsibility of the Head Counselor, or a second staff member assigned to do a nightly light and lock check. At the time of staff curfew, the assigned staff member will walk through the campgrounds and make certain that lights are shut off and doors locked in all the meeting, dining, and common areas of camp. House parents are to see that doors are locked, and windows secured in staff housing.

The gate located at the main entrance to camp will be closed from 6pm until 7am each day. The gate code will be given out at registration and is on the Quick Reference page. This code should be given out only on a “need to know” basis and never to a camper. The service road gate on Lee’s Summit Rd and the ballfield gate leading to Adair Park are to always be locked unless there is a specific reason for them to be unlocked. These gates should only be left open while official business is happening. As soon as official business is completed, the gates should be securely closed and locked.

Three Trails Camp maintains a positive relationship with local law enforcement and emergency personnel. This includes opening up our facilities to law enforcement trainings, annual fire exams, periodic site security evaluations by local law enforcement, etc.

Standard Response Protocols

Our standard response protocols (SRP) are outlined below.

Hold: “Hold in your lodge or meeting space/ program area” is used when there is an issue in a specific part of the camp that is under control, but not yet fully removed. Business as usual within the programs area; doors closed. Remain in place until an all clear is announced.

Shelter: Ordered when personal protection is necessary from dangerous weather conditions such as a tornado, blizzard, or hail. May also be ordered in the event of a hazmat situation in the area.

Evacuate: Ordered when people must exit the building (or camp) due to unsafe circumstances. If camper pick-up or off-site reunification is required, instructions will be communicated by the camp staff. Staff should bring phones if they are readily available.

Lockout: Ordered when there is an issue *outside* the building/off camp property, most often due to police activity in the area that could pose a threat. If possible, campers will be moved to buildings. All exterior doors/gates are locked. “Business as usual” continues inside the building/camp. Staff must have an increase in situational awareness.

Lockdown: Ordered when there is a threat *inside* the building (or on camp). Campers and staff are secured in the designated buildings. Camp staff does not communicate during a lockdown. Parents are not allowed on site during a lockdown. Interior doors are locked/barricaded, the lights should be out, and all should do their best to remain out of sight and maintain silence.

Examples of what might occur when:

Severe weather — All campers and staff may **shelter** until weather passes; could delay the release of

campers until it is safe to exit the building or might impact programming at camp.

Fire or hazmat situation in the area — **evacuation** or **shelter**, depending on location and the severity of fire/hazmat issue.

Threat of violence or weapon on a person — **lockout**, **lockdown**, or **evacuation**, depending on the situation.

Intruder — requires an immediate **lockdown**; an emergency notification will be sent to parents by Senior Staff with any instructions.

Police Activity in the Area — usually a **lockout**; action may be taken at the direction of law enforcement or any staff member at the camp. Communication with authorities will vary during these different scenarios. Campers/staff will be instructed to listen and clearly follow any directions provided.

Situational Protocols

Active Shooter

You can survive an **ACTIVE**
SHOOTER

If you find yourself in harm's way, take fast and decisive action.

RUN



If a safe path is available, **RUN**:

- Do not hesitate; get out
- Leave your belongings
- Prevent others from entering the area
- Call 911 when you are safe

HIDE



If you can't get out safely, **HIDE**:

- Stay out of shooter's view and be quiet
- Silence your phone
- Lock/barricade doors
- Call 911 if it is safe to do so

FIGHT



As a last resort, **FIGHT**:

- Fight with all-out commitment
- Be physically aggressive
- Use improvised weapons
- Fight to incapacitate the shooter

An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims.

Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims.

Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

If you hear shots fired at camp or if you witness an armed person shooting or threatening people (active shooter):

Immediately choose the best way to protect your life. Very quickly, make your best determination of what is occurring and which of the options below will provide the greatest degree of security for you employing the “RUN, HIDE, or FIGHT” protocol.

RUN: Evacuate If Possible

If there is considerable distance between you and the gunfire/armed person, quickly move away from the sound of the gunfire/armed person. If the gunfire/armed person is in your building and it is safe to do so, run out of the building and move far away until you are in a secure place to hide.

- Leave your belongings behind.
- Keep your hands visible to law enforcement.
- Take others with you, but do not stay behind if others will not go.
- Call 911 when it is safe to do so. Do not assume that someone else has reported the incident. The information that you are able to provide law enforcement may be critical, e.g. number of

shooters, physical description and identification, number and type(s) of weapons, and location of the shooter.

HIDE: Hide silently in as safe a place as possible

If the shooter is in close proximity and you cannot evacuate safely, hide in an area out of the armed person’s view.

- Choose a hiding place with thicker walls and fewer windows, if possible.
- Lock doors and barricade with furniture, if possible.
- Turn off lights
- Silence phones and turn off other electronics.
- Close windows, shades and blinds, and avoid being seen from outside the room, if possible.
- If you are outdoors and cannot RUN safely, find a place to hide that will provide protection from gunfire such as a brick wall, large trees or buildings.
- Remain in place until you receive an “all clear” signal from Senior Staff.

FIGHT: Take action to disrupt or incapacitate the shooter

As a last resort, fight. If you cannot evacuate or hide safely and only when your life is in imminent danger, take action.

- Attempt to incapacitate or disrupt the actions of the shooter.
- Act with physical aggression toward the shooter.
- Use items in your area such as fire extinguishers or chairs.
- Throw items at the shooter if possible.
- Call 911 when it is safe to do so.

Immediately after an active shooter incident:

- Wait for Local Law Enforcement officers to assist you out of the building, if inside.
- When law enforcement arrives, students and employees must display empty hands with open palms.

Note:

- Understand that gunfire may sound artificial. Assume that any popping sound is gunfire.
- If there are two or more persons in the same place when a violent incident begins, you should spread out in the room to avoid offering the aggressor an easy target.
- Be mindful that violent attacks can involve any type of weapon, not just a gun. Knives, blunt objects, physical force or explosives can be just as deadly as a gun. The suggested actions provided here are applicable in any violent encounter.
- Plan ahead: Visualize possible escape routes, including physically accessible routes for students and staff with disabilities and others with limited mobility.

Bomb Threat

Bomb threats are usually reported via telephone.

If you receive a bomb threat via telephone:

- Take the caller seriously.
- Ask a lot of questions, (see list below).
- Take notes on everything said and heard, including background noise, voice characteristics, etc.

- Keep the caller on the line as long as possible by asking questions
- If the caller hangs up, do not use the telephone on which the threat was received.
- Notify the Camp Director from another phone.
- The Camp Director will call police immediately.
- The Camp Director and police will determine if camp needs to evacuate. If you do evacuate, move to your emergency assembly area (camp recreation court) to await further instructions.
- Do not re-enter the building until instructed to do so.
- **Do not** search for the explosive device or touch any unusual or suspicious objects.

Questions to Ask the Caller:

1. When will the bomb explode?
2. Where is it?
3. What does it look like?
4. What kind of bomb is it?
5. What will cause it to explode?
6. Why was it placed in the building?
7. Did you place the bomb?
8. What is your name?

Observe the Caller. Try to identify the following about the caller:

1. Caller's gender
2. Approximate age
3. Voice characteristics, accents, etc. Is the voice familiar?
4. Background noises

5. Threat language-educated, incoherent, foul, taped, read, etc.

Suspicious Package/Mail

- If you receive a suspicious package, letter, or object under any circumstances, do not touch it, tamper with it, or move it. Report it to the Camp Director and they will determine if authorities need to be contacted.

Suspicious Package Characteristics

- **Origin** — Postmark does not match the city of the return address, name of the sender is unusual or unknown, or no return address given.
- **Balance** — The letter is lopsided or unusually thick, the letter or package seems heavy for its size.
- **Contents** — Stiffness or springiness of contents; protruding wires or components; oily outer wrappings or envelope; feels like it contains a powdery substance.
- **Smell** — Particularly almond or other suspicious odors.
- **Writing** — Handwriting indicates a foreign style not normally received, cut-and-paste letters or rub on block letters are used. Common words, titles or names are misspelled.



Intruders

Unfamiliar persons on the camp property may range from someone lost and looking for directions

to a person with intent to do harm to persons or property. Some judgement must be made on the part of staff. Be observant as to the make, model, and license number of the car. Persons should be questioned to ascertain who they are and why they are here. Do not antagonize the intruder. Be polite, give assistance if possible, refer the person to the camp office, or ask them to leave. This is private property and not open to the public. Observe to be certain that the person leaves the site.

If the appearance of the unfamiliar person makes you uncomfortable, approach with another staff member. Someone should stay with the campers away from the situation.

If the person seems threatening in any way, do not approach or take any chances. Remove yourselves and the campers from the area, notify the Camp Director, and observe the whereabouts of the person.

If you see or suspect an intruder in camp at night, immediately and quietly notify the other staff members and the Camp Director. Check all camper sleeping areas with a head count. In order to prevent false alarms and unnecessary fright, all camp personnel will carry flashlights and identify themselves when walking in the camp at night.

Teach the campers to come quietly and tell you if they see an unfamiliar person on the property. If a child encounters an unfamiliar person, real or imagined, never tell the child that “it really wasn’t anything,” “there is no need to be afraid,” or “it was just your imagination.” Frightened children need to be allowed to experience their fear, to know that it is okay to be afraid, and to talk about their experience.

If you are off camp property, keep a staff member with the campers while two other staff members go to notify a law-enforcement officer if someone

seems to be behaving suspiciously or inappropriately around your area.

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

Kidnapping

DO NOT ALLOW ANYONE (stranger or known) TO REMOVE A CAMPER FROM CAMP!

All staff members will refer all visiting persons (stranger or known) to the Camp Director. Under NO conditions may a camper be removed from camp without the permission of the Camp Director.

Strangers may come to the camp in search of potential victims. Custody disputes between parents can result in an attempt to remove a camper from camp. We have a form that parents sign during registration if a camper is to be picked up from camp early or by another person they will notify camp. Camp staff should verify this written instruction if someone comes for a camper.

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

Utility Failure

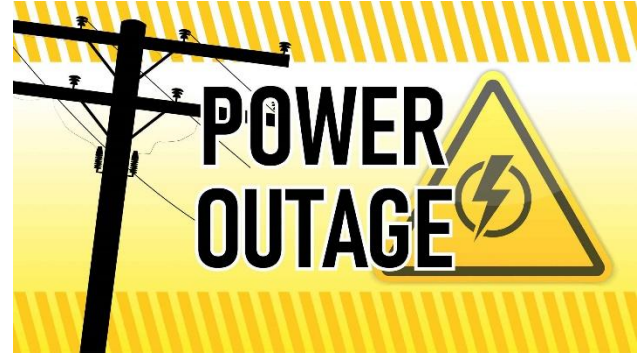
Water:

Immediately notify the Maintenance Department if you suspect a problem. Should a major leak/break in the line occur in your area, shut off the water.

Electrical:

A power loss may occur from sources inside or outside the camp. Portable emergency lights are

provided in each cabin in the event that the power does not come on quickly Complete a Request for Repair for the maintenance staff if you see one unlocked.



Types of Electrical Failure

1. Lack of Power: Check the circuit breakers. A “tripped” breaker will be positioned midway between on and off, and may have some red showing. To reset, turn the breaker off then back on again. If the breaker trips again, and you can manage without the circuit, switch the breaker to “off” and report the problem along with the breaker number to the Maintenance Department.
2. Electrical Fire: An electrical fire must be dealt with immediately. Be sure everyone knows that the wires and electrical equipment substations and large green transformer boxes are dangerous and off limits. Follow fire procedures. Assemble and evacuate all campers, notify the Camp Director. Never use water on an electrical fire. Use a fire extinguisher or baking soda. Try to turn off the circuit breaker.
3. Downed power lines are extremely dangerous. Stay clear and don't touch them. You risk death if you contact energized lines or appliances or if you touch a victim who is in contact with them.

Missing Camper Procedure

On the first day of the session, review with campers “Staying Found” and what to do if separated from the group with campers.

Upon determination that a camper is missing:

1. Determine when and where the camper was last seen. Stay calm so you don't frighten the other campers.
2. Discover (if possible) the state of mind of the camper. Were they depressed or angry, threatening to run away? Did they fall behind on a hike, or leave to visit a friend in another cabin? A camper who does not wish to be found will require a wider and more careful search.
3. Do a search of the immediate area with available staff. (The camper may have wandered to the edge of the activity.) Ask nearby campers and staff if they have seen or know where the camper is. Before leaving the rest of the group to find a camper, see that they are supervised by another staff member. Check any known accomplices (friends in other cabins, etc). Check bathrooms, dining hall, the cabin, and a friend's cabin. When looking call out the camper's name.
4. Do not ignore the remaining campers. Be calm and positive. Acknowledge their fears and move on to some activity.
5. Contact the Camp Director or other Senior Staff about the situation. Include the name of the missing camper, when and where they were last seen, description of child: hair, eyes, weight, height, and, as close as possible, clothing. The Camp Director will organize an extended search.
6. All available staff will be utilized to participate in a search for the missing camper. Staff will be broken into teams to maximize the search. See Missing Camp Area Assignments below for assignments. When searching, call out the camper's name. All buildings, rooms, closets, and crawl spaces will be searched as well as the grounds of the campus. When the camper is found, the leader of the team finding the camper will take them to the dining hall patio and then will ring the camp bell outside the dining hall to let the other teams know that the camper has been found. The DYS will take necessary action based on the situation with the camper.
7. If the camper is not found in 30 minutes, the camper will be presumed lost. The Camp Director will institute a public search that will include contacting the authorities to assist in a further search and will notify the camper's parents/guardians.
8. If you find the camper and they are injured, begin the major injuries and accidents procedure. Send one of your teammates to get the Healthcare Director. The other teammate should stay with the camper, helping to keep them calm. Do not move the camper unless they are in immediate danger (example: fire). If the injury is life-threatening and you have use of a cell phone, call 911 immediately.
9. If the camper is not found in your zone within 30 minutes of the beginning of the search, send one person from your team to the dining hall patio or alert Senior Staff on a radio. The remaining teammates should continue searching for the camper until the all-clear bell is rung.

Camp Staff Handbook

10. Complete an incident report and any other reports requested.

Missing Camper Area Assignments

Senior Staff and Healthcare Director will be stationed at the Dining Hall Patio bell.

ZONE 1 – Inner Camp Circle

Buildings/Locations include:

- Booth/Oak
- Pool,
- Chase,
- Dining Hall (entire building),
- Brengle,
- Railton,
- Evangel,
- Elms/Elms Studio/Medicine Lodge,
- Maintenance House,
- Cypress/Maple,
- Chapel, and
- Office

Check all rooms, bathrooms, closets, decks, etc.

STAFF ASSIGNED: Kitchen Staff

ZONE 2 – West Side of Camp, outside of Circle Drive

Buildings/Locations include:

- Director's House,
- Tower/Low Ropes Course,
- Cedarcrest,
- Pines 1-3.

Check all rooms, bathrooms, closets, decks, etc

STAFF ASSIGNED: Dining Room Staff

ZONE 3 – North Bottom of Camp, down by creek

Check paths leading down to the creek, softball field, and area to the west of the softball field.

STAFF ASSIGNED: Lifeguards

ZONE 4 – East Side of Camp, outside of Circle Drive

Buildings/Locations include:

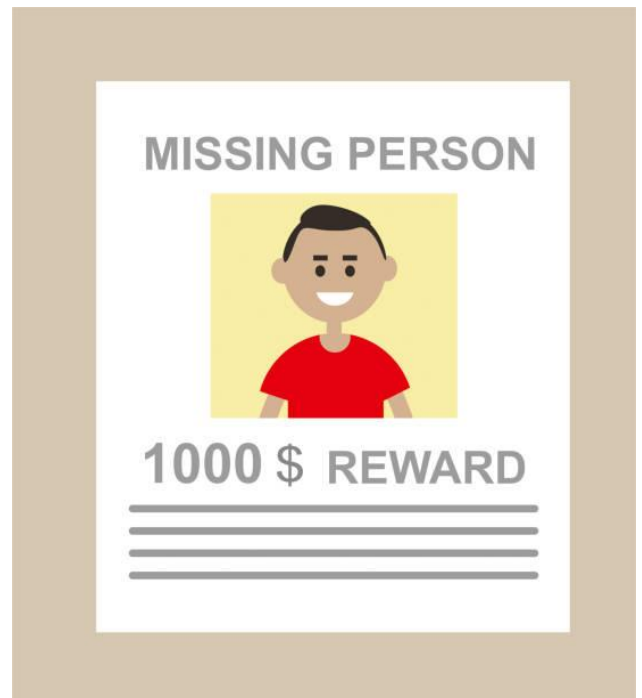
- Hilltop,
- Maintenance Shed,
- Council Ring

Check paths leading from Hilltop to Council Ring, area behind the Maintenance Shed, and road leading to Lees Summit.

STAFF ASSIGNED: Grounds Crew and Maintenance

ZONE 5 – Outside of gate along Highway 40 and Lee's Summit Road

STAFF ASSIGNED: Dishwashers



TRANSPORTATION HANDBOOK

ATV

The ATV is to be used only for transport of equipment within 3TC property. The ATV is assigned to authorized personnel or a specific department. All drivers must go through the ATV safety training and must possess a valid Missouri operator's license and be MVR approved. It is the responsibility of the driver to ensure that they do not exceed the number of seats provided in the ATV and that they adhere to the written procedures at all times. The maintenance department is responsible for the upkeep of the ATV; however, all staff and volunteers are expected to take care of the vehicle. Users are accountable for their safety and the safety of the property while operating. Safety is the #1 priority for all users.

- Always wear a DOT-compliant helmet and goggles.
- Never ride on public roads except to cross when done safely and permitted by law.
- Never carry a passenger on a single-rider ATV, and no more than one passenger on an ATV specifically designed for two people.
- You must be 16 to drive.
- ATVs are not toys.
- Ride only on designated paths and at a safe speed.

Golf Carts

Golf Carts are to be used only for transport within 3TC property. All golf carts are assigned to authorized personnel or specific departments. All drivers must go through the golf cart safety training and must be 16 years or older, possess a valid Missouri operator's license and be MVR approved. It is the responsibility of the driver to ensure their passengers adhere to the written procedures at all times. The

maintenance department is responsible for the upkeep of golf carts; however, all staff and volunteers are expected to take care of them. Users are accountable for their safety and the safety of property while operating. Safety is the #1 priority for all users.

Golf Cart Do's

- DO obey all traffic laws.
- DO remember that pedestrians ALWAYS have the right of way.
- DO operate the Golf Cart responsibly.
- DO park the Golf Cart out of the way of pedestrian traffic.

Golf Cart Don'ts

- Do NOT block walkways and/or entrances to buildings with the carts.
- Do NOT drive Golf Carts off campus or on any roadway/street not within the boundaries of the camp.

Remember!!

- Horseplay is strictly prohibited! Violators will be subjected to disciplinary action.

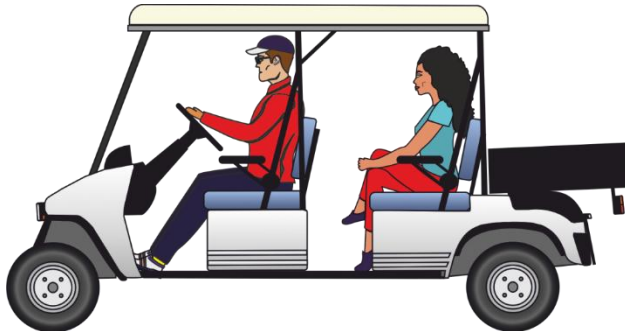
Reporting Mechanical Problems

- Ensure the forward-reverse gear shifter is fully engaged (cycle it once or twice and try again).
- Ensure the secondary switch (under the seat) is in the right position.
- If you still have problems, call Maintenance.

General Operating Rules

- Keep feet, legs, hands, and arms inside the vehicle at all times.
- Golf Carts should be limited to 2 occupants per seat.

- Passengers are only allowed to ride in part of vehicle designed for rider. (Seat only)
- Always remain seated and HOLD ON while vehicle is in motion.
- Golf carts shall not exceed a speed faster than normal walking speed when approaching and passing pedestrians, or 15mph at any other time.
- Avoid driving fast downhill. Sudden stops or change of direction may result in loss of control.
- Use brake to control speed when traveling down an incline.
- Slow down before and during turns. All turns should be executed at reduced speed.
- Check the area behind the vehicle before backing up.
- Use the parking brake whenever the vehicle is parked.



Golf Cart Controls

The controls of the golf cart consist of:

- Key Switch - Located on the support panel, this switch enables the basic electrical system of the golf cart to be turned off by turning the key to the "OFF" position. - DO NOT LEAVE THE GOLF CART KEY SWITCH IN THE ON POSITION WHEN UNATTENDED !!!!
- Forward-Neutral-Reverse Lever - Make sure lever is in correct position before starting the Golf Cart. - Located on the seat support, this lever permits the selection of either

forward, neutral, or reverse. - Always bring Golf Cart to a complete stop before shifting the lever (this will help prevent damage). - The golf cart should be left in neutral when the vehicle is unattended.

- Accelerator - Depressing the accelerator of the vehicle will release the parking brake (if engaged). This feature assures that the vehicle is not driven with the parking brake engaged. - Depressing the accelerator pedal starts the motor. - Each time the pedal is released, the motor will stop.
- Combination Service Brake and Parking Brake Pedal - The brake pedal incorporates a parking brake feature. - To engage, push down on the top section of the pedal until it locks in place. The parking brake will release when the bottom of the brake pedal is depressed. - Use the BOTTOM section of the brake pedal to operate the regular brake system.

Golf Cart Pre-Trip Inspection

Before entering golf cart:

- Check for correct tire inflation
- Inspect for fluid leaks
- Inspect battery fluid levels and make sure they are not dry
- Be certain that everything is properly stored and secured Starting Golf Cart

To start the golf cart:

- Apply the parking brake
- Place the forward-neutral-reverse lever in neutral (some are forward-reverse only)
- Place the key in the ignition switch and turn to the "ON" position
- Move forward-neutral-reverse lever to the desired direction (is so equipped)
- Release parking brake by depressing the

- service brake pedal
- Depress the accelerator pedal to start the motor

Warning!

- When the cart is to be left unattended:
 - Turn the key to “OFF” position
 - Remove key
 - Engage parking brake
 - Place F-N-R Switch in the Neutral(N) Position (if so equipped)



Vehicle And Driver Policies And Procedures

Backing Up Vehicles

Because you cannot see everything behind your vehicle, backing up is always dangerous. Avoid backing up whenever you can. When you park, try to park so you will be able to pull forward when you leave. When you have to back up, here are a few simple safety rules:

- Look at your path
- Back slowly using your mirrors
- Back and turn toward the driver's side whenever possible

- Use a helper whenever possible

Behind-the-Wheel Training

If you are driving a vehicle that you normally do not drive, the Camp director will evaluate and determine when additional behind-the-wheel training is required before transporting persons or equipment. (Includes training in vans, camp trucks, buses, and vehicles pulling trailers.)

Camper Behavior In Vehicles

In larger vehicles, behavior problems should always be the responsibility of adults or staff members other than the driver. If the driver is the only staff member available to handle disruptive behavior and verbal corrections are not successful, he/she should pull off the road in a safe area. Follow established camp discipline procedures (see staff manual).

Driver Requirements

To transport campers or drive camp vehicles off the site, drivers must be:

- 21 years of age and hold valid vehicle operator's license for the size and type of camp vehicle.
- Have no moving violations for previous 18 months, verified by a background check through DMV.

Emergency Equipment/Forms

Every vehicle used to transport campers and staff should be equipped with a first-aid kit and emergency accessories such as fire extinguisher, reflectors, maps, motion sickness bag, change/phone card for a pay phone, flashlight, blanket, chalk, and container of fresh drinking

water. For trips over 10 miles from camp, the staff member accompanying the group must carry health forms for all passengers and a cell phone for emergency communication. Vehicle registration, vehicle mileage sheet, insurance information, vehicle safety maintenance checklist, and this sheet should be in the vehicle at all times.

Fuel in Vehicles

The designated emergency vehicle should not get below half a tank of gas. Always refuel before getting down to a quarter of a tank. The engine must be turned off to refuel. If transporting campers, they are to remain in the vehicle. Do not allow unsupervised campers to leave the vehicle for any reason.

Loading and Unloading Passengers

Load and unload in areas that are free from vehicular traffic unless an emergency. The vehicle should be in park with the emergency brake on and the motor turned off. Loading and unloading will take place in an orderly fashion following directions from staff member. Campers should be directed where to assemble after unloading and kept under supervision of an adult.

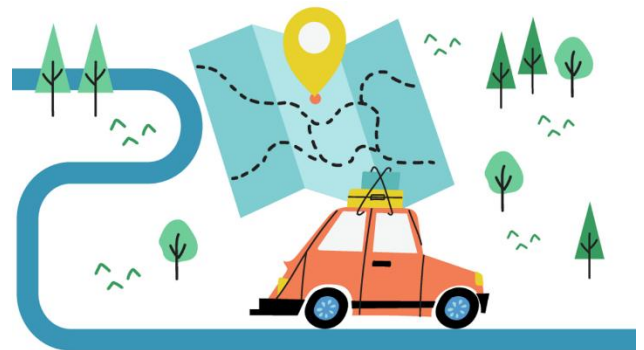
Passenger Illness

1. Administer first aid as needed. Keep the camper comfortable.
2. If you need to stop, try to do so in an authorized or designated area.
3. Contact camp about the camper or return to camp as soon as possible and have the camper check in with the Health Care Director.

Passenger Orientation

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

1. Passengers should remain seated at all times with hands and arms inside vehicle.
2. Passengers are only allowed to ride in part of vehicle designed for rider. (Seat only)
3. Seatbelts should be fastened – one person per seatbelt.
4. Noise level should be such as to not distract the driver. There should be no throwing of objects or other disruptive behavior.
5. Passengers should enter and leave the vehicle under the direction of a staff member and/or driver. If the vehicle makes an emergency stop, passengers should follow directions of staff member and/or driver and use buddy system if leaving the vehicle.



Travel Procedures

Vehicles should be kept a safe distance apart if traveling together. It is not recommended that vehicles travel by convoy. Drivers should pre-establish rest stops to check in with each other. All drivers should have maps, complete directions to destination, and appropriate telephone numbers. One driver should be appointed lead driver. On any trip, stops should be made only at acceptable rest stops. After three continuous hours, the

vehicle must stop to rotate drivers and rest the passengers. All traffic laws of the state are to be strictly obeyed when transporting campers and staff.

Van/Bus Transportation

Please keep these things in mind when providing transportation.

- Vehicles are loaded only within the passenger seating limit established by the vehicle manufacturer.
- All passengers wear restraint devices when provided and required, including seatbelts and booster seats per age/weight requirements.
- Passengers are only allowed to ride in part of vehicle designed for rider. (Seat only)
- All passengers remain seated while vehicle is moving.
- A list of individuals on trip is available on van/bus

Vehicle Safety Checks

Three Trails Camp owned vehicles should have the tires checked each time they are driven. This may be a visual check. Tires should be checked with a tire gage on a weekly basis (when in use). Tire gauges are provided in the driver's side door. If a tire gauge is missing from the vehicle, please notify maintenance.

Three Trails Camp wants to provide its drivers with a safe driving experience. Drivers should perform a quick safety check of the tires, lights, wipers, brakes, and mirrors prior to driving. Prior to transporting campers*, the following must be checked and recorded in the vehicle log book:

- Tires
- Horn
- Windshield and wiper condition
- Lights
- Brakes
- Mirrors
- Fluid levels
- Emergency warning systems

*On designated camp vehicles, these items must be checked monthly, regardless of vehicle use.

Vehicles will be maintained by the maintenance department or person assigned to driving the vehicle long term. The preferred vendors for maintenance of vehicles are the following:

Family Wrench (repairs, oil changes, etc)

Jiffy Lube (Oil Changes)

Golf Carts, Polaris Ranger & John Deere Gator should be checked for safety issues prior to use. Drivers should check the following: tire pressure, gas levels, braking and lights. The maintenance department should be made aware of any issues.

Mowers, tractors, and skid steer should be checked for safety issues prior to use. Drivers should check the following: tire pressure, gas levels, gages, braking and lights. The maintenance department should be made aware of any issues.



Vehicle Mechanical Evaluation

Camp vehicles should be evaluated for mechanical soundness by qualified personal quarterly. Needed repairs should be made before transport of

passengers.

Vehicle Type/Capacity

Campers and staff should only be transported in vehicles designed to carry passengers. They are not permitted to ride in the back of trucks except in an extreme emergency and when directed by appropriate staff (i.e. fire evacuation.) Vehicles should carry only the number of passengers specified by the vehicle manufacturer. There should be a seatbelt for each passenger. A staff member (adult) must be present in each vehicle. If traveling by bus, this is in addition to the driver. Extra staff and/or aides must be present for campers with disabilities, based on ratios established for persons requiring additional assistance or supervision. (See established camp ratios.)

Vehicular Accident Procedures

1. Attend to any ill or injured passengers. If medical care is needed, see that they are taken to nearest medical facility.
2. Place reflectors or emergency flashers as appropriate. If vehicle has to be moved, mark the location (from back of tire) with chalk.
3. Instruct passengers to exit vehicle, when appropriate, using the buddy system. Group uninjured passengers together in an area safe from oncoming traffic to await instructions and/or new pick-up. Campers must be supervised by an adult at all times.
4. Contact Camp Director or designated emergency contacts.
5. Obtain names, addresses, and telephone numbers of any witnesses and location where any police reports will be filed.

Vehicular Breakdown

1. Move off the road as far as possible. It's better to drive on a flat tire than park in an unsafe place.
2. Place the transmission in low, reverse or park. Turn off ignition and remove key.
3. Set the emergency brake.
4. Set four way turn (emergency) blinkers.
5. If vehicle must stop in non-designated parking area (ie., the side of the road), carry reflective triangles between yourself and the oncoming traffic when placing reflectors in the following places:
 - a. On the traffic side of the vehicle, within ten feet of the front or rear corners.
 - b. About 100 ft. behind and ahead of the vehicle, upon the shoulder of the lane you are stopped in.
 - c. Back beyond any hill, curve, or other obstruction that prevents other drivers from seeing the vehicle Within 500 feet.
 - d. If stopped on or by a one-way or divided highway, place warning devices 20 feet, 100 feet, and 200 feet toward the approaching traffic.
6. If safe to do so, unload passengers and move them well off the roadway away from the vehicle. Make sure campers are supervised at all times by an adult. If evacuation from a bus is necessary, follow established procedures and directions of the staff member.
7. Contact camp with information about nature of the breakdown and your exact location. Additional help may be requested if needed. One staff member must stay with the vehicle and campers

STAFF INFORMATION

**We have a quick-reference page on our website just for our staff.
It is password protected, the password is below.**

<https://threetrailscamp.org/camp-staff/>

Tip - bookmark this page on your phone!

PROTECTED: CAMP STAFF PAGE

This content is password protected. To view it please enter your password below:

Password:

Enter

Incident Report Form

Camper Management Form

Meal Counts

ADP Time Clock

Staff Handbooks

CAMP SONGS

Staff Sign In/Out Form

Maintenance/Housekeeping
Supply Request

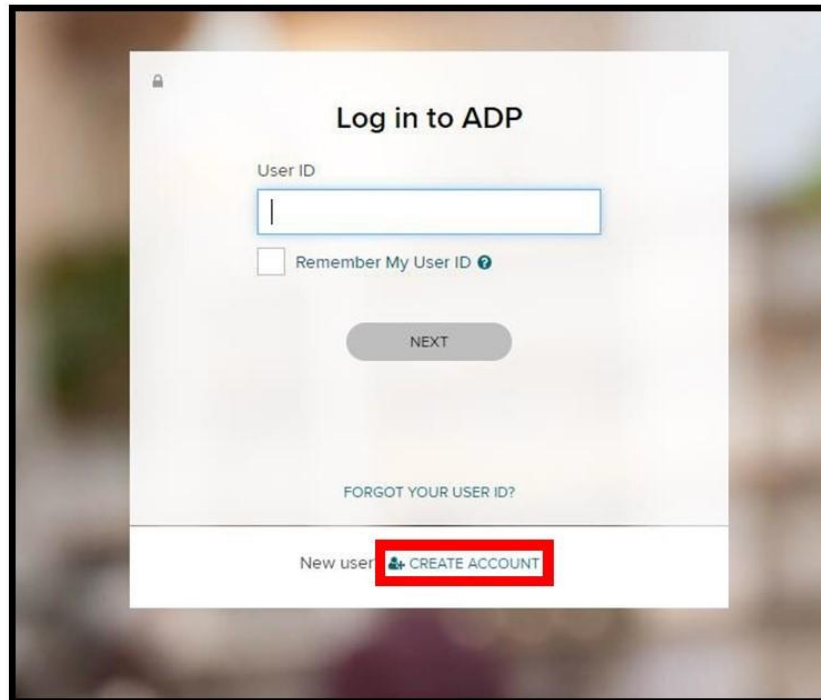
TSA Employee Handbook – for
Camp Staff

Registering for MyADP

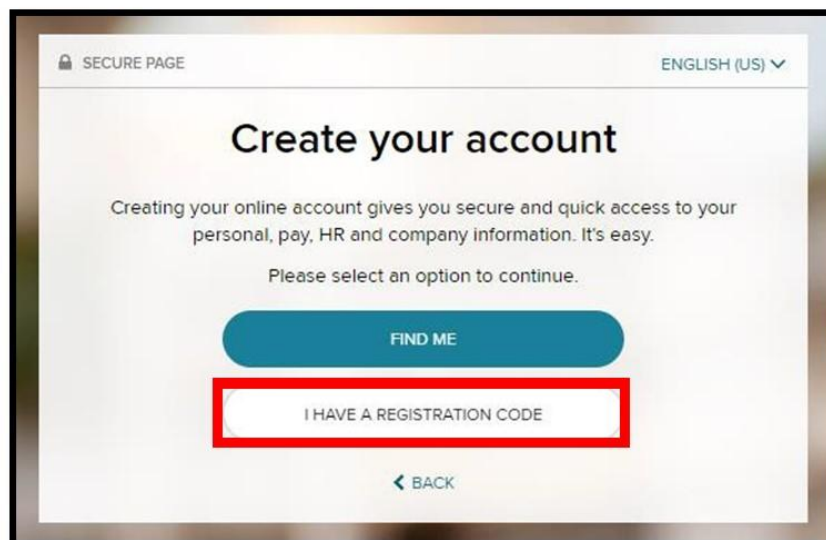
This guide is to show how new employees can register for MyADP. This is necessary so employees can clock in and out, review and approve their timecards, access their pay stubs, and much more.

Go to the web address www.myadp.com and click on "Create an Account."

ADP recommends using Google Chrome. If you are using Mozilla Firefox or Microsoft Edge and you are having trouble, please try to use Google Chrome before reaching out to Payroll.

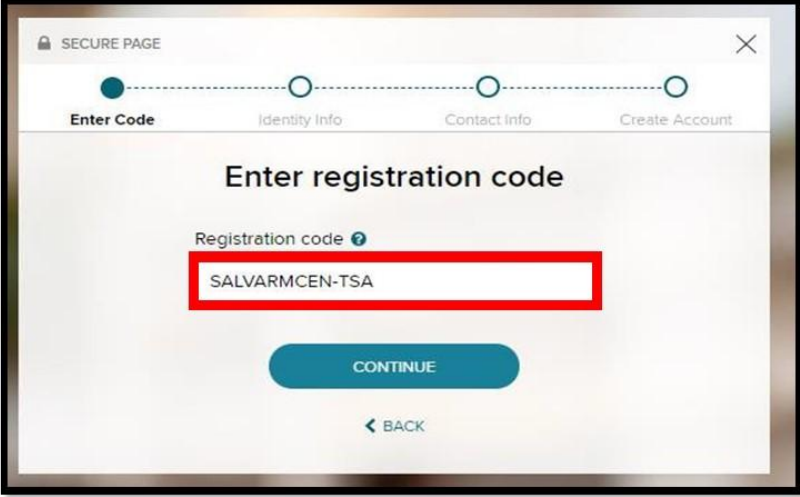


Select "I Have a Registration Code."



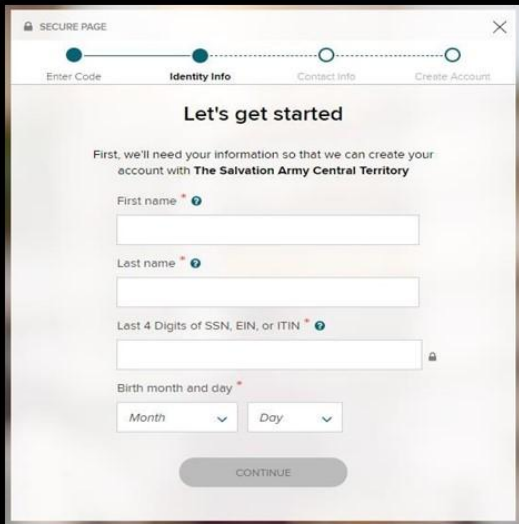
Registering for MyADP (cont.)

Enter “SALVARMCEN-TSA” in the field that appears. Click “Continue.”



The screenshot shows a mobile application interface for a secure page. At the top, there is a progress bar with four steps: 'Enter Code' (active), 'Identity Info', 'Contact Info', and 'Create Account'. The main heading is 'Enter registration code'. Below it, there is a text input field labeled 'Registration code' containing the text 'SALVARMCEN-TSA'. A red rectangular box highlights this input field. Below the input field is a blue 'CONTINUE' button and a grey '< BACK' button.

Enter your first name, last name, the last 4 of your social security number, and your date of birth in the fields provided. Then click “Continue.”



The screenshot shows a mobile application interface for a secure page. At the top, there is a progress bar with four steps: 'Enter Code', 'Identity Info' (active), 'Contact Info', and 'Create Account'. The main heading is 'Let's get started'. Below it, there is a sub-heading 'First, we'll need your information so that we can create your account with The Salvation Army Central Territory'. There are four input fields: 'First name', 'Last name', 'Last 4 Digits of SSN, EIN, or ITIN', and 'Birth month and day'. The 'Birth month and day' field consists of two dropdown menus labeled 'Month' and 'Day'. Below the input fields is a grey 'CONTINUE' button.

If the system states that your record cannot be found, make sure you've entered all your information correctly. If you confirmed that all the data was entered accurately and the system still cannot locate you, reach out to payroll:

Email: KWMPayroll@usc.salvationarmy.org

Phone: 816-968-0352

The system will ask you to confirm your identity by sending a multi-factor authentication passcode. Select the preferred method and enter what is required.

Once you have verified your identity, they prompt you to create an account by entering a user ID, a password, and setting up security questions. If prompted, read the terms and conditions, select the “I Agree” check box, and click “Register.” You should then receive an email with confirmation of your user ID and additional instructions for logging in.

COMMUNICATION PROCEDURE FOR CAMPER-WIDE INCIDENTS

Communication about campers or incidents should remain strictly confidential.

Triggering Events

This procedure is initiated when there is a significant incident that affects all campers (e.g., severe weather event, outbreak of illness, power outage, safety/security concern, evacuation, or camp-wide schedule change).

Communication Channels:

- **Primary Method:** Email via CampBrain
- **Secondary (if needed):** Social media

Roles and Responsibilities:

Role	Responsibility
DYS and Executive Camp Director	Drafts and Approves final message; communicates with leadership and emergency services.
Assistant Camp Director	Helps to facilitate the sending of the email via CampBrain and Social Media.
Healthcare Director	Provides verified facts related to the incident to leadership staff.
Support Staff	Answers parent phone calls or monitors email and social media if follow-up is needed.

Step-by-Step Procedure:

1. **Incident Occurs**
 - Ensure camper safety and stabilize the situation first.
 - Notify camp leadership immediately.
2. **Gather Accurate Information**
 - Confirm all details before drafting any communication.
 - Involve medical/safety staff if the incident relates to health or security.

3. **Draft the Message**
 - Use the approved Mass Communication Template (see below).
 - Be factual, calm, and reassuring.
 - Include next steps and contact information for further questions.
4. **Review & Approval**
 - DYS and Executive Camp Director (or designated leadership) must approve all messages before sending.
5. **Send the Message**
 - Log in to CampBrain
 - Use the Auto Emailer and choose the current camp, and only registered campers
 - Send the approved message
6. **Document the Communication**
 - A copy of the communication will be saved in camper communication logs.
 - Send an email to Leadership staff indicating that an email was sent; record the date/time and recipient list.
7. **Follow-Up**
 - Designate a point of contact for questions (phone/email).
 - Monitor replies and respond appropriately.
 - Send a follow-up message once the situation has resolved or new updates are available.

When a Public Statement is Needed:

- Divisional Headquarters will assign a designated spokesperson and is the only one to give out information to the media.
- Executive Camp Director will alert all staff.
- Executive Camp Director, DYS will maintain steady communication between with Divisional Leadership to provide regular updates on incident status.