



CAMP RISK MANAGEMENT HANDBOOK

325 Cornerstone Lane • Harrisonburg, Virginia • 22802 • USA
Phone: 540-214-2572 • Email: Edge.Camps@horizonsedgeva.com
www.HorizonsEdgeVA.com

Purpose

Emergency situations may arise at any time during athletic events or activities. Expedient action must be taken in order to provide the best possible care to the athletes in the event of emergency and/or life-threatening conditions. The development and implementation of this plan will help ensure that the best care will be safe practice and training techniques, some potential emergencies may be averted. However, accidents and injuries are inherent with sports participation, and proper preparation on the part of the staff will enable each emergency to be managed appropriately provided.

As emergencies may occur at any time during an activity, staff members must be prepared. This preparation involves formulation of an emergency plan, proper coverage of events, maintenance of appropriate emergency equipment and supplies, utilization of appropriate emergency medical personnel, and continuing education in emergency medicine. Through safe practice and training techniques, some potential emergencies may be averted. However, accidents and injuries are inherent with sports participation, and proper preparation on the part of the staff will enable each emergency to be managed appropriately.

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RISK ASSESSMENT

Hazard	Risk Level	People at Risk	Control Measures
Allergic reactions/need ed medication	High	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 1. If camper has an allergic reaction and they have an epi pen with them, a trained staff must administer the medication 2. Immediately radio the camp director to call 911
Bites & Stings	High	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 1. Make staff and campers aware of insect and bug to be wary of 2. Keep away from any bee/wasp nests 3. Radio camp director for assistance if you have been stung or bitten 4. Notify camp director if you see snake and move away from area
Camp Fire Burn	High	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 1. Campers shall not light campfires and must keep safe distance 2. No running under any circumstances in campfire area 3. Campfires must only be lit in specified campfire circles 4. Campers & staff must use a stick at least one arm's length when cooking smores 5. Only wood must burn on campfire 6. Water must always be on hand 7. Campfires must be a manageable size and must always be supervised 8. Campfires must be completely put out (no flames or embers remaining) before leaving the area
Camp Intruder	Medium	<ol style="list-style-type: none"> 1. Campers/Participants 	<ol style="list-style-type: none"> 1. Keep campers' safe distance from intruder 2. Radio for director, letting them know the location of intruder with description 3. Keeping the campers safe and away from the intruder is the main priority

Camper Sickness	Medium	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 1. Any sick campers must be reported to the camp director 2. If sickness is determined as contagious by the camp director, then parent will be called to collect camper from camp 3. Any area that the sick camper has been in contact with will be cleaned to minimize spreading the sickness
Child Neglect/Abuse	Medium	<ol style="list-style-type: none"> 1. Campers/Participants 	<ol style="list-style-type: none"> 1. No staff member shall be alone with a camper 2. No camper shall be left alone with another camper 3. No camper(s) shall be left with a stranger 4. ID must be checked against the approved pick-up list for each camper(s) before the camper may leave camp
Choking on Food	High	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 3. Staff will be CPR/First aid trained that will cover what to do in the situation of someone choking 4. Make sure younger campers are eating at an appropriate speed and not walking around and eating
Cleaning Materials	High	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 1. Cleaning materials will be locked away from campers and only used by trained staff 2. No campers shall handle cleaning products that say “keep away from children” 3. Campers can use tools such as brooms and paper towels to clean
Dehydration	High	<ol style="list-style-type: none"> 1. Staff 2. Camper/Participants 	<ol style="list-style-type: none"> 1. Take regular water breaks while indoors and outdoors 2. Make sure campers are drinking plenty of water during morning snack, lunch, and throughout the day 3. Make sure YOU are also drinking water on a regular basis as a staff member
Disruptive Behavior	High	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 3. Members of the Public 	<ol style="list-style-type: none"> 1. Staff must follow disruptive behavior guidelines set out in staff handbook 2. Remove camper(s) from the rest of the group to minimize disruption 3. Make sure disruptive camper(s) is in a safe location

			4. Radio camp director for back up
Drowning	High	1. Staff 2. Campers/Participants	1. Campers & staff must only be in pool area when lifeguard is on duty 2. Pool area must be locked when no lifeguard is on duty 3. Only 25 people may enter the pool at one time 4. Staff need to watch for playful situations that can turn into drowning (monitor campers getting on each other's back, pushing other campers while in the pool and outside, or campers that are still learning to swim)
Falling from Climbing Wall	Medium	1. Staff 2. Campers/Participants	1. Staff and campers must only use climbing wall when with a trained staff member 2. The climbing wall must be inspected everyday prior to anyone climbing 3. Campers and staff must wear protective gear and equipment when using climbing wall 4. Campers and staff must only climb once clipped into a wall 5. Campers not climbing must be closely supervised by staff
Fire	Medium	1. Staff 2. Campers/Participants	1. No smoking on camp property 2. Fire extinguishers will be located throughout the facility
Hygiene	High	1. Staff 2. Campers/Participants	1. Campers and staff must always wash hands after using bathroom and before eating 2. Tables must be cleaned each day 3. Food should not be consumed in non-designated areas (example: campers should not be eating snacks in the gym and playing)
Injury Caused by Equipment Failure	Medium	1. Staff 2. Campers/Participants	1. Equipment will be checked for faults on a regular basis 2. Any faulty equipment must be taken out of commission and clearly labeled

Location transitions	High	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 1. Appropriate ratios must be used throughout the day 2. Head counts must be conducted on a regular basis 3. All campers must always be within sight and sound 4. Be vigilant of campers and members of the public 5. Set rules and expectations before leaving 6. Always have a roster of campers and a schedule with you
Manual Handling	High	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 1. Staff must use appropriate lifting techniques 2. Campers shall not lift large or heavy objects
Members of the Public	Medium	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 1. If not with campers, ask the person if you can help them 2. Help direct them to a specific location if possible 3. Radio for director for assistance if necessary 4. Kindly remind the person that the area they are in is for summer camp use only
Missing Camper	Medium	<ol style="list-style-type: none"> 1. Campers/Participants 	<ol style="list-style-type: none"> 1. Always keep campers you are responsible for within sight and sound 2. Take regular head counts 3. Never let campers walk off unattended 4. Always be aware of where your campers are all times
Moving Vehicles	High	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 1. Notify campers of danger areas for moving traffic 2. Keep campers away from roads and car parks as much as possible 3. Have signs warning drivers of campers 4. - 5mph speed limit on camp grounds
Pre-Existing Health Issues	High/Medium	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 1. All campers and staff must disclose medical conditions, so staff are aware of any preexisting health issues 2. All campers must submit a physical examination form and a medication administration form if receiving medication while at camp 3. The use of medication, inhalers and epi pens shall be used and administered as needed 4. All staff need to submit negative TB test results before working camp

Slips, Trips, and Falls	High	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 1. Campers must only run in designated areas during activity time 2. Campers must not run in pool or on any slippery surfaces 3. Make Campers aware of any tripping hazards when moving location
Sports related injury (e.g. twisted ankle, concussion, broken bones etc.)	High	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 1. Appropriately manage and supervise activity 2. Redirect camper if overexcited or aggressive during activity 3. Have campers perform at the appropriate level 4. Make sure you or your co-counselor always has a first aid kit 5. In the event of an injury, have one counselor treat the camper while the other continues the activity period 6. If a minor injury (small cut, bruise, etc.), give the camper time to rest and recover 7. If a major injury, immediately radio the camp director for assistance
Sun Burn/Stroke	High	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 1. Campers & staff must apply sunscreen on a regular basis 2. Use shaded areas for activity location when possible 3. Campers & staff must wear shirt when not in pool
Unattended Children	High	<ol style="list-style-type: none"> 1. Campers/Participants 	<ol style="list-style-type: none"> 1. Campers must always be in sight and sound of a staff member except when in restroom 2. Campers must ask permission when they need to go somewhere 3. Any child found unattended must be reported to the camp director at once
Weather Conditions	Medium	<ol style="list-style-type: none"> 1. Staff 2. Campers/Participants 	<ol style="list-style-type: none"> 1. Regularly check weather forecast 2. Move to indoor location and away from window if experiencing a storm or any bad weather

MEDICAL EMERGENCY PROCEDURES

1. **Camper Safety** - Instruct campers that their counselors must know where they are always. They must never travel alone, but with a buddy. Counselors should be alert to the amount of time campers are gone and find them after an inordinate amount of time.
2. **Major Injuries and Accidents** - If you are the primary staff member at the scene
 - a. Count to ten and evaluate the overall situation. Do not rush or panic.
 - b. Take charge. Be firm and clear with instructions to campers and staff. Always use a calm tone of voice.
 - c. 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.
 - d. Immediately contact the Camp Director. Provide a clear description of the emergency and your location.
 - e. Delegate another staff to ensure 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.
 - f. Notify the camp director or other administrative staff in the camp office. If someone else answers the call, tell them "This is an emergency; I must talk to the camp director." Do not discuss the situation with them.
 - g. 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?
 - h. Once the Camp Director arrives at the scene, summarize the situation and answer questions. The Camp Director will take charge and determine whether to call 911.
 - i. Prepare accident reports within 24 hours.
 - j. In the case of a critical accident, serious injury, harm or fatality: keep a responsible adult at the scene of the accident or emergency to see that nothing is disturbed until medical aid or the law enforcement authorities arrive.
3. **If You Are a Secondary Staff Member at The Scene**
 - a. Quickly and quietly follow the directions of the person in charge of the situation.
 - b. Do not panic. You are setting an example for the campers' behavior.
 - c. Offer advice only if you are more knowledgeable about the incident, or you are asked.
 - d. Do not discuss or allow campers to discuss the situation with anyone other than camp personnel or law-enforcement officials.
4. **Telephoning Emergency Services**

- a. Dial 9-1-1 for an emergency. Phones for emergency use are located at the front and welcome desks. Beside each phone is a list of emergency numbers. Answer all questions and let the other party hang up first.
- b. Follow system of communications from persons at the site of the incident to camp administrative staff, community emergency services, and the camp director. If additional communications are necessary (based on severity of the incident), the Camp Director and 911 will be called.
- c. In an emergency, the Director will contact parents. After the parents are phoned, if there is no answer within 1 hour, the emergency contact on the medical form will be called.
- d. All dealings with the media will be the direct responsibility of the Camp Director. No staff shall interact with the media regarding camp.

SAFETY FORMATION



Individual Location EAPs

Outdoor Turf Fields

EMS should be directed around the building along the gravel path and stop where the gravel ends and the netting begins. EMS does not need to drive on turf.

Outdoor Grass Fields

EMS should be directed down the gravel path towards the grass fields until the path is no longer vehicle accessible.

Indoor Turf Fields/ Fitness Center

EMS should be directed to the left of the building to the roll up door in the indoor turf area. Roll up door should be raised and accessible before EMS arrives.

Indoor Basketball / Volleyball Courts

EMS should be directed to the right of the building to the roll up door in the court area. Roll up door should be raised and accessible before EMS arrives.

Outdoor Cabins & playing surfaces

EMS should be directed towards the T Building so they can position themselves to assist and pick up. If there are cones blocking the road to exit they should be moved.

Basement & Downstairs Outside Patio

EMS should be directed around the building along the gravel path and stop where the gravel ends and the netting begins. They should then be guided to the basement door and/or downstairs patio.

Clip N Climb, Main Entrance / Lobby Area & Upstairs Outdoor Patio

EMS should be directed to the front door of the building and guided to the clip n climb area, main entrance, lobby, or upstairs outdoor patio.

WEATHER RELATED EMERGENCY PROCEDURES

1. **Earthquake Procedure** - Most campers are well rehearsed in earthquake “duck and cover” drills at school. If campers are inside, have them move away from windows and “duck and cover” under tables, or stand in the hallway leading up to the breakroom and Marketing office. Exit the structure when deemed safe, report to the soccer field, or the “Safety Formation” on the outdoor Basketball courts (whichever is closer at the time). After an earthquake, do not enter any buildings until they have been checked by the camp staff. If possible, shut off the electrical system until the building is checked. Attempt to stop any water leaks.
2. **Electrical Storms** - If you see a storm and/or lightning approaching, look for a building or natural shelter and lie low. Avoid any place on a high point or which stands alone in an open area.
 - a. Stay indoors if already there.
 - b. If outdoors in a program area but near camp, direct campers back inside or to a designated area.
 - c. Stay away from electrical equipment, avoid metal objects that lead to the ground, and don’t walk near fences, power lines, or pipelines.
 - d. If swimming, get out of the water. Stay away from plumbing and bath facilities.
3. **Tornado/Wind Storms - If You Are Located Inside A Building**
 - a. Go to the designated shelter area (basement or the lowest building level)
 - b. If you cannot access the basement, go to the center of an interior room on the lowest level (closet, interior hallway) away from corners, windows, doors, and outside walls. Put as many walls as possible between you and the outside.
 - c. Get under a sturdy table and use your arms to protect your head and neck.
4. **If You Are Located Outside**
 - a. Find the lowest lying area of ground, lie in that area, covering your head with your hands
 - b. Do not get under an overpass or bridge. You are safer in a low, flat location.
 - c. Watch out for flying debris. Flying debris from tornados causes most fatalities and injuries.
5. **Power Failure** - For an extended power failure, we will make every attempt to secure generators to power necessary sources.

Weather Resources

The National Weather Service and/or the WeatherBug app shall be utilized as the determining source for temperature, relative humidity, lightning, and wind chill verification.

- <https://www.weather.gov/forecastmaps>
- <https://www.weatherbug.com/>

Hot Weather Policy

All outdoor athletic events managed by Horizons Edge operate under the guidelines noted below. The Certified Athletic Trainer or site manager is responsible for communicating to all personnel and employing these guidelines.

Refer to the National Weather Service Heat Index.

Temperature Zone Guidelines

- Low Risk zone - < 90°F
 - Provide ample amounts of water. This means that water should always be available at regular intervals and athletes should be able to take in as much water as they desire.
- Moderate Risk Zone - 90°F - 99°F
 - Provide ample amounts of water. This means that water should always be available at regular intervals and athletes should be able to take in as much water as they desire.
 - All athletes should be under careful supervision.
 - Water breaks approximately every 25 – 35 minutes for approximately 10 minutes duration in shade if possible.
 - Ice-down towels for cooling.
- High Risk Zone - 100°F - 104°F
 - If applicable, no protective equipment may be worn.

- Provide ample amounts of water. This means that water should always be available at regular intervals and athletes should be able to take in as much water as they desire.
- All athletes should be under careful supervision.
- Water breaks approximately every 25 – 35 minutes for approximately 10 minutes duration in shade if possible.
- Ice-down towels for cooling.
- Alter uniforms by removing items where feasible.
- Allow for changes to dry T-shirts and shorts.
- Reduce time of outside activity as well as indoor activity if air conditioning is not available.
- Practice/event should be 2 hours or less. Consider moving practice to morning or later in the day. Limited conditioning.
- Re-check temperature and heat index approximately every 30 minutes for increased risks.

- 105°F and above

Cancel practice/event, reschedule, or move indoors with air conditioning

Signs & Symptoms of Common Heat Injuries

- Heat Cramps
 - Dehydration and/or Thirst
 - Sweating
 - Muscle Cramps
 - Fatigue
- Heat Syncope (Fainting)
 - Dehydration
 - Fatigue, Dizziness, Lightheadedness
 - Pale/Sweaty Skin
 - Tunnel Vision
- Exercise Heat Exhaustion
 - Faint or Dizzy

- Excessive Sweating
- Core Body Temperature of 100°F to 103°F
- Cool, Pale, or Clammy Skin
- Nausea or Vomiting
- Rapid, Weak Pulse
- Muscle Cramps
- Exertional Heat Stroke
 - Headache
 - NO Sweating
 - Core Body Temperature above 103°F
 - Nausea and/or Vomiting
 - Rapid, Strong Pulse
 - Irrational Behavior and/or Confusion
 - Unconsciousness
- Over Hydration / Insufficient Sodium Levels
 - Swelling of Extremities
 - Progressive Headache
 - Confusion and/or Lethargy

NATURAL & MANMADE HAZARDS

1. If campers see snakes or wild animals, instruct them to calmly move away. Counselors must remain calm and alert appropriate staff to the possible hazard. If a snake bites anyone, Camp staff should be notified immediately. Everyone must always wear shoes to reduce the risk of injury. If there is construction taking place at camp, counselors should instruct campers to avoid the area and use caution.
2. **Fire Prevention** - the best way to stop fires is keep them from starting. Do not to leave flammable materials near any heat source, and never leave a fire unattended unless it has been smothered and drenched.
3. **Fire Procedure** - when dealing with fire, speed is of the essence, but remain calm and use good judgment. Your actions and reactions to the situation will greatly affect the way the campers respond. You can create chaos or maintain order.
4. **If You Find the Fire**
 - a. Clear the area of children and be sure to count everyone who was in your group. Be sure you have all the campers you started with, escort them to the outdoor Basketball court, and assemble in rehearsed "Safety Formation"
 - b. See more information on "Safety Formation" (pictured on page 8) at the end of Emergency Procedures
 - c. Sound the established alarm
 - d. Notify the Camp Directors by phone, walkie talkie, or in person
 - e. Immediately telephone 9-1-1 and ask for the Fire Department
 - f. Staff members may attempt to use extinguishers, water, sand and/or dirt on the fire. Extinguishers are located in the kitchen and on most main walls in the building. Do not throw water near electrical equipment or on colored flames, which may be a chemical fire.
5. **If You Hear the Alarm**
 - a. Take your campers to the designated areas listed above.
 - b. Count your campers to make sure everyone is there.
 - c. An adequate number of staff members should remain with the campers and the others should respond to the alarm. After the "all clear signal" has been given by the Camp Director return to the scheduled activity.

MISSING PERSON PROCEDURE

1. Preliminary Search

- a. Gather all campers in a group and take a head count
- b. Obtain all possible information on the missing camper such as: where was he/she last seen? With whom? What time? What was he/she wearing? What was he/she doing?
- c. Search the immediate area with available staff.
- d. If a camper cannot be located following a preliminary search notify a Director immediately. An organized search will begin. Communicate the circumstances and details to the director who will determine where to search and in what order. Include the name of the missing camper, when and where last seen, description of child: hair, eyes, weight, height, and as close as possible, clothing.
- e. Most staff will stay with their groups and continue with programs. All other staff will report to the Main Dining Hall for search assignments.
- f. Staff will be dispatched to roads and trails, the pool, last known locations of the camper, cabins, and the places the camper has been.
- g. Staff should report to the Main Dining Hall after checking the assigned area. Use the nearest phone if off camp. If more than one hour passes without locating the camper, the proper authorities and parents will be notified.

2. Dealing with Visitors/Trespassers

Our property may seem large and protected from outside influences, but we need to be aware that the entire property, and especially the main camp area, is accessible to anyone.

We get many visitors- friends, parents, business associates, delivery people, etc. People often drive into camp that are just curious or think we are a public campground. These people have no invitation to be here and we should be concerned for the safety and welfare of all our campers and staff.

3. Release of Campers to Parents

A camper will only be released to his/her parents or guardians unless his/her parents or guardians have made prior written arrangements with the camp for another adult to pick up the camper. During check out, each authorized pick up person (including parents) must sign out their camper and photo ID checked.

4. **Kidnapping**

- a. Do not allow anyone, stranger or known person, to remove a camper from camp.
- b. All Staff members will refer all visiting persons to the director.
- c. Under NO conditions may a camper be removed from camp without the permission of the Camp Director.
- d. Strangers may come to the camp in search of potential victims. Custody disputes between parents can result to remove a camper from camp. We have a "Special Check Out" form that parents sign prior to their campers arriving at camp if a camper is to be picked up from camp early or by another person!
- e. The Director will verify this written instruction if someone comes for a camper.

5. **Absentee Campers**

- a. If campers do not arrive on time at camp or at a pre-arranged pick up point (airport and bus arrivals) the staff member will contact the main office and Camp Director.
- b. The Camp Director will then inform the camper's parents of the situation.

6. **Release of Campers to Parents**

A camper will only be released to his/her parents or guardians unless his/her parents or guardians have made prior written arrangements with the camp for another adult to pick up the camper. During check out, each authorized pick up person (including parents) must sign out their camper and photo ID checked.

AT THE POOL – NEAR DROWNING

1. The lifeguard signals a long blast on the whistle. This signal alerts other pool staff and watchers that it may be necessary to clear the pool and put rescue procedure into action.
2. Lifeguard on duty will reach victim in the fastest possible way and administer appropriate lifesaving techniques (e.g. CRP). If she/he requires help in the rescue, she/he extends a clasped fist into the air. Remaining lifeguards assist with the rescue.
3. Lookouts and additional guards signal all campers and staff to leave the water and pool area. The lookouts/counselors will supervise the campers.
4. One counselor will be asked to report immediately to the office and explain the nature of the incident. The camp director will be contacted immediately. If the emergency is a drowning or major injury, 911 will be contacted.

CRISIS COMMUNICATION CHART

Title	Name	Phone
Camp Director	Kyra Winn	540.214.2572 Direct Line (Kyra) 540.742.4164 Camp cell phone
OLC Director	Leigh Zimmerman	540.896.9457 Direct Line
Human Resources	Kayla Hensley	540.437.1047 Direct Line
Rockingham Fire & Rescue	Chief Mullens	540.564.3175
Rockingham County Sheriff		540.564.3800
Rockingham County Family Services Local Health Department		540.574.5100 540.574.5101
Child Abuse and Neglect Hotline		1.800.552.7096
Internet company	Shentel/Glo Fiber	1.800.768.5220 Customer service 540.984.5531 Network Operations
Harrisonburg Electric Commission		540.434.5361

LOCKDOWN AND INTRUDER PROCEDURE

1. A lockdown will be initiated by the Camp Director by announcing on the walkie calling attention to all staff
2. The Camp Director and other Horizons Edge staff will ensure appropriate doors are locked
3. Staff located inside must immediately turn off the lights and shelter in place according to the location
 - a. If located in the Cabins, the shelter in place location is the bathrooms
 - b. If located on the Outdoor Turf, the shelter in place location is the basement
 - c. If located at the pool, the shelter in place location is the The Ridge lodge
 - d. If located at Archery, Gaga, or the Outdoor Basketball court, the shelter in place location is Cabin 6
 - e. If located at 4 square/9 square, find a tree to stay behind until the Camp Director can let you into the back of the Indoor Turf safely
 - f. If located on the Indoor Basketball courts, find a place either in the supply closet or on Court 4
4. If applicable, the Camp Director will help distribute and administer appropriate medication to campers with special needs and accommodations
5. If an intruder (not a parent, customer, or invited guest) is identified, the Camp Director will initiate the lockdown procedure
6. Contact with the parents will be carried out by Camp Edge and Horizons Edge employees through the camp cell phone and host phone
7. Reunification will take place once there has been no sign of the intruder, harmful substance, or weather emergency after a 30-minute period

BEHAVIOR MANAGEMENT

1. **Behavior and Discipline** - children's behavior may have many roots. It is not expected that one week at summer camp will "cure" all behavioral problems. As a counselor, understand that children bring their past with them in their behavior. If you can determine the root of the behavioral problem, it will give you clues on how to deal with it.
2. **Keep Two Things in Mind**
 - a. Your campers are not mini-adults. Expect them to want to have fun and be active.
 - b. Expect your campers to test their limits; they still, however, want and need limits.
3. **Here Are Some Common Reasons for Surface Behavior Problems**
 - a. A desire for recognition/attention; it may be better to be infamous than unknown
 - b. Frustration; unsatisfied needs or desires often cause children to "lash out"
 - c. Missing home; being scared and nervous often causes frustration
 - d. Illness/exhaustion; no one is at their best when they are sick or tired
 - e. Conflict with another camper/staff member; this often causes people to become defensive
 - f. Outside conflicts; problems with family, friends, etc. can follow campers to camp
 - g. Established behavior patterns; lessons learned at home won't be forgotten at camp.
4. **Some Ways to Provide Structure Without Having to Become A Drill Sergeant**
 - a. Establish clear expectations at the Opening Campfire of every session and establish clear expectations in the villages and cabins the first night of camp.
 - b. Balance structure with a reasonable amount of freedom and explanation
 - c. Reinforce and encourage desirable behaviors
5. **Things to Do About Rule Violations or Refusal to Cooperate**
 - a. Give camper one warning. Make it clear that they have done wrong
 - b. Give your camper a chance to explain; they may have a good reason
 - c. Be consistent and impartial
 - d. Stay cool and calm. Keep strong emotions in check
 - e. Avoid lecturing or embarrassing the camper. Discipline in private if possible
 - f. Help the camper to identify acceptable alternatives to the problem behavior.
 - g. Once the disciplinary time is over, accept the camper as a part of the group again
 - h. Follow the camp behavior management policies for continuing discipline problems.

6. Time-Tested Strategies

- a. Be the kind of person you want your campers to become—obey the rules yourself!
- b. Know as many campers in your program and the other programs as possible by name.
- c. Know something about them. Build relationships
- d. Know all campers' names in your activity.
- e. Be friendly. Always show interest in what individual campers are doing and their progress.
- f. "One pat on the back is worth two slaps in the face." Praise good qualities and actions.
- g. A sense of humor is extremely valuable. Use it frequently.
- h. Always maintain your poise. Don't let the campers "get to you".
- i. Don't take misbehavior personally. It is a choice the camper is making.
- j. Every child has needs; his behavior will give you clues as to what those needs are.
- k. Keep in mind that misbehavior is seldom willful. Find the cause.
- l. See the camper's side of the situation. Discuss it with them until you understand.
- m. Distract, distract, distract! One of the best methods to control behavior is to keep them busy!
- n. Show your disapproval of behavior through your speech, facial expression, and action.
- o. Being close when you note a potential problem can keep it from occurring.
- p. Enlist other leaders (peers or staff) to provide role models.
- q. Allow natural consequences to occur if the results are NOT too severe.
- r. Withholding privileges or taking away something a camper likes is usually effective.
- s. Sending a child to "time out" allows time to cool down and think about behavior change.
- t. Have a group meeting to discuss and resolve generalized problems.
- u. Remain with your campers during meals and free time
- v. Avoid getting campers over-tired, keyed-up, or tense
- w. Be willing to admit when you're wrong and ask for forgiveness

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

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

7. **Bullying Prevention**

According to the Bully Coach Guide, bullying is any intentional hurtful act, committed by one or more persons against another. Bullying occurs when there is an imbalance of power between a bully and a victim. Main types of bullying include:

- a. Physical: punching, hitting, shoving, stealing personal things, or getting into someone's personal space when asked not to.
- b. Verbal: name calling, hurtful teasing, taunting, unwanted nicknames, gossiping.
- c. Relational: exclusion, humiliation, blackmailing, manipulating friendships.

Who are bullies? Bullies are often smart, popular, well-liked, and have good social skills. They may look like leaders and be liked by counselors and other campers, but bullies lack empathy. The victims on the other hand show some vulnerability that makes them easy targets. As a counselor, you need to be aware of those kids that may be left out or have a difficult time fitting in or making friends.

As a counselor, your role is to be a hero! You need to discuss camper rules and role model the behavior that you ask them to follow. Let campers know that bullying is unacceptable and won't be tolerated. Do not play favorites with some campers since that would show them it is okay to exclude others. Bullying usually occurs in places when counselors are not around, so it is important to make bullying a regular topic of discussion with your campers on a weekly basis at a minimum, so they know you take it seriously.

When a counselor observes bullying of any kind, you must intervene by stepping in and separating the children involved. Support the victim and report any bullying behavior to your leadership team immediately. Teach campers to inform you when they see someone left out, teased, or upset by someone else. Be clear about the difference between reporting and tattling. Reporting is when you are getting kids out of danger and into safety. Tattling is when you are telling on others with the intent to get someone in trouble. When a camper reports that he/she is being picked on, support him/her and keep an eye on the situation. Campers follow your actions much more than they follow your words. Model the behaviors you want them to possess, and they will feel valued and heroic like their counselors.

8. **Fighting**

Serious fighting often evolves from what starts out as just "fooling around." Keep a close eye on campers and do not allow any horseplay. When a fight breaks out, separate the combatants AT ONCE. Let your voice show calm, mature

authority. Attempt to give them time to cool down. Watch facial expressions to indicate less tension. Disallow any angry verbal exchanges, and physically remove combatants to a “safe distance” from each other if necessary.

Fights that involve serious contact (hitting, kicking, biting, punching) requires both combatants to visit the nurse, who will check for bruising and internal injuries. An incident report should be completed.

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

- a. Calmly discuss the situation separately with everyone. Emphasize resolving the problem, not placing blame. Aim for a mutual “shake hands and make up” plan.
- b. Hold a face-to-face hearing where each participant describes his/her version without interruption from the other. Attempt to help each see the other side, then reconcile differences, make up, and forgive.
- c. Allow the individuals to discuss the situation between themselves privately IF you are sure the anger has dissipated. You can help mediate if they wish.
- d. Invoke a logical consequence if clear provocation can be established or if this is a repeat offense. (See camp behavior management policy)

9. **Stealing**

Prevent stealing by establishing an atmosphere of trust within all members of the group. Discuss openly the need to respect each other’s property. Establish group rules as campers feel a need to protect individual’s property and define sanctions for rule infractions. Always discourage campers from leaving valuables out in the open unnecessarily.

If stealing still occurs:

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

Behavior Management Policy

1. Horizons Edge advocates a positive guidance and discipline policy with an emphasis on positive reinforcement, redirection, prevention, and the development of self-discipline. Remind campers that camp rules are established for safety and to ensure that we have a common standard of behavior. As staff members, we need to show the campers that we see the need to follow the rules ourselves. Please do not contradict the established guidelines! Corrective discipline must be a creative, caring effort on the part of the counselor, and it must be such by the camper. Always suggest positive alternatives to unacceptable behavior before it gets out of control.
2. Discuss rules and expectations with campers at the start of camp, the start of all activities, and the beginning of any program activity.
 - a. Discuss the consequences of breaking any rule.
 - b. Quiet time
 - c. Restriction from activity
 - d. Restriction to adult supervision
 - e. Conference with the Director and/ or parent
 - f. Removal from the camp
 - g. Enforcement of all rules will always be without malice and consistent in application.
3. At no time will discipline include depriving a camper of sleep, food, or restroom privileges, placing a camper alone without supervision, or subjecting a camper to ridicule, shaming, threat, corporal punishment (striking, biting, kicking, squeezing), washing out the mouth, or excessive physical exercise or restraint.
4. Evaluations of the program/staff/camper groups will be done during week 3 and week 6 of camp to ensure that the camp environment is not contributing to behavior problems.
5. If a counselor needs to apply consequences to a camper because of behavior, they will inform their Activity Lead if occurring in an activity period. Counselors will inform their Head Counselors or Program Director if consequences are applied to a camper's behavior while in their cabin/village.
6. Head Counselors log all incidents in the Daily Log and bring all incidents to the attention of their respective Director.
7. Program Directors follow up with all serious or consistent behavior issues of campers.
8. Program Directors will call parents to seek input to address behavior issues if behavior continues.
9. Program Directors will inform the Camp Director if any behavior issues warrant a conference with the Program Directors or behavior outlined for grounds of dismissal.

ABUSE

1. Abuse is taking advantage of someone who is less powerful than you are.
2. If you think a camper has been abused physically or emotionally, either at home or camp, it needs to be reported to your supervisor immediately. We must report suspected abuse.
3. Be aware of unusual bruising—a potential sign of abuse.
4. Even if campers are bigger than you, by nature of your job you are in the position of power.
5. If you need to strongly reprimand a camper, arrange for a witness (your supervisor).
6. Never touch a camper in anger.
7. Don't disclose personal information about your intimate (sexual) experiences to campers.
8. Even the traditional ghost story can be a form of abuse.
9. Hazing a camper is never appropriate.
10. Teasing or bullying by you or allowing other campers to do so is abusive.
11. Do not get into a camper's bed or allow them to get into yours.
12. Report any suspicious behavior between campers to your supervisor.
13. As a rule, it's not appropriate to touch a camper anywhere a bathing suit covers.
14. If a camper has an injury to a private area, they should see the medical staff.
15. Hugs, piggyback rides, and high fives are appropriate!
16. Unfortunately, it is necessary to address the issue of physical touch and your campers. Situations/intentions can easily be misinterpreted, especially months later, away from camp in conversations between parents and children. It is necessary to protect yourself and your campers from having to explain what happened at camp months ago.