



## Camp Kesem Operating Standards

The following standards apply to all Camp Kesem chapters. They come from a collaboration of answers from a survey completed by various leaders from many camps. This list of standards serves as a list of requirements in order to make camp the most meaningful, fun, safe, and magical place. These standards are updated every year.

*For the purpose of this document, the term “staff” refers to volunteer counselors, administration, and professional staff at Camp Kesem during the week of camp. Camp Professional Staff refers to the Camp Advisor, Nurse, and Psychotherapist.*

### SF- Site and Food Service:

- ckSF-1: ACA Accreditation: Campsites must be ACA accredited.
- ckSF-2: Special Meals: Camps must provide a vegetarian option for campers and staff, and an attempt should be made to accommodate all dietary restrictions.

### TR- Transportation:

- ckTR-1: Modes of Transportation: If the campsite is far from the main area where campers are located, chapters need to provide transportation for the campers to the campsite. If a campus needs to arrange transportation the following is mandatory:
  - o Transportation must be arranged with a licensed transportation company that carries proper insurance. The campus must retain the transportation company’s proof of licensure and liability insurance that meets state laws, with minimum liability coverage of \$1,000,000.
  - o Camp Kesem volunteers (counselors) are **not** permitted to drive campers, except in emergency situations. If emergency arises, Camp Kesem volunteers must call parents to inform of situation, then provide updates as situation progresses.
  - o The 3:1 camper to counselor ratio should remain while on the bus and in any other transportation situation.
- ckTR-2: Trips: Camps that provide trips off of camp during the camp session need to provide transportation, and must follow the same rules as above.
- ckTR-3: Carpooling: Families may carpool with one another to share transportation to and from camp. For liability reasons, Camp Kesem may not arrange these carpools. However, Camp Kesem may provide parents with contact information for families who may wish to carpool with another family. Families who carpool to camp must fill out and sign the “Alternate Pick-up/Drop-Off Waiver”.
- ckTR-4: Volunteers Driving: If a staff member chooses to drive to camp he/she must sign the “Driver Waiver” and provide proof of driver’s license and car insurance.

### HW- Health and Wellness:



- ckHW-1: Professional Staff: All camps must have a nurse and a psychotherapist at camp at all times. Professional Staff and Administrators must have phone numbers, addresses, and directions to the nearest hospitals and urgent care facilities. These facilities should also be contacted before camp and informed of Camp Kesem happening nearby.
  - o See Professional Staff folder in the manual for information about qualification and responsibilities.
- ckHW-2: Medical Records: All staff and campers must have completely filled out medical records. The nurse must keep a copy of all medical records. Administrators, Camp Advisors, and Campsite Directors must all have access to the records as well.
  - o See ckPO-14: Confidentiality related to medical records.
- ckHW-3: CPR and First Aid Certification: All Unit Leaders, Program Counselors, and the Administration team must be certified in CPR and First Aid by a nationally recognized provider.
  - o If a campsite is more than 60 minutes away from Emergency First Responders then a Wilderness First Aid certified person needs to be at camp at all times.
  - o If group is camping or doing activities away from camp and meds are needed during that time period, the Nurse can provide Unit Leader or Advisor with a ziplock baggie with medicine inside. This ziplock will also contain name of camper, name of medicine, and instructions on administration of meds.
- ckHW-4: Campers with Disabilities: Camp Kesem must attempt to make “reasonable accommodations” for campers with disabilities and medical conditions. If such accommodations are not available, or we cannot ensure the child’s or other campers’ safety, then we are unable to accept the camper. Please see the Campers with Disabilities note in the manual for more information.
- ckHW-5: All Unit Leader, Program Counselors, and Administration team must have first aide kit with them at all times. This kit should, at a minimum, contain: Hand Sanitizer, Gloves, Band-aids, Neosporene, Gauze, Sunscreen, and Bug-Spray.

#### HR- Human Resources:

- ckHR-1: Ratio: There must be an overall camper to counselor ratio of two campers to every counselor. The administration team may be included in the counselor total, if necessary. There must be at least a three camper to one counselor ratio in each cabin. The Professional Staff may be used in these ratios.
- ckHR-2: Staff Training: Staff training schedules must be approved by a National Program Director.
  - o Training videos assigned on [Expertonlinetraining.com](http://Expertonlinetraining.com) are to be completed by each staff member prior to camp. A list of videos specific staff are to view can be found

in the Co-Chair folder of the Manual. Usernames and passwords will be given out by Program Directors and videos may be viewed individually or may be done so as a group, as long as post-video quizzes are completed.

- Training should cover the following topics and have the following activities at the minimum:
  - Teambuilding with all counselors and within units
  - Behavior Management (1 hour)
  - Daily schedule (30 minutes)
  - Cabin Chat Training (30 minutes)
  - Communication Skills (1 hour)
  - Overview of Staff Roles and Responsibilities (30 minutes)
  - Review of the Staff Policy (30 minutes)
  - Emergency and Medical Procedures (30 minutes)
  - Safety Training & Camper/Counselor Communication (30 minutes)
  - Child Abuse and Sensitivity (1 hour)
  - Grief and Mourning (30 minutes)
  - Basic Cancer Education (30 minutes)
- ckHR-3: Staff Free/Rest Time: Every staff member must have at least one hour a day of free/rest time. This is a time when the staff member has no responsibility to campers or program planning. Free/rest time should be organized in advance by the administration team. Staff is not allowed to leave camp at this time.
- ckHR-4: Staff Evaluations: Evaluations must be filled out for every staff member at camp, and can be found in the manual. In addition, camp program evaluations must be filled out by every staff member at the end of camp.
  - This provides constructive criticism so that staff members have a chance to grow from year to year.
  - This also provides camps with substantiation if the students choose not to bring a staff member back for the next year.
- ckHR-5: Co-chairs & Coordinators: Each camp must have two co-chairs and at least eight coordinators in order to begin a year of Camp Kesem.
  - It is highly suggested that co-chair and coordinator positions are only held by undergraduate students in order to insure the sustainability of the student organization. Graduate students are encouraged to take on Advisory Committee positions.
- ckHR-6: Advisory Board: Each chapter must have an operating Advisory Board which is comprised of local professionals, professors, community members, etc. which is called together for quarterly meetings.

#### PD- Program Design and Activity:

- ckPD-1: Division of Campers: Campers should be divided into groups by age and/or gender.

- This is a guideline for times when campers need to be divided into groups.
- Number of campers in each group is dependant on the ages and genders of campers signed up for camp.
- ckPD-2: Cabin Groups: Campers must be divided into cabin groups by gender.
  - A cabin group is a group of campers of the same gender that sleep in the same building/tent together. They spend time during the day as a cabin during times like cabin time and cabin chat.
  - Number of campers per cabin is dependant on each site.
- ckPD-3: Unit Groups: Camps must divide campers into unit groups.
  - Unit groups are a way to divide the campers based on age. Campers are in coed unit groups when they go to rotations and other times during the day.
  - This is dependant on the campsite as well as the number of ages of campers signed up for camp.
- ckPD-4: One-To-One Interaction:
  - Staff members must never be alone with a camper. Staff should make sure that they are always in a public area near other staff members or campers.
- ckPD-5: Rest Time: Camps must hold rest time each day that lasts at least one hour. At this time, campers should be required to remain in the cabins and keep themselves occupied quietly. They may read, write letters, play quiet games, or sleep. Camps are encouraged to schedule rest time during a warmer time of the day, usually after lunch.
- ckPD-6: Aquatic Safety: Drowning deaths are a serious and persistent problem in the U.S. Camps must follow the following procedures at the designated swimming area:
  - Lifeguards must be certified by a nationally recognized provider. Campuses should check with facilities to ensure their lifeguards' certifications are up to date.
  - Lifeguards and staff must scan the water in a consistent pattern, covering their entire zone every 10 seconds. Camp Kesem staff should ensure that lifeguards are effectively scanning
  - Lifeguards must be either standing or in a lifeguard chair. Flexible Plastic Chairs are not an acceptable lifeguard chair.
  - If swimming occurs in brown water a buddy system must be implemented and consistently used.
  - All Counselors must either be in the pool/lake and engaged with campers, or standing on the side watching the water.
- ckPD-7: Certifications: Certain activities may need to have certified individuals to lead them. Camps may need lifeguards, waterfront certified staff, high ropes certified staff, or archery



staff. Some campsites may provide staff for the Camp Kesem camps to use. This should be planned out before camp occurs.

- If a campsite does not provide their own certified lifeguards or certified supervisors for camp activities, Camp Kesem staff may supervise these activities if they are properly certified. These certifications must be up to date and sent to a National Program Director before camp. Copies should also be on hand at camp.
- ckPD-8: Cabin Chat: Camp Kesem camps must provide the campers with a cabin chat each night of camp.
- ckPD-9: Empowerment Program: Camp Kesem camps must offer a program that has a more serious tone and focuses on camp as a support network.
  - The empowerment program must be approved ahead of time by a National Program Director.
- ckPD-10: Opening/Closing Day Activities: Campuses need to have a highly-organized check-in and closing day, and have activities planned for both days. Opening and closing day schedules must be submitted to a National Program Director for approval. Opening and closing day procedures may happen either at the campsite or at the drop-off/pick-up location.
  - See Opening Day Check-In Policies and Notes in the manual.
- ckPD-11: Administration Team: All camps must have individuals designated to be the Administration staff members at camp.
  - See Manual for more information about staff structure.
- ckPD-12: Nametags: All campers, counselors, and staff must be provided with a nametag that they are required to wear at all times during the week of camp.
- ckPD-13: Reunions: Each Camp Kesem chapter may choose to hold reunions for the camper families and counselors twice a year. These are planned opportunities, by the chapter, for camper families and counselors to enjoy camp-like programming in the fall and spring.

#### TP- Teen Program Specific Standards

- ckTP-1: Teen Program Eligibility: Camps are only eligible to have teen programs once they have completed a minimum of two successful summer programs, have had a session with at least 40 campers, and received a standards score of 90% or above during their most recent summer session.
- ckTP-2: Teen Participants: Teen Program participants are ages 14-16 on the first day of camp. (An exception to include 13 year old campers may be made by a Program Director in some cases.)



- ckTP-3: Teen Program Capacity: Teen Program must not have more campers than the regular camp program; should teen camp exceed 20 campers, two units must then be created.
- ckTP-4: Teen Programming: The Teen Program must take place concurrent with the regular camp program.
- ckTP-5: Teen Program Counselors: Teen Program Counselors must have completed two years of college and have one year of Camp Kesem experience as a counselor OR have separate experience working with teens.
- ckTP-6: Teen Program Approval: Specific program design, including camp schedule, training schedule, and details of overnight trips must be approved directly by the National Organization.
- ckTP-7: Teen Program Advisor: In addition to the regular program supervision structure, camps with a Teen Program must have a Teen Program Advisor
  - o Must have significant experience working closely with teens in a supervisory role
  - o Responsible for supervision and safety of the Teen Program
  - o While we encourage camps to seek out Camp Kesem alumni who held leadership roles within Camp Kesem first, this position is open to non-Camp Kesem alums who qualify on the above criteria
  - o Will be available at all times during the week of camp
- ckTP-8: Personal Relationships: *Personal Relationships* are prohibited between Campers and Campers. *Personal Relationships* are also prohibited between Campers and Counselors.
  - o A *Personal Relationship* is defined as a consensual relationship between individuals who have or have had a continuing relationship of a romantic or intimate nature such as dating; or engaging in intimate displays of affection.
  - o This policy must be communicated clearly with campers, both in writing and in a rules discussion
  - o Counselors must be trained on this policy, preventative measures, and action measures as discussed in the Teen Program Policies.
- ckTP-9: Anti-Harassment Policy: Any offensive physical, written or spoken conduct, including conduct of a sexual nature is prohibited at Camp. It is a violation of Camp Kesem policy for any camper or camp staff member to engage in the acts or behaviors listed below.
  - o Counselors must be trained on this policy, preventative measures, and action measures as discussed in the Teen Program Policies.
- ckTP-10: Anti-Drug Policy: The presence or use of alcohol, tobacco, any illegal drugs, or overuse of prescription or non-prescription medications will not be tolerated at camp.
  - o Counselors must be trained on this policy, preventative measures, and action measures as discussed in the Teen Program Policies.



- ckTP-11: Teen Program Staff Training: In addition to the standard Counselor Training procedures, Teen Program Counselors are expected to be trained on the following topics:
  - o What makes teen campers different (45 minutes)
  - o How to approach teens as counselors (30 minutes)
  - o Teen related issues, rules, and policies (30 minutes)
  - o Teen appropriate icebreakers and games (30 minutes)
  - o Teen scenarios (1 hour)
  - o Fostering teen leadership (45 minutes)
- ckTP-12: Overnight Hike: is an important element of camp and if teen camps include such a trip or a similar program, the following guidelines must be followed:
  - o The details of each camp's trip must be approved in advance by a National Program Director.
  - o The Overnight Hike should last no more than 2 days and one night.
  - o The path or area of the hike should be scouted and mapped out in advance of camp.
  - o Programming should include elements of outdoor camping and survival with elements of teambuilding exercises.
  - o All teen staff must accompany the campers on the hike.
  - o Staff must maintain a working form of communication with the main camp.
  - o The nurse will prepare the teen camp staff with first aid equipment and all medications for the campers; all meds must be administered by nurse or Teen Camp Advisor.
  - o If the trip occurs off of the campsite, there must be a Wilderness First Aid certified supervisor.
  - o During sleeping hours, staff may rotate, with at least one person "keeping watch" to ensure that all campers are in their tents and asleep.
- ckTP-13: Leadership Development/Counselor in Training distinction: We feel that leadership development is an important asset in a teen program, and we require that camps create and run successful Teen Programs before creating a Counselor in Training Program. Please speak with the Program Director for further direction if a Counselor in Training Program is desired.

#### PO- Policies and Systems

- ckPO-1: Camp Kesem must be provided free of charge to families served.
- ckPO-2: Camp Kesem's regular camp program participants must be age 6-13 as of the first day of camp.
- ckPO-3: Camper Forms: There must be certain forms and signed waivers for the following situations:
  - o Medical release
  - o Publicity and Liability release



- If a camper is being dropped-off or picked-up at camp by someone other than his or her legal guardian, a waiver needs to be signed by the parent/legal guardian.
- All camps must have pre-camp and post-camp evaluations that are completed by parents and campers.
- ckPO-4: Counselor-Camper Communication:
  - Campers and counselors must abide by the guidelines set forth in the Camper Honor Code and the Counselor Staff Policy when communicating both at camp and after the camp session is over.
  - A camper and a counselor are never allowed to be alone together, both at camp and after the camp session is over.
  - If a counselor or a camper ever feels uncomfortable about his/her relationship or communication with another camper or counselor he/she should notify the leadership team. The leadership team should then notify a National Program Director.
  - Counselor Training must include a session on appropriate communication with campers, appropriate methods of communication, and how counselors can protect themselves from liability exposure when communicating with campers outside of camp.
- ckPO-5: Phone Meetings:
  - Co-Chair Agreement forms must be filled out by co-chairs and discussed with the appropriate National Program Director.
  - Please see manual for documents.
- ckPO-6: Student Leadership Trainings:
  - The second part of the Camp Kesem mission states the following:  
*To allow college students to channel their passion for making a difference, while developing critical leadership skills for long term social impact.*
  - In order to achieve this part of the Camp Kesem mission we engage students in various types of leadership training. The first of these trainings occurs when a National Program Director visits the campus of a Camp Kesem program to do campus training sessions. At these sessions the entire coordinator team is given the opportunity to learn more about Camp Kesem as an organization, participate in team-building exercises, learn about social styles, and understand the importance of each of their positions within the coordinator team. During this visit the Program Director will meet with each committee's coordinators separately to ensure that they have the tools to run a successful committee.
  - In addition to on-site trainings, students are invited to attend a national conference once a school year. Both Co-Chairs and at least one coordinator from each



committee are expected to attend. Conferences are led by National Program Directors with the assistance of Conference Coordinators. These conferences enable regional networking to occur, as students meet other leaders in their area who are working towards the same goal. Students are asked to lead various sessions in order to teach each other their best practices. Speakers are invited to share their wisdom with students on different topics, and students are encouraged to ask questions and gather insight on any issues they may be having. Conferences are both a way to continue to develop leadership skills and to also create a national Camp Kesem community.

- ckPO-7: Fiduciary Sponsorship:

- o Student leaders should be familiar with the overall structure of Camp Kesem to understand their role and the role of others within the organization.

- o Organization Structure:

Camp Kesem is nationally recognized as a 501 (c)(3) non-profit organization registered with the state of California and the IRS. As a non-profit organization Camp Kesem is required to abide by certain regulations imposed by the IRS. In addition, each Camp Kesem campus is legally considered to be part of the national organization. Thus, it is important that each Camp Kesem campus understands the structure of the organization and the responsibility they have to Camp Kesem.

*Board of Directors:* As a non-profit organization Camp Kesem is governed by a Board of Directors. The Board of Directors is comprised of volunteers who work in various professional fields. Each member of the Board is a fiduciary sponsor of Camp Kesem. By signing on to the Board of Directors these individuals are responsible for both the success and failures of Camp Kesem. The Board of Directors has monthly phone meetings and meets annually to discuss the direction and policies of the Camp Kesem movement. The Board of Directors is also responsible for the hiring and firing of Camp Kesem staff.

*National Staff:* Camp Kesem is governed by a Board of Directors who is responsible for coaching and supervising the Camp Kesem campuses across the country. As Camp Kesem grows the structure of the staff will also continue to develop and change. National Program Directors assist and oversee student volunteers in their efforts.

*Student Volunteers:* Each local Camp Kesem campus is run by student volunteers. Two co-chairs lead a group of coordinators on their campus, communicate regularly with a National Program Director, and are responsible for the success and failures of that campus. These student volunteers are ultimately responsible for the majority of work that is done to sustain the local Camp Kesem community.



*Advisory Board:* Advisory Boards are organized on a local level to assist the local Camp Kesem. These volunteer advisors are professionals in the community, who provide insight for students they work with. Advisors however, are not fiduciary sponsors, and are not connected with the Board of Directors.

Signing Authority:

While student leaders are empowered to run the operations on their local campus, they do not have the authority to sign financial agreements on behalf of Camp Kesem. These types of agreements include, but are not limited to, contracts with camp facilities, bus companies and insurance companies. Contracts such as these must be signed by a National Program Director. This ensures collaboration and oversight when dealing with financial and liability exposure of Camp Kesem.

Financial Accountability:

Camp Kesem is required by the IRS to have records of all financial transactions that occur. Therefore there are mandatory policies and procedures, outlined later in this document, that campuses must follow when processing donations from local donors. In addition, all reimbursement requests and large check requests must go through the national organization.

- ckPO-8: Mission Statement, Logo & Values:
  - o Camp Kesem is an umbrella organization with many branches across the country. Camp Kesem has a professional visual system. This visual system includes a professional logo, website, and visual documents, as well as mission and vision statements about who we are and what we do. The primary focus is to unify and strengthen all of the branches of Camp Kesem under one brand. In order to maintain the strength of this brand, there are three main responsibilities that each campus must take on.
    - Launch a Kintera-based Camp Kesem Website.
      - A Kintera based website will ensure that all of the web content that Camp Kesem campuses create are housed under one visual system, and in one "place."
    - When creating campus-specific materials, follow the specific guidelines laid out in the manual.
      - A visual system guidelines sheet exists in the manual, outlining specifically how the logo, statements, and visual system should and should not be used. If you have any questions about this, or any specific usages of these materials, please contact a National Program Director.



- Familiarize your local volunteers with the new vision and mission.
  - From your co-chairs to your coordinators, committee members, advisors and counselors- everyone should be made aware of the way that we talk about who we are and what we do. When we use "we"- we include each of these stakeholders, volunteers, donors, counselors, campers, and friends of Camp Kesem at every campus across the country.
- ckPO-9: Technical Services:
  - Camp Kesem provides each campus with web space, website building tools, and training to launch their campus' website. Camp Kesem invested in a data management service called Kintera to help Camp Kesem manage web hosting and database operations and improve Camp Kesem's national cohesiveness.

Web Hosting:

In order to launch a site as defined in ckPO-7, Camp Kesem will provide training and support for web development. The Kintera server allows you to create and edit a professional website without any knowledge of HTML or advanced code. Using a what-you-see-is-what-you-get (WYSIWYG) editor resembling Microsoft Word, students are able to communicate everything about Camp Kesem at their campus with campers, families, students, donors, and members of the community. There are a few systems within Kintera that students must learn in order to make websites functional, those will be outlined in the Camp Kesem Website Training Manual.

Email:

In order to encourage professional and unified communication on each campus, Camp Kesem provides campuses and individuals with an email address with the domain address of campkesem.org. Every Camp Kesem campus must have an operational email address with the domain campkesem.org. This should replace any other current web hosted email that is used for parent and family contacts, community members, or general information. Campuses can have more than one address and several forwarding addresses. Camp Kesem student leaders, counselors, and volunteers also may use a campkesem.org email address. These email addresses are available as both separate email accounts and as forwarding email addresses. In order to set up your email address, please contact a National Program Director with your requested email address.

Dropbox:

Camp Kesem provides access to an online database system called Dropbox. This system holds all important documents a Camp Kesem chapter will need to be successful. This Dropbox will also be where Camp Kesem chapters will upload up-to-



date versions of their databases once a month. This database management system will give us the opportunity to contact the larger Camp Kesem community in a powerful and meaningful way. The appropriate Program Director will grant access to each Camp Kesem chapter at the beginning of each school year.

- ckPO-10: Donation Processing and Banking:
  - o Camp Kesem is accountable to the IRS as a 501(c)3 organization and must submit all financial documents (including donations, reimbursements, and other financial information) annually to the IRS. As a result, campuses *must* follow specific guidelines related to donation processing, reimbursements, petty cash, and expense tracking. The Finance Memo in the manual outlines the following procedures in detail.
    - Processing check donations
    - Processing cash donations
    - Reimbursements & Check Requests
      - Please note: Reimbursement checks must be cashed within six months of being issued or they will be cancelled and considered donations to the campus.
    - Petty Cash
    - Submitting the donor database on a quarterly basis (Nov. 30, Feb. 28, May 31, Aug. 31)
- ckPO-11: Insurance:
  - o Camp Kesem provides comprehensive liability and accident medical insurance for each camp. In order to do so, Program Directors require each camp facility's contact information prior to camp. After receiving the facility information a general coverage certificate will be issued for the camp. In order to process accident medical insurance campuses must submit final camper and staff numbers at the end of camp. Campuses will be charged a flat fee for the general liability certificate and charged per person for accident medical insurance.
- ckPO-12: Background Checks
  - o Applications for counselor and coordinator positions will ask, "have you ever been arrested, charged, convicted, or plead guilty to a crime (including felony, misdemeanor, alcohol-related offenses, DUI, etc). If yes, please explain. Note - a "yes" answer does not necessarily preclude you from being a part of Camp Kesem."
  - o In compliance with ACA Standards and accepted standard of care, Camp Kesem will run a criminal background check on 100% of applicants who we wish to offer a role within the program, regardless of their answers to questions. A copy of these checks will be kept on file. The Criminal Background Check (CBC) will be valid for one-year and all participants must be re-screened annually



- If an applicant's CBC shows a conviction or guilty plea for any charge (other than minor traffic violations), the applicant must complete the following process in order to be considered for a position:
  - Any background check identifying crimes must be elevated to the Camp Director.
  - The Camp Director will review the applicant's written summary and determine if s/he believes the applicant is fit to join the program - the CD has the authority to disqualify the applicant.
  - If the Camp Director wishes for the applicant to be approved for their position, he must refer the applicant to the Board of Directors' General Counsel. Counsel also has the authority to disqualify the applicant.
  - If the General Counsel and Camp Director agree that the individual should be a part of the Camp Kesem program, they will present their recommendation to the Board of Directors.
  - For an applicant to be approved, his/her candidacy must be approved by 75% of the present voting members of the Board of Directors during BOD meeting or conference call.
- Any applicant who does not self identify as having any criminal history and there is a finding of criminal history through the CBC will be considered to have lied on their application and immediately rejected. Any inconsistencies with background results and answers to application questions will be explored and acted on accordingly.
- ckPO-13: Camp Advisor
  - A Camp Kesem Camp Advisor will be connected with each Camp Kesem camp. The Camp Advisor is an agent of Camp Kesem's National Board of Directors during the week of camp. The primary role of the Camp Advisor is to ensure safety. Camp Advisors are also a valuable resource for programmatic, organizational, and logistic advice due to their Camp Kesem experience.
  - Please see the manual for a Camp Advisor position description.
- ckPO-14: Storage of Required Documents
  - In order to ensure quality in each of our camp programs it is required that certain documents be submitted to a Program Director for overview. These documents must be uploaded to the appropriate Dropbox folder by the agreed upon dates set between Co-Chairs and Program Directors. The following is a list of those documents:
    - Coordinator Roster
    - Fiscal Sponsorship Agreement
    - Co-Chair Agreement & Agendas
    - Fundraising Initiatives Worksheet
    - Donation Database Spreadsheets



- Counselor Training Schedule
- Camp Daily Schedule
- Counselor Debriefing Schedule
- Staff Background Check Spreadsheet
- Nurse and Therapist Information and Licensure
- On-Call Doctor Information
- Campsite Emergency Procedures
- Camper Files

List of documents is subject to change.

- ckPO-15: Confidentiality:
  - Throughout our work with Camp Kesem it is important to remain cautious when working with families and to observe confidentiality at all times. Private information will be disclosed on applications, on medical forms, and throughout the week of camp. It is required that all coordinators and counselors keep this private information confidential.
  - Camper files should be kept organized in a container which can be closed and stored in a safe place. Only coordinators should have access to these files during the year. During the summer, while at camp, the nurse, therapist, and Camp Kesem staff are the only people who should have access to camper files. Medical files should be with the nurse while at camp. Staff files should also be kept confidential, and in a closed container, kept in a safe place.
  - Phone calls that are made in regards to Camp Kesem families should be made in private locations, and any documentation of those calls should be kept in the camper's file.
  - All required release forms must be signed in order to use pictures or footage of a camper in press related materials. Any requests to be left out of such materials must be honored. All release forms should be kept from year to year.
  - Staff must sign required confidentiality agreement, found in the manual.
  - Staff Policy: All staff must follow the policies set forth in the Staff Manual. These include the Camp Kesem Staff Policy, which discusses General Staff Expectations, Internet Conduct Rules, and Counselor-Camper Communication Guidelines. If a staff member violates the Staff Policy he or she may be asked to leave camp. See the Staff Manual for the Staff Policy.
- ckPO-16: National Contribution:
  - All Camp Kesem campuses are required to make a contribution to Camp Kesem's national movement in the amount of 10% of each donation received. A contribution of 15% will be required for donations secured by members of the national Board of Directors. This 10% contribution covers several costs that benefit the local campus that pays the fee, but also opportunities that create growth to serve new campuses



and families across the country. Camp Kesem requires a contribution from each of its campuses to support **three areas- campus support, development of services, and national growth.**

- Campus Support: The contribution covers costs associated with supporting each campus. This includes travel costs for Program Directors to visit campus for fall training, and for camp in the summer. Also, this contribution helps cover a portion of the salary and other employment expenses for Program Directors that support campuses on a daily basis through phone conferences, email support, and other assistance. The work of the Program Directors is designed to not only help campuses raise more funds, but also help them save money on regular expenses by leveraging Camp Kesem's ability to purchase campus needs in bulk and offer them at a lower price (and higher quality) than campuses would otherwise be able to find (i.e. t-shirts, insurance)
- Organizational Development: The contribution covers investments into our organizational development that we make on the national level to improve efficiency and provide more tools to our campuses. One specific example of these types of investments is our investment into the Kintera system. Through this system, we have access to technology to help students more easily raise funds through “Friends of Camp Kesem,” manage our database in a central location, and centralize our brand management through a streamlined and easy to use website program. While this is one example, Camp Kesem is always searching for ways to improve efficiency and develop as an organization.
- National Growth: Camp Kesem is dedicated to serving as many families coping with cancer across the country as possible. We help support campuses in their initial development, before they begin fundraising and contributing nationally. Support from campuses is essential to ensure we can continue reaching as many families and campuses across the country as possible.
- Contribution Mechanism: In order to streamline the financial process that we can double-check the amounts with your donations received, we will take the 10% once per month for the total of cash and checks deposited to Chase Bank using the donation processing spreadsheet that you submit monthly. Donations to “Friends of Camp Kesem” and other online donations are transferred to your account with the 10% already withdrawn.
- Transparency: Camp Kesem will provide a list of all expenditures to campuses.
- ckPO-17: Camper Screenings: If the situation arises that a camper which has known challenges or behaviors submits to come to camp, a specific screening process must be



followed and approval must ultimately be given by the Camp Director and the Executive Director of Camp Kesem National. The screening and escalation processes which are to be followed are outlined in the Camp Kesem Manual under Camper Care.



## Camp Kesem Operating Standards Evaluation Checklist

Standard Title	Evaluation Question	Yes	No
<b>SF- Site and Food Service:</b>			
ckSF1: ACA Accreditation	Is the campsite ACA Accredited?		
ckSF2: Special Meals	Does the camp provide a vegetarian option and alternative meals for those with dietary restrictions?		
<b>TR- Transportation:</b>			
ckTR1: Modes of Transportation	If Camp Kesem provides transportation:		
	Is transportation arranged with a licensed transportation company that carries proper insurance? Does the campus have proper insurance and licensure?		
	Did counselors or camp staff drive campers in non-emergency situations?		
	If emergency occurred, were parents informed of emergency transportation?		
	Is the 3:1 camper to counselor ratio kept while transporting campers?		
ckTR2: Trips	If Camp Kesem provides trips off of camp, does Camp Kesem arrange transportation with a licensed company that carries proper insurance?		
ckTR3: Carpooling	If families are carpooling, did the parents fill out and sign the "Alternate Pick-Up/Drop-Off Waiver"?		
ckTR4: Volunteers Driving	Did staff members driving to camp sign the "Driver Waiver" and provide proof of driver's license and car insurance?		
<b>HW- Health and Wellness:</b>			
ckHW-1: Medical Staff	Are there a nurse and a therapist at camp at all times?		
	Were phone numbers, addresses, contact information, and driving directions to the nearest hospital or Urgent Care facilities given to the Professional Staff?		
ckHW-2: Medical Records:	Are all staff & camper medical records filled out? Does the nurse keep all medical records? Do administrators, Camp Directors, and Campsite Director all have access?		
ckHW-3: CPR Certification	Are all Unit Leaders, Program Counselors, and the Administration team certified in CPR & First Aid?		



Standard Title	Evaluation Question	Yes	No
	If your campsite is over 60 minutes away from Emergency First Responders is a Wilderness First Aid certified person on camp?		
ckHW-4: Campers with Disabilities	Does Camp Kesem make “reasonable accommodations” for campers with disabilities and medical conditions?		
ckHW-5: First Aid Kits	Do all Unit Leaders, Program Counselors, and Administration Leaders carrying first aid kits with the minimum materials as listed above?		
<b>HR- Human Resources:</b>			
ckHR-1: Ratio	Does the camp have at least a 2:1 ratio of campers to counselors overall and a 3:1 ratio in each cabin?		
ckHR-2: Staff Training	Was the staff training schedule approved by a Program Director?		
	Did all staff view EOT videos and complete accompanying quizzes?		
	Did the staff training cover the following topics: Teambuilding with all counselors and within units		
	Behavior Management (1 hour)		
	Daily schedule (30 minutes)		
	Cabin Chat Training (30 minutes)		
	Communication Skills (1 hour)		
	Overview of Staff Roles and Responsibilities (30 minutes)		
	Review of the Staff Policy (30 minutes)		
	Emergency and Medical Procedures (30 minutes)		
	Safety Training & Camper/Counselor Communication (30 minutes)		
	Child Abuse and Sensitivity (1 hour)		
	Grief and Mourning (30 minutes)		
	Basic Cancer Education (30 minutes)		
ckHR-3: Staff Free/Rest Time	Is each staff member required to take one hour of rest/break time each day?		
ckHR-4: Staff Evaluations	Are Staff Evaluations completed for each member of the staff?		
	Did all Staff complete evaluation for week of camp?		
ckHR-5: Co-chairs & Coordinators	Are there 2 co-chairs and at least 8 coordinators?		
ckHR-6: Advisory Board	Is there an active and operating Advisory Board that meets quarterly?		
<b>PD- Program Design and Activity:</b>			
ckPD-1: Division of Campers	Are campers divided into groups for activities by age and gender?		



Standard Title	Evaluation Question	Yes	No
ckPD-2: Cabin Groups	Are cabins divided by gender?		
ckPD-3: Unit Groups	Are Campers divided into unit groups?		
ckPD-4: One-To-One Interaction	Are staff members and campers ever alone together?		
ckPD-5: Rest Time	Does the camp hold at least one hour of specifically designated rest time, during which campers are quietly in their cabins?		
ckPD-6: Aquatic Safety	Does the camp have certified lifeguards?		
	Do lifeguards scan the water appropriately?		
	Do lifeguards stand near the pool or sit in a lifeguard chair, and not in a Flexible Plastic Chair?		
	If swimming occurs in brown water, is a buddy system implemented and consistently used?		
	Are all counselors either in the water engaged with campers or watching the water?		
ckPD-7: Certifications	Are special activities (ropes course, waterfront, etc) led by certified individuals?		
	If the certified individuals leading special activities are Camp Kesem counselors were copies of their certification sent to a Program Director prior to camp?		
ckPD-8: Cabin Chat	Does the camp hold cabin chats each night?		
ckPD-9: Empowerment Program	Was the Empowerment Program planned ahead of time with approval of the Program Director?		
ckPD-10: Opening/Closing Day Activities	Does the camp hold a highly organized opening and closing day program that involves and engages parents and campers?		
	Does the camp follow opening and closing day policies from the manual?		
ckPD-11: Admin Team	Does the camp have an Admin team?		
ckPD-12: Nametags	Do all campers, counselors, and staff wear a nametag during the week of camp?		
ckPD-13: Reunions	Does the camp hold two camper family and counselor reunions, one in the fall and one in the spring?		
<b>TP - Teen Program Specific Standards:</b>			
ckTP-1: Teen Program Eligibility	Does the camp meet all requirements to be eligible for camp?		
ckTP-2: Participants	Are teen program participants age 14-16 as of the first day of camp?		



Standard Title	Evaluation Question	Yes	No
ckTP-3: Size of Program	Does the teen program have more campers than the regular camp, and does it exceed 20 campers and if so, was an additional teen camp unit created?		
ckTP-4: Concurrent to camp	Does the teen program take place concurrent with the regular camp program?		
ckTP-5: Teen counselors	Have teen program counselors completed 2 years of college and have 1 year of Kesem experience as a counselor OR have separate experience working with teens?		
ckTP-6: Program	Have the teen program design, schedules, etc. been approved by the national organization?		
ckTP-7: Advisor	Does the teen program have a Teen Program Advisor who meets the qualifications?		
ckTP-8: Personal Relationships	Are personal relationships prohibited between campers and campers AND between campers and counselors?		
ckTP-9: Anti-Harassment Policy	Does the teen program follow the Anti-Harassment policy?		
ckTP-10: Alcohol, Drugs, etc.	Is the presence or use of alcohol, tobacco, any illegal drugs, or overuse of prescription or non-prescription medications tolerated at camp?		
ckTP-11: Additional Staff Training	Are teen counselors trained in the additional teen program training areas?		
	<ul style="list-style-type: none"> <li>▪ What makes teen campers different (45 minutes)</li> <li>▪ Approaching teens (30 minutes)</li> <li>▪ Teen issues, rules, policies (30 minutes)</li> <li>▪ Teen icebreakers and games (30 minutes)</li> <li>▪ Teen scenarios (1 hour)</li> <li>▪ Fostering teen leadership (45 minutes)</li> </ul>		
ckTP-12: Overnight Hike	If an overnight hike is part of programming of the teen program, are details of the trip approved by a Program Director in advance and is protocol followed?		
ckTP-13: CIT	Does camp have Counselor in Training program?		
	If so, were all of the CIT standards met?		
<b>PO - Policies and Systems:</b>			
ckPO-1: Camp is Free	Is Camp Kesem offered free of charge to families served?		
ckPO-2: Camper ages	Are regular camp program campers age 6-13 as of the first day of camp?		
ckPO-3: Camper Forms	Are Medical, Publicity, and Liability waivers signed for each camper?		



Standard Title	Evaluation Question	Yes	No
	For those campers that it applies, is an Alternate Pick-Up/Drop-Off waiver signed?		
	Are pre and post camp surveys filled out by camper families before and after camp?		
ckPO-4: Counselor-Camper Communication	Are the policies (detailed in manual) related to counselor/camper communication followed for each camper?		
ckPO-5: Phone Meetings	Is the phone meeting agreement completed and followed?		
ckPO-6: Student Leadership Trainings	Did the campus have at least one on-site student leadership training led by a Program Director?		
	Did representatives from the campus attend leadership conferences during the year?		
ckPO-7: Fiduciary Sponsorship	Are student leaders familiar with the overall organizational structure of Camp Kesem?		
ckPO-8: Mission Statement, Logo & Values	Does the campus properly use the Mission Statement, Logo, and Values in its marketing materials?		
ckPO-9: Technical Services	Is the campus' website hosted and run on the Camp Kesem Kintera site?		
	Does the campus use its campkesem.org email address as its primary email address?		
	Does the campus update and actively use its constituencies on the Dropbox system?		
ckPO-10: Donation Processing and Banking	Does the campus properly process reimbursements, donations, and other financial transactions according to the processes outlined in the manual? Does the campus submit donor database to PD quarterly?		
ckPO-11: Insurance	Do the student-leaders understand the Camp Kesem National insurance policy and how it covers their Camp Kesem campus?		
ckPO-12: Background Checks	Were background checks completed for each counselor and coordinator?		
ckPO-13: Camp Advisor	Does the camp have a Camp Advisor who is an alumnus of another Camp Kesem?		
ckPO-14: Storage of Required Documents	Does the campus report the following required documents to Dropbox throughout the year?		
	▪ Coordinator Roster		
	▪ Fiscal Sponsorship Agreement		
	▪ Co-Chair Agreement & Agendas		
	▪ Fundraising Initiatives Worksheet		



Standard Title	Evaluation Question	Yes	No
	▪ Donation Database Spreadsheets		
	▪ Counselor Training Schedule		
	▪ Daily Camp Schedule		
	▪ Counselor Debriefing Schedule		
	▪ Staff Background Check Spreadsheet		
	▪ Nurse and Therapist Information and Licensure		
	▪ Doctor On-Call Information		
	▪ Campsite Emergency Procedures		
	Camper Files		
ckPO-15: Confidentiality	Has all staff signed the confidentiality agreement?		
ckPO-16: National Contribution	Does the campus plan for and contribute 10% of its funds raised to the national movement? (Or 15% if the donation is secured by a member of the national Board of Directors)		
ckPO-17: Screening of Campers	If any campers were presented as a known challenge, were the screening processes followed as outlined in the manual?		