



FARM & WILDERNESS

2015

Seasonal Employee Handbook



Farm & Wilderness Foundation, Inc.

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About this Handbook

A copy of this Handbook and of all the policies and procedures it contains herein is made available to all employees. Additional information on organizational policies and practices may also be found by contacting your camp director and/or Human Resources (HR).

This Handbook is a guide intended to communicate the responsibilities, principles, and benefits of employment at F&W. The policies and procedures written herein are intended to serve as guidelines to help employees understand what they can expect of F&W and what F&W expects of them. This handbook is not, nor are any of its provisions intended to be, part of a contract between F&W and any of its employees. These are not intended to be the sole and complete statements of F&W's expectations or rights, as F&W may exercise judgment or set standards for employee behavior or job performance at any time. F&W's personnel policies and procedures are not to be interpreted as promises of specific treatment. In the final analysis, however, the legal rights of employees are those which are created by agreements, regulations, and statutes, and this Handbook is intended not to expand nor diminish those rights. With this in mind, F&W tries to develop policies that will ensure good working conditions, fair wages and hours, and appropriate security for all employees. The welfare of employees is extremely important to the success of F&W.

All employees serve "at will." "At will" employees may end their employment at any time for any reason, and F&W may end or may alter any aspect of their employment at any time, with or without a reason or cause.

F&W reserves the right to repeal or modify its personnel policies or procedures. Due to the constant changing of situations and conditions, this Handbook is subject to change at any time. This Handbook dated May 2015 supersedes and replaces all previous versions.

Periodically, HR reviews all current personnel policies and procedures for validity and updates and revises them as necessary. Any revisions, additions, or deletions are subject to legal review and approval by the Executive Director (ED) and Board of Trustees (BOT).

The drafting of new policies and revisions of existing policies is coordinated by HR. Any employee may suggest changes to or creation of policies and procedures. Suggestions should be forwarded to HR, which will coordinate the review, discussion, approval, and distribution process. The ED is the final authority for all decisions related to the implementation of personnel policies.

All original policies and procedures will be maintained by HR. Notice of revision, addition, or deletion of a personnel policy will be provided to Management Team for dissemination as required.

Contents

About this Handbook	1
Welcome to Farm & Wilderness	5
Who We Are.....	6
Our Mission & Values.....	6
Introduction to Working at F&W.....	6
Program Goals (2013)	7
How Do I Fit In? The F&W Organization.....	9
What to Bring to Camp	10
Personal Vehicles	10
Suggested Clothing and Footwear.....	11
Items Not Allowed In Camp	11
Pre and Post Camp.....	12
Your Arrival.....	12
Employment Station.....	12
What can I expect?.....	13
Post Camp.....	13
Camp Life at Farm & Wilderness	13
Cabin & Camp Appearances	13
Housing	13
F&W Vehicles	14
Access and Use of F&W Facilities, Goods and Property	15
Bells.....	16
Pranks	16
“Lake Side”	16
Kybos.....	16
All Camp Gatherings.....	16
Laundry.....	18
Food.....	17
Camper Food.....	17
Campers Out Of Camp.....	18
Children at Work.....	18

Days Off.....	18
Pets at Work	19
Communications at Camp.....	21
Mail.....	20
Email, Computers & Telephones	20
Electronic Communication Policy Post Camp.....	21
Photography.....	22
Uniquely F&W.....	22
Silent Meeting /Meeting for Worship/Meeting.....	22
Camper & Staff Diversity	22
Peace	23
Recorded Music.....	23
Fifth Freedom.....	23
Working with Children	23
Bullying Prevention at F&W.....	25
Bullying Policy.....	26
Behavior Continuum	26
Understanding Child Abuse and Neglect.....	27
Guidelines for appropriate staff/camper interactions.....	28
Camper Supervision.....	30
Indicators of abuse.....	29
How do I report child abuse or a suspicion of abuse?	30
Social Contact after Camp with Clients.....	30
Age and Stage Development	31
Parents, Friends, Neighbors.....	31
Relationships.....	31
Your Visitors.....	32
Our Neighbors	32
Relationships with Parents.....	32
Employment.....	33
Equal Opportunity Employer	33
ADA and ADAAA	34
Residential Staff Under 18 Years of Age.....	34

Employee and Staff Screening.....35

 Your Job Description35

 Personnel Records35

 Exit Interviews35

 Grounds for Termination of Employment.....35

 Gratuities/Tips.....36

Salary, advances, deductions, and your final paycheck36

 Your Salary & final paycheck36

 Cash Advances37

 Payroll Deductions.....37

 Other Benefits38

Standards of Conduct39

 Behavior39

 F&W Tobacco, Alcohol, Drugs & Firearms Policy.....39

 Confidentiality40

Harassment.....40

 What is harassment?41

 If you are harassed42

Employee Safety and Health.....43

 Emergencies.....43

 Employee Injuries and Illness43

 Workers’ Compensation Insurance (WCI).....43

 Health Care44

 Health Forms.....44

 Medical/Hospital Insurance.....44

How to get to F&W45

 To The Plymouth Camps45

 To the Ninevah camps.....45

Welcome to Farm & Wilderness

It is with great pleasure that we welcome you to Farm & Wilderness! With you, we will continue to build an organization that is a positive influence on our campers, community and world at large.

In reflecting on the mission of F&W, I felt it was important to emphasize to new and returning staff the critical importance of our work, and the fundamental practices we must have in order to create a healthy environment for children. You are responsible for reading and understanding the information in this handbook. It is designed to outline our personnel practices and policies, and should provide answers to many of your questions about how we do things. These practices will be discussed in your staff week trainings, and in the context of your specific camp. If anything is unclear, please discuss your questions with your supervisor or with our Human Resources Manager.

Working with children and teens is a privilege and along with that privilege there is a high level of responsibility. During your staff week training you will receive specific guidelines and requirements for working with youth, as well as new tools and strategies for making the summer a success. Before then, we want to make certain that you are in agreement with these fundamental practices when coming to work at F&W:

- F&W staff is expected to maintain a camp environment that promotes the physical, emotional, mental and spiritual safety of children. That means that as we make choices during the summer, we put the needs of our campers first.
- F&W staff does not proselytize for personal, political or religious beliefs to campers. F&W camps are expected to address issues of social justice, inclusion and equity within camp curricula. We do this through training in understanding and celebrating differences, in order to better understand our own bias and assumptions. We know that we are doing this well when we can successfully resolve conflicts with campers and with each other.
- Kids thrive when boundaries are clear and consistent. F&W employees are not permitted to share information about their private lives with campers. For example, campers do not need to know any information about your sexual life, or to be involved in any camp “gossip.” Just like in schools or other youth programs, it is critical to keep adult conversation between adults. It is important to remember that in your job as a camp counselor you are the adult, and it is critical to not fall into a sibling role, or “cool” role with a camper. You can be warm, funny, affirming, generous, and supportive while maintaining the adult/child boundaries.
- Please keep in mind that F&W is a substance-free environment. Any use of alcohol or tobacco or use or possession of illegal drugs or misuse of prescription drugs or of controlled substances without a prescription is prohibited while on duty, while on F&W property or in F&W vehicles. Further, no alcohol or tobacco products are allowed on camp property at any time.

Thank you for choosing to work at F&W! We are committed to providing a positive, cooperative workplace, with challenges as well as opportunities for growth and development.

I extend to you my best wishes for a rewarding experience at Farm & Wilderness.

Rebecca Geary

Who We Are

Farm and Wilderness is a non-profit, educational organization operating seven summer programs for children and young adults, a family camp, and year-round educational programming. Set in the Green Mountains of Vermont, F&W programs are rich in adventure, community, history, and spirit and foster an individual relationship with the natural world. While each camp and initiative provides unique programs based on age and interests, all F&W activities are shaped by Quaker principles and the common belief that individuals and communities are strengthened by justice, honesty, self-reliance, diversity and respect for all persons.

Our Mission and Values

MISSION: We strive to provide experiential education which transforms our community. Our mission is:

- To grow the seeds of courage and integrity in all participants.
- To offer rugged, hands-on, outdoor adventure and challenge.
- To encourage hard work and joyful play.
- To create community that values long term stewardship of our environment.

VALUES: In our Values, we reflect our long Quaker history and association. We strive to honor the 'light of the Spirit' in every person; a concept that each individual brings value to the community, through their unique gifts and strengths.

- Simplicity: learning to recognize what is central in our lives by listening and learning
- Peacemaking: putting peace into practice through action, compassion and resolution
- Integrity: acting on our inner voice, which is guided by truth, strength and justice
- Community: finding friends, living together, working together
- Equity: valuing each person for what they bring and who they are
- Service: working for our community and for others

Work is love made visible. –Kahlil Gibran

Welcome to Farm & Wilderness and thank you for helping make our work possible! Before you got here, our year-round staff has been working hard to prepare buildings, gardens, trips, projects and adventures for you and your campers.

What makes a great staff person at F&W? What would we like you to do?

- **Be yourself** – smile, laugh, tell us if something seems wrong!
- **Be responsible** – take care of your campers and meet the safety guidelines!
- **Come early and work hard** – be a model for us and for other staff!
- **Help us to follow our values**
- **Make friends with your co-counselors and support staff**
- **Share your passion** – teach weaving, whistling, whittling to someone else!
- **Be curious** – ask questions of your colleagues and supervisors!
- **Check in with your supervisor regularly**
- **Tell us when you need time for yourself**
- **Get dirty** – take on barn chores, work projects, or something new like making mud pie!
- **Join in with the kids** – don't just observe, participate!
- **Challenge yourself** – try something new so that kids can see adults doing it!

Program Goals

The spectrum of program offerings, the range of ages and genders, and the content of the material we offer at each of our programs is very different. However, throughout all programs there are common goals—areas that any camper at any camp program will be exposed to and will be learning about. These common program goals are as follows:

Self:

- Our campers will learn how to make their own choices.
- Our campers will explore their own limits.
- Our campers will gain tangible skills.
- Our campers will be comfortable establishing their identity.
- Our campers will gain the stamina it takes to see a project through.
- Our campers will learn about healthy relationships.
- Our campers will be encouraged to reflect on themselves and their growth.

Community:

- Our campers will take part in rituals, such as rites of passage, and fun!
- Our campers will learn empathy for one another.
- Our campers will experience that each person, no matter who they are, has a place in community.
- Our campers will find a group of people who will welcome them.
- Our campers will become responsible to a community.
- Our campers will recognize the power of teamwork.

Simple Living:

- Our campers will create their own fun!
- Our campers will appreciate the human connection to the planet.
- Our campers will learn about our actual physical needs (fire, food, water, shelter) and what it means to meet them.
- Our campers will experience joy in simple work.
- Our campers will explore their comfort zones together.
- Our campers will create an authentic community by expressing their authentic selves.

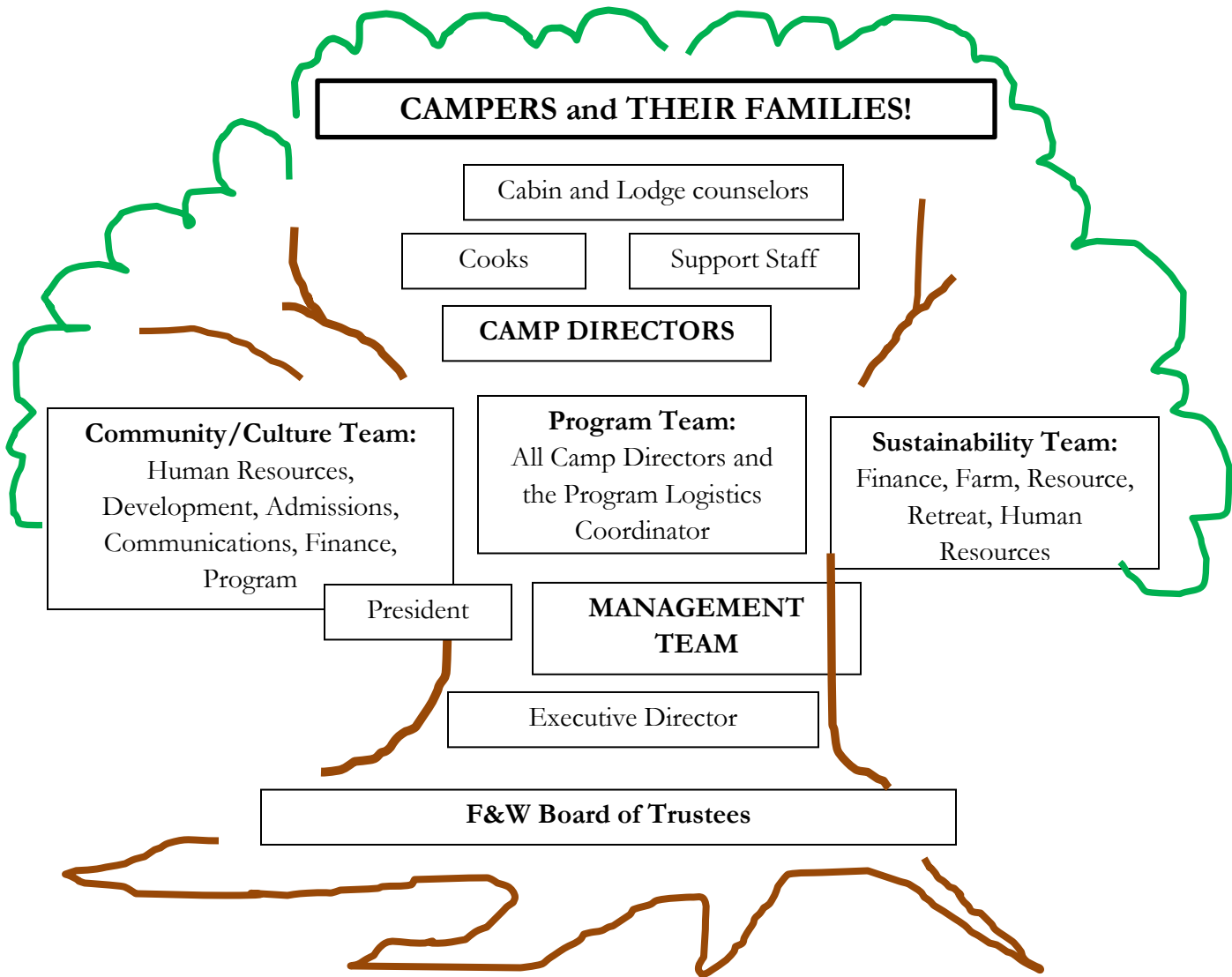
Social Justice:

- Our campers will have their awareness raised about different social justice issues.
- Our campers will get to explore the power of their own voice.
- Our campers will help us to create a safe space to discuss issues of social justice.
- Our campers will have the chance to see the world with new eyes.
- Our campers will learn how to be an ally and gain tools to be a catalyst for social change.

Spirit:

- Our campers will live in a camp based on Quaker principles.
- Our campers will experience the power of Silent Meeting, where we can share our thoughts and feel welcomed.
- Our campers will experience the power of a group working and living together.
- Our campers will learn how to respect the significance and mystery of life!

How Do I Fit In? The F&W Organization



Farm & Wilderness Foundation, Inc. is a 501 c (3) non-profit organization, and, as such, it is governed by a volunteer **Board of Trustees** (BOT). The **Executive Director** (ED) is the chief executive of F&W and all its departments. The ED works with the **Management Team**, which is comprised of heads of these key F&W Departments: Admissions, Finance, Program, Development, and Resource. Under the direction of the ED, Management Team oversees all operations of F&W.

For year-round staff there are three other teams: **Program Team, Community/Culture Team, and Sustainability Team**. If you want to know more about these, be sure to ask your Camp Director. **...And you!** Each year we hire seasonal **Summer Staff** to support and care for the hundreds of children who spend their summers at Farm & Wilderness. We also hire seasonal **Interns/Crew** to assist in the hard, but rewarding work that is required to maintain our facilities, care for our farms and welcome our guests.

At each phone around camp, you will find a handy list of numbers:
SUMMER TELEPHONE LIST (which includes the various offices and buildings on site)

What to Bring to Camp

Personal Vehicles

It may be helpful, though not required, for you to have a car at camp to use on your day off. It is important to note that should you choose to drive/park your personal vehicle you assume all risk, liability and responsibility for your vehicle. Lock your vehicle and avoid storing items of value in your vehicle.

The speed limit on Farm & Wilderness Road and F&W property is 15 mph. Once you arrive you are required to “register” your vehicle. You can do this at the Employment Station during Skills Week or by contacting HR shortly after your arrival. You will be required to display a parking permit in the front window of your vehicle. You cannot park at your camp. Please park your vehicle in the designated staff parking areas:

- TL, TF, IB and BDC park in the parking lot near the Resource Building
- FC park at the head of the trail to FC
- SAM park across the street from SAM

Primarily for insurance reasons, as well as for safety and liability reasons, no campers may ride in employees’ personal vehicles at any time for any reason.



Valuables

While we strive to be an open and trusting group, we need to be aware that cameras, knives, binoculars and other attractive gadgets can be a temptation for some. Keep your valuables out of sight and avoid keeping large amounts of cash in your cabin. Passports, tickets and small valuables may be kept in the office safe. F&W is not responsible for lost, damaged or stolen possessions. You are welcome to bring bicycles (w/ helmets), boats and other equipment. Unfortunately, F&W has no way of providing security or insurance for these items. Bring them at your own risk.

Suggested Clothing and Footwear

For a more comprehensive list of what to pack for camp, ask your camp director, hiring manager or visit our website for the “What to Bring to Camp – Summer Staff”. In planning the amount of clothing to bring, strike a balance between the amount needed for the nine days between laundry days and the need for all clothes to fit in your footlocker or duffel. When choosing daily clothes, keep in mind that camp might be hard on your clothes: they could get wet, dirty, nibbled by mice, or lost in the laundry. In other words, don't bring your best clothes. Keep in mind there is no dryer available to dry clothes that get wet during the week; we use a 1x weekly laundry service for staff and campers.



Please label everything! Your name and address should be pasted outside and inside of trunks or duffel bags. Your name should be on all of your belongings. Because stick on labels come off, use sew-on labels or indelible markers on clothing, musical instruments, camera, fishing pole, etc.

Personal Equipment

Staff are allowed to bring personal sporting equipment for use during camp under the condition that it is inspected and meets the standards of our program. F&W is not responsible for these items if they are lost or stolen. In addition, staff are not allowed to use personal rock climbing gear or camp stoves during F&W programming.

Items Not Allowed In Camp

Radios, tape, CD, ipod, MP3, Kindles and DVD players, cell phones, hair dryers, curling irons, hatchets (we use only axes), large or many bladed knives, candles, electronic games and keyboards, breakable bottles, candy and junk food, guns, firearms, explosives, recreational drugs, cigarettes, alcoholic beverages, tobacco products of any kind. Prescription drugs require a valid prescription from a physician.

F&W is not responsible for lost, stolen or damaged possessions, and F&W has no way of providing security or insurance for your personal items—this includes your laptop or other communication devices.

A note about your personal laptop, tablet, or other communication devices: Camps are “unplugged” in the summer; therefore you will be restricted to very specific times and spaces to use laptops or any other electronic communication devices. If you choose to bring this equipment, please be aware that we do not have individual lockable spaces for every staff person; we cannot guarantee the safety of these items. Ask your camp director if bringing your computer is helpful for your role at camp in the summer.

Pre and Post Camp

Your Arrival

Refer to your employment agreement for your start date. If you are unsure of your start date, please check with your camp director. Depending on your position you may have been hired for times outside of Skills/Staff weeks. Please do not arrive before the start date listed on your employment agreement unless you have been cleared to do so for training purposes (you will already know about this if it applies to you).

If you are scheduled to arrive at F&W for Skills Week, please come to the Tamarack Farm Farmhouse; which will be our All Camps “hub” for the next 9 days! If you will work/live at Timberlake (TL) or Indian Brook (IB) you can unload at your respective camp before reporting to the Farmhouse. Once you have unloaded, please move your car to the designated summer staff parking area.

Employment Station

So you’ve just arrived at F&W. There are people lounging on porches, lolling in the sun, throwing Frisbees, and generally being exultant. Should you join them? Of course—just not quite yet. The reason all those people look so happy is that they’ve already visited the Employment Station, where they were met with smiles, greetings and paperwork. So gather up all your papers—employment agreement, required



employment forms, and your identification documents (passport, driver’s license [or student id with photo], social security card [or birth certificate] as directed on the second page of the I-9 form) and come visit the folks at the Employment Station in the Farmhouse. At the employment station you will:

- Confirm your employment
- Complete any missing forms
- Register your vehicle
- Take a quick survey
- Get a hard copy of this handbook

Office Hours: Depending on the nature of your job, you might find the need for the administrative facilities of the F&W office (such as using the copier, picking up or dropping off mail, etc.). The office is located across from the Barn Day Camp’s garden. The office is open to summer staff during regular office hours: Monday through Friday, 8:00am to 4:00pm and closed most weekends.

What can I expect?

The basic outline of Pre-Camp is about 2 weeks of trainings. F&W offers:

- One week of SKILLS TRAININGS (Skills Week), such as barns and gardens, trips, work projects, and so on. This includes our mandatory Wilderness First Aid and CPR classes. All staff working with kids should expect to be in a class during this week. Check in with your Camp Director to understand when you should arrive and which classes you should take.
- One week of STAFF TRAININGS (Staff Week), such as risk management, counseling 101, cultural competency, program planning, boundaries with kids, and more! All staff are expected for this week – it is when you build relationships with your coworkers and learn the culture of your particular camp.
- You'll also get a day off, an "All Staff" day, a contra dance and many opportunities to interact with staff from all across F&W.

This introduction to F&W is a great time to make new friends, to learn new skills, and figure out what your role will be when the kids arrive. We also expect all staff to begin to learn about how we operate all summer long: *chores, cleanup, electronics, phone calls, time off* and other summer rules will be applied during this time.

Post Camp

Counselors remain at camp for four days (one day for the Barn Day Camp staff) after the campers leave to write letters to parents and prepare the camps for the fall. It is also a time to evaluate the summer and bring closure to our summer experience. There is a salary reduction of up to \$75 per day for those who depart early. It is important for your Camp Director to know as soon as possible if you must leave early.

Camp Life at Farm & Wilderness

The following section explains many of the sometimes unique and often rewarding demands of camp life as it regards staff.

Cabin & Camp Appearances

The highland valleys of Plymouth and Ninevah, with their crystal clear lakes, are spectacular sights uncommon on the eastern seaboard for their unspoiled beauty. On looking over this natural splendor, one's eye is too often snagged by the messes human beings have left.

An attractive camp starts with the cabins and extends out from there. Camp should provide a welcome and comfortable atmosphere, but it is important not to confuse a relaxed atmosphere with slovenliness. Our camps are rustic by design, but are meant to be taken care of by you and your colleagues and campers. The clean appearance of cabins, work project sites, farm and garden areas, lodges and waterfronts is mandatory at all times. All employees are responsible to take the initiative to make this happen.

Housing

Almost all our summer staff live on campus in the summer, with the exception of Barn Day Camp staff who might commute each day. In general, housing on campus ends when your employment ends, unless you

have made arrangements with the appropriate year-round staff to stay longer – all of this information is in your employment agreement or offer letter. Important notes on housing:

- All summer housing is in rustic, outdoors, open-air cabins, shelters and canvas wall tents. In general, none of it has running water or electricity – truly unplugged!
- We generally settle on housing assignments in June, once everyone arrives.
- If you live with campers, you can expect to have 4-10 campers and usually a co-counselor or two with you.
- If you do not live with campers, you can generally expect to have roommates.
- Each Camp Director oversees summer housing for the folks at their camp they supervise, and other hiring managers will oversee any of their staff who are housed within a camp setting but do not report to a Camp Director.
- There is a ‘Day Off’ house, which has specific rules and restrictions, but is provided for the benefit of all staff living on campus, who are over 18 for their days off only.
- If you are hired for **Seasonal Crew**, please contact your Supervisor about your housing – in general, you will be housed together in a heated building in fall and spring, and on campus outside in the summer.

What if you have questions about housing?

- Contact your Camp Director or supervisor first, if you have questions. Because of our hiring and enrollment, we often decide who is housed where once we get you all here for staff training weeks.

Crew/Intern Community Living:

The Farm Manager, Resource Director and Operations Director hire seasonal (typically 4 or 8 month) positions which generally fall under the title of “crew”. Crew housing is to be determined by the crew supervisors (usually Esker House) with the final oversight and responsibility in the hands of Housing Team.

Crew members are housed in Esker House--communal (non-solo) F&W dorm-like buildings with bedrooms, lounges, kitchen and bathrooms. Meals are prepared and served in one of the two available kitchens. The focus is on cooperative, communal living and working with shared responsibilities for cooking, cleaning and caretaking. In the shoulder seasons, outside rustic shelters and cabins may also be available.

It is expected that crew contain their personal belongings within their appointed residence. Personal belongings should not be stored or overflowed into “working buildings.” If additional storage is required, the housing team will designate an appropriate (if available) location. All crew housing arrangements are determined (with housing team approval) and managed by crew department managers.

Please contact HR and/or reference the comprehensive Housing Policy found in the SOP for more information.

F&W Vehicles

F&W vehicles may only be driven by authorized drivers. Specific employees are authorized to drive F&W vehicles. In order to be an authorized driver you must:

- a) be a minimum of 21 years of age,
- b) meet standards set by our insurance company,
- c) complete the Driving Form and Driver Agreement (annually),
- d) complete both the F&W driving class and driving test during skills or staff week, and

e) be listed by our insurance company as an authorized driver

Please check with the Head Driver or HR to ensure you have met all of the requirements prior to driving or operating an F&W vehicle.

IMPORTANT: Campers may not drive F&W vehicles at any time.

If you are an authorized driver, it is your responsibility to be sure that all persons in the vehicle have their seat belts fastened. The vehicle should not move unless this is the case. Only on the camp road in Plymouth may campers and staff ride in the beds of pickup trucks. A staff member must ride in the back of the truck (to the rear of all campers), and everyone must be seated with “bottoms on the bottom” of the truck bed, with the tailgate closed. Smoking is not allowed in F&W vehicles at any time. Recorded music from any device (radio, tape, ipod, MP-3 or CD) cannot be played on camp property or any time campers are present.



Access and Use of F&W Facilities, Goods and Property

Employees are asked to use and care for F&W facilities, goods and property (Property) in a responsible and sustainable manner; reporting any damages to the appropriate department head. Employees may not use F&W Property for illegal purposes, to solicit for personal business, or in violation of F&W policy.

Generally, the access and use of F&W Property is limited to work-related use only as they are valuable resources and assets of our organization; used for business purposes in serving the interests of our organization and in the course of normal business operations.

Swimming/Waterfront Areas: Swimming at F&W waterfront areas is for F&W campers and staff supervised by lifeguards; employees must follow the same rules as campers/participants. Please check first with your Waterfront Head about the rules. While camps are in session, personal use of F&W waterfront areas is limited to the BDC waterfront area AFTER BDC closes and only when F&W campers are not in sight or sound. Personal use of water front areas is always at the employee’s own risk. All aquatic activities must be conducted in a reasonable manner and in accordance with “How to Get Wet” and waterfront rules. While camps are in session, retreats are being hosted, or event programs are taking **place all waterfront areas are closed to employees who are not specific to that camp, retreat or event** (i.e., only IB staff can use the IB waterfront, TL waterfront is limited to TL staff, etc.).

Boats and related equipment: any personal use requires advance permission. Personal use of waterfront areas is always at the employee’s own risk. All aquatic activities must be conducted in a responsible manner, following all safety procedures and in accordance with “How to Get Wet” and waterfront rules.

Bells

With the exception of Flying Cloud, which uses a conch, all of the camps have a bell which is used to announce meals, the beginning and end of activities, and emergencies.

- Half an hour before a meal a 3-bell is rung.
- Fifteen minutes before the meal a 2-bell is rung.
- The 1-bell signals circle up prior to meals.
- A 5-bell rung repeatedly without stopping indicates a fire or other emergency. Procedures for responding to a fire or other emergencies will be covered in each camp during staff week.
- A 7-bell indicates an emergency drill.



Pranks

There have been some wonderful pranks at F&W in the past, and we hope they are a tradition that will continue. However, staff must be aware that in addition to holding the potential for fun, pranks can pose safety and liability problems. All pranks, no matter how innocent, must be cleared with camp directors beforehand.

“Lake Side”

When walking on the road through the Plymouth camps, if you are approached by a vehicle, always move to the lake side (the side closest to Woodward Reservoir) of the road. Please orient new campers to this practice and remind returning campers. It is much easier for drivers if they only have to be watching pedestrians on one side of their vehicle. If you are driving on the camp road and come upon a group or individual walking, slow down or stop until everyone has moved to the lake side of the road.

Kybos

Kybo is the term for our “outside composting toilet.” As one story goes, the term Kybo stems from an infamous acronym originated by Ken Webb. Ask around and see if you can find out THAT story! Historically, *Kybo* was a brand of coffee in the middle part of the century. Coffee cans were used to dump lime into the “Kybos.” Kybo coffee no longer exists, and nowadays we use dry sawdust to absorb urine and aid in the composting process. Guidelines for the care and upkeep of Kybos will be reviewed during staff week.

All Camp Gatherings

During the course of the summer there are two occasions, Interdependence Day (the first Friday of residential camp) and the Fair (the last Saturday of residential camp), when the staff and campers of all the camps come together. Because these events are a significant departure from our normal routines, staff members need to have a **special awareness that they are still on duty and are still responsible for the supervision and safety** of the campers. Specific staff responsibilities for each of these occasions will be discussed in each camp prior to the event.



Laundry

There is a camp laundry service. Laundry goes out once a week and returns the next day. **CLEARLY LABEL CLOTHES WITH YOUR NAME!** You may want to make a list of the clothes you send out. Although we will make every effort to find lost belongings, we cannot be responsible for belongings lost by the laundry service.

Each cabin group will receive its own large laundry bag(s). Follow all the instructions your camp director and senior staff give you about laundry – often items can get mixed and we try to sort and shuffle quickly! You may also elect to do your own laundry on your day off (see appendix for local laundromats). Day-off laundry facilities are also available at the Esker House, provided free of charge. However, the Esker house laundry facilities are limited and we urge staff to participate in the laundry service whenever possible.

Food

Food is an important part of the summer experience for campers and staff. There is strong emphasis on the use of fresh vegetables and unprocessed foods, and food from our own **gardens!** Although meat is served in the camps, it is not offered at every meal. There are always vegetarian foods available, but other special diets might **NOT** be available regularly. Please communicate with your director about food needs/allergies before you arrive for the summer, and please know that we cannot accommodate every food preference so we focus on food allergies foremost.



Camper Food

We live in a woodland setting, and are often plagued by mice, skunks and other small creatures – looking for our food scraps! We inform parents **NOT** to send food to their campers...but it happens anyway. Cabin staff are responsible for knowing what is inside packages received by campers. This food rule also applies to food that arrives in trunks and bags on opening day.

If parents bring food as a treat on visiting day, try to distribute it as soon as possible. We love the sharing of food between parents and campers, but want to avoid a situation where one camper has treats and others don't. Before visiting day, we send parents a letter encouraging them to bring “share-able” food. As during the rest of the summer, food should bring us together and not create divisions.

Counselors aren't restricted in the same way, but they cannot consume contraband food in front of campers or stash it in the staff room since rodents will eat it. Rules regarding this vary from camp to camp.

Campers Out Of Camp

With clearance from the camp director, parents may take a camper off campus or to visit a sibling at one of our other camps during visiting day. Under no circumstances should adults other than the child's parents take the child anywhere without the express permission of the Camp Director.

Children at Work

While F&W strives to create a family-friendly environment, employees with children should generally not bring their children to work with them, even if the employees live and work on-site. F&W **does not have child care facilities on-site or insurance that will cover injuries to or by employees' children.**

If children are on site (e.g., because they live on-site or are present for brief visits), their parents are directly responsible for their safety at all times. Employees' children are not permitted to assist or accompany their parents while performing work for F&W, even if the employees live on site with their children, unless the specific activity has been approved by the ED. Visits during the day should be rare, should occur primarily at meal breaks, and must occur only with permission of Camp Director.

F&W does not generally provide childcare for the children of employees. We may arrange F&W sponsored child care on campus for employees' children enrolled in camp program(s) for the short periods of pre and post camp. **All children on campus during the months June, July and August shall either be attending F&W-sponsored child care, participating as an enrolled camper in program, or in the direct care of a non-working parent while on campus.** Employees with children who are not enrolled in program are expected to find alternative care at their own cost for their children during the employee's working hours.



Days Off

The day off can be a wonderful thing or it can be a source of stress. We've tried to put together resources in this book to prevent the second and encourage the first. All the camps are within walking distance of pristine forests and streams, quiet spots for reflection and reading (and catching up on letters to friends and family). We're also within easy driving distance of Ludlow, Rutland and Woodstock. For specifics about local resources and beautiful spaces, please refer to the list of restaurants, Laundromats, coffee houses and general services in Places to Go; which can be found on our website under 'Our Staff', FAQ.

➤ Residential Staff

Most staff have 24 hours off each week. Each camp will work out its own schedule, and over important weeks (such as Changeover or Fair) your days off regular schedule may be modified.

➤ Barn Day Camp Staff

Counselors at the Barn Day Camp have Saturday and Sunday off, except for those who live at a camp. Staff living at camp work Sundays and three evening hours a week. All Barn Day Camp staff work every Thursday evening and special camp event weekends. The first week of each session is a staff meeting from 4:00-9:00pm and the second week of each session is an overnight camping trip. Some BDC counselors may work more than one evening or overnight during the week.

➤ **Staff Day Off House: Esker House**

F&W provides its staff with a day off house, called Esker House. The community side has 3 bedrooms, a large living room, a fully stocked and equipped kitchen, a dining area, and a full bath. There is also an outdoor shower, a Kybo, and a nearby Adirondack shelter that can sleep two. Staff are welcome to use the telephone with their phone cards. One computer station is available for shared use as well as wireless internet that may be available.

The other side of the House has key summer support staff and the Esker House Inn Keeper. The Inn Keeper is there to oversee the clean and respectful environment for all. In turn, please uphold the rules of Esker House use.

Using the Esker House consists of signing in, participating in house chores, cleaning up after yourself and enjoying time alone or with other staff. The success of Esker House depends on users of Esker House pitching in to keep it a clean, safe and respectful environment.

Staff are encouraged to bring favorite leftovers from their camp kitchen with them to Esker House. You are also welcome to pitch a tent on the lawn and use the Esker House facilities. Leave No Trace applies, as always.

All F&W policies apply at Esker House with the exception of recorded music being allowed. Recorded music is allowed only through personal listening devices such as mp3 players and smartphones with headphones. Sleeping spaces may be reserved by placing your pack on a bed. No bedding or towels are provided. TV & rec room is located in the basement, as are limited laundry facilities. Parking is allowed at the bottom of the hill for the first five cars. Once that space is filled, cars must be parked in the designated summer staff parking area. Cars are not permitted in the driveway at any time to reduce noise, disturbances, and blocked access for official camp vehicles. Pickups and drop-offs must happen below.

Pets at Work

To protect the health and safety of F&W's livestock, cats, dogs and other domestic, household, personal pets ("pets") may not be brought onto F&W property without written permission from the Farm Manager. Having a domestic pet on campus is a benefit for year-round staff only. Furthermore, all year-round staff that brings pets onto campus must adhere with the pet policy. The Farm Manager will interview with the pet in question, and consider the impact of the pet on the other animals on the farm, the position of the pet's owner relative to his/her ability to care for the pet, and the likelihood of the pet's success within our public environment with its rapidly changing population. Pets must be in spayed/neutered and in good health, friendly, licensed, and vaccinated for rabies. No "mean" or questionable animals, such as wolf hybrids or other breeds with known aggressive traits, will be permitted on campus at any time. Even if granted, the right to have a pet on property may be revoked at any time. Summer and seasonal staff are not, at this time, allowed to bring domestic pets to campus for any duration. It is expected that summer and seasonal staff will find alternative lodging for their domestic pets while they are employed at F&W.

Please contact the Farm Manager and/or reference the comprehensive Pet Policy found in the SOP for more information.

Communications at Camp

Mail

US Postal Service Temporary Forward forms will be sent with transportation information in May. While at F&W, your mailing address is as follows:

Your name
Your camp
263 Farm & Wilderness Rd.
Plymouth, VT 05056-9434

As you can imagine, during the summer months F&W receives and sends tons of mail. You will receive and mail letters at your camp. Once your outgoing mail reaches the post office in White River Junction, it is sorted by machines. Lumpy or odd-shaped mail (birch bark etc.) can stick in the machinery. Here are a few things you can do to help the process go smoother and lessen the burden on our local post office and the office staff.

- If you plan to forward your mail to F&W, please use a temporary forwarding order only, with an end that is the same as your employment end date. These are available at any post office. F&W will not forward your mail after camp ends.
- Tell your correspondents the dates when you are at F&W and what your next address will be after you leave. F&W will not forward your mail after camp ends.
- Please fold your letters flat in the envelope.
- Please mail necklaces, seeds, birch bark etc. in packages rather than with letters.
- Post cards should be at least 3½" x 5" (5½" for foreign). If they are bigger than 4¼ x 6" they need letter postage.
- Please use GLUE STICKS to apply stamps that have lost their glue. The Post Office will reject stamps covered with tape.
- Please don't use envelopes with words or coded strips on them other than the address. Machines get confused easily.
- Postage stamps are available at the F&W office for cash purchase only.

Email, Computers & Telephones

Farm & Wilderness understands that for many people the primary mode of communication is via electronic mail. However, in keeping with our unplugged philosophy at camps, F&W does not provide computers for internet/email access or word processing for personal use. Summer staff do not have access to the computers in the office and may only use camp computers for business purposes as instructed by your director.

Prepare yourself for a summer without email; with the exception, of course, on your days off. Wireless internet access is usually available at Esker House, but no computer will be provided. If you need computer access to communicate with the world outside of F&W, there are public libraries with internet access in Killington, Ludlow, Quechee, Woodstock, and Rutland.

Telephones

Summer staff are expected to use calling cards for personal calls in the summer. Be warned: THERE IS NO CELL SERVICE on campus, and if you have smart phones, you are expected to unplug and not use them in the summer, unless on time off. Phone cards are available through the F&W office and at various stores in the area. Pre-paid phone cards can be purchased for cash only from the designated staff at your camp or at the F&W office during regular office hours.

Campers may not use the telephones unless the call has been cleared through the director and there is a staff member present.

Electronic Communication Policy Post Camp

The internet and social networking sites have changed the way we communicate with each other and campers. As a youth development organization, we are choosing to promote internet ethics and behaviors that reflect the same F&W values and practices we have at camp. We want campers and staff to understand appropriate internet communication and the inherent risks to themselves and/or others. We have identified two “non-negotiable” rules and a list of F&W recommended guidelines for staff conducting electronic communication with youth under the age of 18.

The following electronic communication rules apply for all F&W staff and must be followed for legal and safety reasons **before, during, and after camp.**

- Staff may not post photos of campers on personal or public websites. The F&W website is the only official site permitted for the posting of these photos.
- Staff and campers may not use the Farm & Wilderness name or logo on their personal websites or social networking sites.

As F&W staff, you need to use caution with two primary internet issues:

- Electronic communication with campers or former campers (who are under 18) via email and social networking sites.
- The management of your personal social networking sites/profiles in relationship to campers and F&W. Electronic communication with campers under the age of 18 should be taken seriously and treated with care. Social networks are a venue where adults are communicating regularly with children in a setting with no outside regulation or parental involvement. At camp we have extensive rules and guidelines for protecting children such as “the rule of thirds” (never be alone with a child), we have guidelines for appropriate conversations with children, and we have supervisors you can go to when you are confused or need guidance in responding to a child. On the internet, the adults need to monitor themselves. Adults must role model appropriate behavior and set the same boundaries that they do in person with children, in order to keep everyone safe. The intent of these guidelines is not to prohibit or limit contact with minors. These guidelines are instituted to provide a framework for positive communication. Therefore, we recommend the following guidelines when the decision is made to communicate with campers under the age of 18 using the internet:
 - Staff should not initiate email communication with campers or initiate the posting of messages or comments on the profiles of campers on social networking sites such as My Space, Facebook, Twitter or personal web pages. Please do not “Friend” campers under the age of 18.

- To ensure the safe and appropriate conduct around any clients under the age of 18, all Seasonal Staff must receive permission from their Camp Director or the Executive Director before establishing or responding to social contact (for example: visits, letters, e-mail, Facebook, text messaging, etc.) with these clients. Your communication with campers should be responsible, camper-centered (meaning support their interests, do not focus on yours), and limited. Be aware that your words can have great influence on a young person and you need to continue to maintain the counselor/camper boundaries we establish in a camp setting.
- All communication should be written with the parent in mind: if the parent were reading this email, would they approve?
- Staff should alert camp directors immediately if they become aware of inappropriate electronic communication, or cyber bullying, threats, etc.
- Remember that all electronic communication can become public communication at any time.

Photography

To protect campers and staff from unwanted attention, there are some guidelines that we ask all staff to follow. If you intend to take many pictures throughout the summer, we ask that you get permission from your director and sign a release form that gives F&W all rights to the photos. This is necessary to give protection to our campers as well as to prevent any potential misuse of photos of F&W. All photos taken of F&W campers and programs are legally the property of F&W. We always need good photos of camp activities and welcome copies of any good photos you take.



Uniquely F&W

Silent Meeting /Meeting for Worship/Meeting

Meeting, after the manner of Friends (Quakers), is a very important part of living and learning together. It has different meanings for each camper and staff member, which is why we have introduced it with its various titles. We meet daily (each camp in its own Meeting Circle outdoors) for about 15 to 20 minutes. Meeting is typically longer on Sundays. Every member of the camp community is expected to attend. No one is asked to become a Quaker. Meeting is simply a time when the camp community shares a brief part of the day together to reflect, contemplate, and meditate if participants so desire. If someone is moved to share a thought, they are free to speak. For many counselors and campers, Meeting is both calming and rewarding. It sets the pace for much of each day's activities and is, perhaps, the most important basis of the camp's sense of community. For some it is a time for personal worship and devotion.

If you anticipate any personal difficulty participating in Meeting, please speak with your director.

Camper & Staff Diversity

We are responsible for creating an atmosphere that supports one another in growth towards inclusivity and the acceptance of diversity. Farm & Wilderness will provide ongoing anti-racism/cultural competency training throughout its programming and training. Within our commitment to diversity, we strive to broaden the diversity of the staff, the campers and the Board of Trustees to reflect the world in which we live.

Peace

The Quaker concern for non-violent solutions has been a guiding ideal throughout the history of Farm & Wilderness. Through discussions, plays, current events nights, and our every interaction, campers and staff have opportunities to deal with issues relating to interpersonal and global conflict.

Our approach strives to avoid preaching or righteousness. We hope that it opens the way for questioning and more exploration as children grow older. We hope, too, that it helps campers form personal values that hold sacred that which is special in each of us.



Recorded Music

We place great emphasis on a “do-it-ourselves” approach to program activities, and we extend this philosophy to music making. Over the years the camps have developed a large list of songs which are widely known and sung, and each year staff and campers add new songs to the list. Our prohibition of recorded music stems from a desire to show campers the fun and satisfaction which are possible when we do things ourselves rather than passively allowing ourselves to be entertained. The absence of pre-recorded music helps all of us to dig deeper into our hidden musical talents. If you do bring an ipod or “box” to camp for use on your day off (the only time it will be possible to use it), please plan to keep it in the trunk of your car or that of a friend’s car. **Using recorded music in the staff room, in kitchens, or after campers are in bed will not be allowed under any circumstances.** Recorded music from any device including the radio, tape, ipod, MP-3, or CD player in camp vehicles is not allowed on camp property.

Fifth Freedom

At F&W we encourage the campers to find and express their potential through simple living and activities filled with physical challenges. We celebrate a child’s creativity and reinforce it as much as possible throughout a young person’s waking hours. We say that young people are free to truly be themselves and have given this the name “the Fifth Freedom.” President Franklin Roosevelt outlined the Four Freedoms in 1941 as freedom of speech and religion, and freedom from want and fear. This is often manifested at camp as the ability to express yourself with your clothing, your costume, your wig, your hat, etc. You will find a great love for crazy and unusual clothing at F&W in general. If you have questions about attire and Fifth Freedom, talk to your camp director.



Working with Children

Working with children, as their counselor, teacher, and friend, is incredibly rewarding and enjoyable. As F&W counselors, we see children grow over the summer, enjoying themselves, learning skills, making friends, and stretching their boundaries. We build a safe, nurturing environment for children. You will be learning more about the *boundaries* we strive to create for children; emotional, physical and social boundaries, during our Staff Week trainings. This all may seem a bit intense and scary, but really it is common sense when taking care of children. We want you to feel comfortable around these kids, which basically means being the best person you can be! They will love it when you spend time with them, are interested in who they are, and listen closely to things that are on their mind.

Please read the following sections carefully, as they relate to our moral and legal responsibilities as caretaking adults.

Bullying Prevention at F&W:

Over and over our campers report that they've never experienced a more safe and accepting atmosphere than at Farm & Wilderness. From day one at our camps, we make it clear to our staff and our campers that the community we're creating together is different and we need each individual involved in making it a place where everyone feels valued and safe both physically and emotionally. We believe that the atmosphere and community we create at F&W goes far beyond anti-bullying. Here we will outline our preventative efforts towards avoiding bullying behavior, and how we handle cases of unkindness.

Definition

"Bullying is a behavior, not an identity.

For behavior to qualify as bullying, two conditions must exist:

- The aggressor must intend to hurt or intimidate someone less powerful (powerful could mean: more popular, bigger, older, majority)
- The behavior must be repeated." (Teaching Tolerance, Number 45 Fall 2013)

Staff Training

- **Cultural Competency training:** Staff discusses how to create a community that feels welcoming, inclusive and safe for *everyone*.
- **Orienting and Monitoring** (counselor training)
 - Orientation: We teach staff how to orient campers to our expectations for creating a safe place. Also, we teach staff how to facilitate camper ownership and investment in creating the communities they want to live in.
 - Monitoring: Staff learns how to monitor campers when camp begins. Part of monitoring is creating redirection for even small acts that aren't kind. They learn to look for red flags for both physical and emotional safety (i.e., power dynamics at play).
- **Boundaries Training:** all staff receives training on appropriate interactions with the children they care for (both physically and emotionally). This training also outlines the **Behavior Continuum** (see below) which outlines clearly which behaviors they should handle directly and the flow of organizational response as behaviors persist or become more severe.

With Campers

- **Tone Setting:** In the first few days, at each of the camps, we spend a lot of time orienting our campers and setting the tone for camp. We do this in a number of ways in both large groups and small to make sure all campers learn our core values and expectations.
 - Expectations: One of the great things about camp is that there is freedom for our campers to make and learn from their and other community members' choices. We do make it clear that above all we strive to create a place rich in respect and kindness. Each community member is made aware that they have the opportunity (and even responsibility) to move the community toward this goal.
 - Right to Safety: Campers are made aware of their right to safety while at camp. They are introduced to not only their cabin counselors but also support staff who they can go to if needed. *We educate campers about the difference between discomfort (which campers should expect—as a vehicle for growth) and feeling unsafe.*
 - Camper contract/ community standards: Depending on the size of the camp, this is done in different ways. We give campers the opportunity to collect their ideas of what they need/want within their summer community. These contracts are used to hold campers accountable for keeping each other safe.

- **Monitoring:** Our child/ staff ratio meets and often exceeds industry standards in order to facilitate a safe environment suitable for growth and healthy risk taking. Our staff is watching for physical safety and emotional safety, working to create connections that do not involve putting others down or at risk.
 - We have individual check-ins with campers to ask them how they are doing, not waiting for problems to bubble up.
 - Reorienting: In most cases if staff sees behavior that could cause harm to them or others, it's a single incident with opportunity for learning how they are affecting the community and they can directly reorient the camper involved (usually empowering the voice of the community members to express the impact of these behaviors or reminding the camper of the community norms they helped create). If behavior is more serious (including any of the defining criteria for bullying above) they report the behavior to their supervisor. The attached behavior continuum outlines our course of action with redirection.
- **Cultural Competency:** At each camp we teach about the idea of justice and inclusivity, as well as the value of difference. Our staff is trained to facilitate meaningful, age-appropriate conversations on social justice. When campers are aware of ideas bigger than themselves, they become invested in creating emotionally safe spaces. Through creating opportunities to experience and create a just community we hope to counter any harmful and pervasive behaviors with one of compassion, understanding and affirmation. Teaching **empathy** is central.

Bullying Policy

As outlined in our *Bullying Prevention at F&W* above, we work hard to create camp environments that are both physically and emotionally safe for all participants. Our summer staff are trained how to monitor for unsafe behaviors, and when to report these behaviors to our leadership staff. As much as we strive to prevent these behaviors, if bullying occurs at one of our camps, our leadership's response is swift. The *Behavior Continuum* chart below outlines our response to unkind behavior. This chart covers both behaviors that might be considered bullying as well as issues of mental health. Although every bullying incident is different, we use a 4-level response system to guide staff if a situation occurs.

Level 1

- **Individual response:** Incidents on level 1 can be handled by the observing staff. These are certainly behaviors we don't want to ignore; we train staff to redirect campers themselves or facilitate the process of other campers offering feedback.

Examples (as related to the idea of bullying) include:

 - Microaggressions: things said (most often unknowingly) which perpetuate systems of oppression (i.e. racism, sexism, etc).
 - Clique formation
 - Any behavior creation a 1-up dynamic: putting others down
 - Unkind words or actions

Level 2

- **Requiring in-camp leadership plan and response:** Level 2 incidents are serious enough to warrant documentation, reporting to leadership within each camp, and communication with parents/guardians. Usually people who manifest bullying behaviors are struggling, we work with campers exhibiting this behavior one-on-one and spend time listening to them. The camper and camp leadership come up with a plan of action (usually a camper contract). Any incident of bullying is at least a level 2 incident (more severe incidents may rise straight to level 3).

Examples (as related to bullying) include:

- Any continuing behavior from level one. In other words, campers continue exhibiting behaviors listed for level one even after redirection from staff.
- From the definition of bullying above: any repeated behavior meant to hurt someone less powerful.

Level 3

- **Requiring a departure:** Level three behaviors are beyond what we can safely handle in camp. Leadership staff coordinates a dismissal with families and report the incident to the ED.

Examples (as related to bullying) include:

- Continuing with unkind or bullying behavior even after meeting with camp leadership staff and creating an action plan.
- Severe, persistent or pervasive physically or emotionally abusive behavior involving a power dynamic.

Level 4

- **Requiring Crisis response:** A level 4 incident is a safety issue requiring outside immediate help.

Behavior Continuum

Level	1	2	3	4
Type of Issue	Issues are comfortably handled by staff.	Issues that Require Support Staff and Director Involvement Parents are involved	Serious Concerns for Safety of Camper and /or the community. Requires Involvement of Parents, Director, MHC, ED	Emergency Crisis Response Requires activation of EMS and the crisis response team
Examples	<ul style="list-style-type: none"> ● Unkind words/action (1x) ● Homesickness ● Cabin conflicts ● Boundary Issues ● Varying Participation ● Non compliance ● Common anxiety ● Microaggressions ● Formation of cliques ● Creating a 1-up dynamic 	<ul style="list-style-type: none"> ● Any continuing or heightened behavior from level 1 ● Serious ongoing boundary issues ● Excessive homesickness ● Harassment (physical, emotional, sexual)—ongoing/power dynamic ● Sexual behavior (consensual sex with peers, or overt/inappropriate masturbation) <p>MHC must be consulted with Indications of:</p> <ul style="list-style-type: none"> ● Eating Disorder ● Sleeping Disorder ● Extreme Anxiety (including panic attacks) ● Self-injury and any serious mental health concern ● Revelation about sexual/physical abuse 	<ul style="list-style-type: none"> ● Non adherence to behavior contract ● Severe, persistent or pervasive physically or emotionally abusive behavior involving a power dynamic ● Active eating disorder ● Continuing self-injury ● Suicidal ideation ● Serious physical, emotional, or sexual aggression (or threats). ● Complete refusal to participate or follow camp rules ● Refusal to remain in camp ● Serious psychological issues (manic depression, severe anxiety, trauma, etc) 	<ul style="list-style-type: none"> ● Attempted Suicide ● Serious Medical Emergency ● Death ● Serious Trauma ● Severe Psychological Distress. Any critical incident involving 911 response or involvement of the crisis response team

Action	<ul style="list-style-type: none"> • Response/redirection by cabin counselors and possible consult with supervisor (for advice) • Possible consult with Parents 	<ul style="list-style-type: none"> • Notify support staff • Engage in active observation • written documentation (incident report/ possible behavior contract) • Assessment of camper behavior • Director notifies MHC for consult • Create strategies for response with all those involved in the incident • Parents are contacted, informed of plan • Director and Staff are still primary response and follow-up team 	<ul style="list-style-type: none"> • Director has contacted MHC • Director, staff and parents facilitate camper departure • Camper departure documented and given to ED. • Facilitated Debrief and closure. 	<ul style="list-style-type: none"> Initiate the Emergency Action Plan Activate Crisis Response Team
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MHC= Mental Health Coordinator

Understanding Child Abuse and Neglect

Child abuse means physical or mental injury, sexual abuse or exploitation, negligent treatment or maltreatment of a child under the age of eighteen. These acts are both morally abhorrent and illegal. F&W forbids staff from abusing children.

Vermont state law requires F&W staff to report observations, knowledge or reasonable suspicion of abuse to the Vermont Department of Children and Families within 24 hours of finding out about it. This is called “Mandated Reporting.” As of March 2014, the Department maintains a 24-hour reporting hotline: 1-800-649-5285 (F&W assumes no responsibility for DCF changing this number at any time, but provides the number here as a courtesy and to facilitate reporting).

F&W strives to create a healthy and educational environment for children. To do this staff must: (i) understand their own potential to abuse children; (ii) interact with children in appropriate ways, and (iii) recognize the signs of abuse in campers whether that abuse occurred at camp or at home. Pay particular attention when another counselor or older camper:

- Seems overly interested in, and creates opportunities to be alone with, a camper.
- Displays favoritism towards one particular camper.
- Gives special privileges or gifts to a particular camper
- Plays with a camper in a way that makes you uncomfortable.
- Minimizes any concerns you raise about how he/she is interacting with the camper.

The Mandated Reporting Statute and a brochure from the DCF website on “How to Report Suspected Child Abuse” are available at the office. Training regarding how to comply with the legal and ethical requirements is available annually as part of the summer training cycle. Employees who feel a need for additional training are encouraged to speak with Human Resources or ED. No employee will be retaliated against for reporting any behavior under the Mandating Reporting Statute.

Staff potential to abuse children

Any sexual contact between a counselor and a camper is abusive and strictly forbidden. Counselors play a special role at camp as caretakers of children, which includes a clear power difference between counselors and campers (more money, mobility, authority, experience, knowledge, different set of rules at camp, etc.). Sexual contact across that power difference can have severe emotional and psychological effects on the camper that can last a lifetime.

Children are inherently and naturally messy, noisy, dependent, impulsive, curious and imperfect. The only way that children “grow up” and out of these tendencies is through the patient, firm, non-punitive experiences they have with adults and each other. Expectations for camper behavior (regarding messes, noise, the speed with which children comply, general use of language and so on) may be beyond the age and maturity level of the camper. This may lead to frustration on the part of the staff and potential abuse. Frustration is often made worse by personal stress. Observing healthy habits of eating, sleeping and socializing will do much to decrease staff stress levels. Asking for help when tired or not clear on how to proceed with a camper or a situation will also reduce stress.

Children exert a force on the adults around them called regressive pull. This force may cause counselors to give up their own maturity, for example by engaging in a control battle with a camper. It also can compel counselors to overly involve themselves in the camper’s growing-up challenges. Counselors must maintain a certain level of detachment-- to enter into a child’s world (become child-like) while not becoming childish. Child abuse may occur when the counselor is not behaving as an adult.

Guidelines for appropriate staff/camper interactions

The Rule of Three: When interacting with an individual camper, be within sight or sound of other people. If the need arises for a camper to be in a remote location with a staff person, there must always be at least one additional person with you. The third person can be another camper or staff person.

- ✓ Touch campers only in the presence of other adults.
- ✓ Never touch campers against their will (unless there is a clear and present danger to the child or others).
- ✓ Touch campers only on the hand, upper back and shoulder; do not be in contact when they are exposed or undressed.
- ✓ Do not offer clothing optional activities, such as skinny dipping or naked shower time with campers.
- ✓ Ask for and receive permission to touch campers in other ways, for example to give a hug.
- ✓ Never touch a camper in a place that is normally covered by a bathing suit (except for a clear medical necessity, and then only with supervision by another adult).
- ✓ Never hit or strike a child.
- ✓ Never touch in a way that causes campers to be over-stimulated and feel out of control for example by tickling, wrestling or having pillow fights.
- ✓ On trips, pay attention to sleeping arrangements. A camper should never be between two counselors or cornered between a counselor and a wall.
- ✓ Do not share personal information about adult topics (for example, drugs, alcohol, sexual activities).
- ✓ Do not sit on a camper’s lap or invite a camper to sit on yours.
- ✓ Do not get into the same bed or sleeping bag with a camper.

- ✓ Do not tell lurid or sexually graphic stories or jokes to campers.
- ✓ Do not take pictures of children wearing less than a bathing suit.
- ✓ Never draw undue attention to a child while she or he is changing clothes or showering.

****When in doubt about whether an action is appropriate with a child, wait until you ask a co-worker or supervisor for their advice or perspective. You can always ask your supervisor for assistance in any situation or when the rules seem confusing!****

If a camper approaches you and expresses feelings or desires that are inappropriate, or if you are having feelings or desires that may be inappropriate, please seek counsel from either the mental health coordinator or your camp director.

Camper Supervision

F&W is proud of the staff to camper ratios we provide in order to keep campers safe, and help staff to provide the best experience possible. While ratios are dependent on activities (for example the ratio is lower on trips), below are the average ratios for each age group at F&W.

Staff Ratios for Residential Camps: (TL, TF, IB, FC, and SAM)

Camper Age	Number of Staff	Number of Campers
9-14 years	1	8
15-17 years	1	10

Staff Ratios for the Barn Day Camp

Camper Age	Number of Staff	Number of Campers
4-5 years	1	3
6-8 years	1	4-5
9-10 years	1	5-6

Waterfront Ratios (How to Get Wet Protocol):

- 1lifeguard for every 10 campers plus a 2nd trained staff as a spotter.

Trips Supervision Ratios (F&W Trips Leader Field Manual):

- All trips must have at least two counselors
- The camper to counselor ratio never exceeds 5:1

Indicators of abuse

Vermont and Federal laws recognize four kinds of child abuse. They include neglect, physical abuse, emotional abuse and sexual abuse. An abusive act is one in which physical and/or emotional harm occurs. The following are common warning signs or indicators of each type of abuse:

Neglect: chronic hunger, pattern of truancy and tardiness, dependence on others for meeting basic needs, poor hygiene, unattended medical or dental problems, developmental disorders.

Physical abuse: conflicting or changing stories about how an injury occurred, delayed or inappropriate treatment for an injury, burns, bruises, lacerations, abrasions, fractures.

Emotional abuse: developmental disorders, habit disorders (thumb sucking, rocking), conduct disorders (antisocial or destructive behavior), reactive disorders (hysteria, phobias, compulsions), neurotic behavior (speech problems, sleep disturbances), suicidal ideation.

Sexual abuse: age inappropriate understanding of sex; reluctance to be left alone with a particular person; persistent and inappropriate sex play with peers or toys; prostitution; wearing lots of clothes, especially to bed; drawings with genitals; fear of touch; abuse of animals; masturbation in public; apprehension when the subject of sexual abuse is brought up; difficulty in walking; torn, stained or bloody underwear; pain or itching in the genital area; pregnancy; bruises or bleeding of the external genitalia; sexually transmitted diseases.

A single indicator rarely creates enough suspicion to report child abuse to the authorities. When multiple indicators have been observed, it may be time to ask the child an open-ended question like, “I’ve noticed that something seems to be bothering you, would you like to talk about it?” Such a question may confirm your suspicions or uncover additional indicators. If you are unsure if or how you should pursue your concerns or suspicions, please seek the perspective of your camp director or another supervisor.

How do I report child abuse or a suspicion of abuse?

As noted, time is of the essence. You are legally required to report abuse or suspected abuse to the State of Vermont within 24 hours of learning about it.

You need to discuss the situation confidentially with your camp director, mental health coordinator or nurse. These people will notify the Executive Director, who may ask to speak directly with you, other staff members, or the camper to gather the information necessary to make the report and will then report the abuse to the authorities.

If an incident of child abuse that involves an employee is reported, the employee will be suspended from duty without pay pending investigation.

What will the Dept. of Children and Families do?

If there is enough evidence, they will investigate, sometimes within hours. The outcome of the investigation will either be to drop the case or to act to protect the safety of the child. If they feel there is not enough evidence to investigate, then a file will be created and maintained in such a way that future reported abuse would add to the file.

Social Contact after Camp with Clients

Employees of F&W form important relationships with families, children and adults (“clients”) which benefit F&W as an organization. The intent of this policy is to support healthy and professional relationships between employees of F&W and the people we serve. All employees, Seasonal Staff and Year-round Staff, are expected to adhere to the highest ethical standards as they serve clients.

Adult employees shall not enter into any sexual or sexualized relationship with any camper or any other person under the age of 18.



Age and Stage Development

We have some big goals for our program across F&W; we want to provide good skills and a fun curriculum, and we want to do it in a way that is appropriate for the age of campers that we host. We also want to offer our campers many ways to challenge themselves, and feel safe to make mistakes!

But a challenge for a teenager might be speaking up about coming out as gay or transgender, finishing an Adirondack chair, or swimming around Woodward Reservoir. A challenge for a ten-year old might be making a fire with a bow-drill, completing a knots course, or talking about body issues for the first time. And the little kids we have at the Barn Day Camp might not want to hold hands with each other, or might be scared of swimming for the first time. How do we manage program across all the ages of campers we have?

It is important that we have expectations of campers that fit with the child's level of maturity. We call this **age/stage program planning**; it's important to understand how your camp director wants you to work with children for this summer. You will learn more of that throughout the pre-camp trainings.

We want you to always remember when you work with campers that you are the responsible adult. If you are working in an activity area, remember that issues you encounter might be related to a camper's challenges with skills, or with their emotional/personal ability to meet you where you want them. If you're a cabin counselor, remember that campers have many fears and challenges about staying out overnight – be curious and thoughtful! If you are unsure how to address a camper or what their issues and development stage might be, please call in your lodge head, support staff, or director to assist you. We are all working together for these campers, so you will have lots of help!

Parents, Friends, Neighbors

Relationships

Relationships, be they with one's parents or with a friend/partner near or far, are difficult to maintain while working at camp. With all the responsibilities we take on with the job, it's easy to feel distant from those closest to us. Farm & Wilderness encourages all employees to keep a healthy balance between work and the rest of the world. However, we ask that you try to minimize how much your personal life infringes on your responsibilities as a staff member. Long conversations on the phone, leaving the cabin at night without your co-counselor's approval, and discussions with your campers regarding your romantic involvement(s) are not acceptable.

Your Visitors

It is not easy for us to accommodate visitors, unless you can have them come on your day off. (Would your visitor really want to sign waivers and undergo a background check? Probably not...) You will need to confer with your director well in advance to see what can be arranged. The director will make the final decision about whether a visitor can stay at camp. When personal guests eat a meal in a camp dining room, they are asked to make a donation to the Campership Fund. Please put the cash or check in inter-camp mail addressed to the Finance Office with a note stating that it is a donation. If that donation is an economic hardship for you, please confer with your director.



Our Neighbors

When you are on a trip or outside F&W property for your job, you and your campers represent us! We ask that you approach our neighbors with respect and consideration at camp and while on trips.

Camper and staff behavior in public has usually been superb. In fact, people have remarked about the politeness and good behavior of our groups. Let's all work to keep it that way.

We share Woodward Reservoir and Lake Ninevah with the public. We should remain polite and courteous toward the folks we share the lakes with, and make sure that campers do the same. Any trespassing or disrespect of property towards our neighbors is not permitted while on or off duty. If a situation on the lakes (or anywhere else) seems confrontational, contact a Camp Director, the Program Logistics Coordinator, the Resource Director, or any other senior staff member to help with the public relations.

It is tempting to think that our relative isolation means that we don't have to concern ourselves with security from intruders or the presence of uninvited guests. Happily, this is almost always the case. **If you do see someone in camp that you do not know, just approach them and ask politely, "May I help you?"** Chances are that it is someone with reason to be there, but if you continue to have questions about their presence, seek assistance from another staff person or your director. This will be discussed further in each camp during staff week.

Relationships with Parents

What's important to know about parents and families? Well, they are trusting you with their child! They will undoubtedly want to know all about what you are doing, and how you are doing it, and what's going wrong. As staff, we must be aware that the world we create at camp does not always allow easy access for others coming in from "outside," in particular, parents. We must recognize that most often parents choose to send their child to camp, at least in part, because of those "other world" qualities, and we must therefore work to help parents ease into that world on the few occasions when they come to visit. Parents are keenly interested in working with us to foster the growth of their child. Therefore, we need to be aware of how we can best communicate our activities to them. Here are a few tips:

- **First impressions are important.** At F&W we try to avoid value judgments about appearance, but we need to be aware of how our appearance may affect communication with someone else. At the beginning of camp, you will be provided with an F&W t-shirt with "STAFF" written on the back. Please wear this shirt on opening day and use a nametag. This will help parents and staff quickly identify you.

- Even though it seems reasonable to assume that when parents come to visit they will seek you out if they want to talk with you, this is not always the case. If you know that a child's parents are coming to a Visiting or Departure Day, **take the initiative and seek them out yourself.**
- Be sensitive to the fact that each of your camper's family situations is unique and complex. Confusion can be generated around a visit. **Be prepared for the unexpected and use your best behavior (words, gestures, etc.) when interacting with parents.**
- When you **talk with parents, speak clearly and specifically about things you have observed about their child.** Be descriptive. Avoid generalizations, and do not feel that you have to impress them with how well you know their child.

If you have a particularly serious concern about a child, and wish to speak with the parent about the concern, **ask the director or assistant director to be a part of that conference.** They should have been aware of the concern prior to meeting with the parents and can be helpful with follow-up communications.

Above all, remember that your relationship with parents is and should be a collaborative one. Our campers are their children. They are allies and our primary clients. We work to create many of the experiences that these parents want for their children.



Employment

Equal Opportunity Employer

Farm & Wilderness is an equal opportunity employer. No employee or applicant for employment shall be unlawfully denied an

employment opportunity for which the employee or applicant is qualified because of race, color, sex, sexual orientation, gender identity, religion, national origin, ancestry, place of birth, age, veteran status (whether a qualified disabled veteran or veteran of the Vietnam era), disability, pregnancy, genetic information, or other category protected by law. F&W is committed to non-discrimination in its employment.

It is the policy of F&W to provide and maintain a program of equal employment opportunity and fairness in all personnel matters and all aspects of employment relations, including recruitment or recruitment advertising, hiring, employment upgrade or promotion, development, demotion or transfer, layoff or

termination, rate of pay, leave of absence, and any other form of compensation or training. It is the intent of this policy to safeguard against unsound and illegal personnel practices. F&W, therefore, shall engage in no practice which will unlawfully discriminate against any group or individual for reasons race, color, sex, sexual orientation, gender identity, religion, national origin, ancestry, place of birth, age, veteran status (whether as a qualified disabled veteran



or veteran of the Vietnam era), disability, pregnancy, genetic information, or other category protected by law (except where sex or age is a bona fide occupational qualification as determined).

Staff members with questions or concerns about any type of discrimination in the workplace at the Camp are encouraged to bring these issues to the attention of the Camp Director or any member of the Management Team. Staff members can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

ADA and ADAAA

F&W is committed to complying with all applicable provisions of the Americans with Disabilities Act (ADA), and the Americans with Disabilities Act Amendments Act (ADAAA), and related protections available under Vermont law. It is the policy of Farm and Wilderness not to discriminate against any qualified employee or applicant with regard to any terms or conditions of employment with regard to such individual's disability or perceived disability so long as the employee can perform the essential functions of the job. F&W will provide reasonable accommodations to a qualified individual, as defined by the ADA and ADAAA, who has made F&W aware of his/her disability, provided that such accommodation does not constitute an undue hardship on the Camp.

Employees with disabilities who believe they need a reasonable accommodation to perform the essential functions of their job should contact their camp director.

Employment at will

All employees serve "at will." "At will" employees may end their employment at any time for any reason, and F&W may end or may alter any aspect of their employment at any time, with or without a reason or cause.

As a seasonal, recreational business, F&W is not subject to Federal Fair Labor Standards Act or to Vermont laws concerning overtime.

Terms of Employment/Employment Agreement or Contract

All employees are subject to the policies and requirements of the BOT and the policies and requirements of F&W. F&W may terminate the employment agreement or contract without cause at any time. It is at the discretion of the ED and/or camp director to provide prior notice of termination.

Residential Staff Under 18 Years of Age

In general, only staff over 18 live on campus. Staff under 18 years of age living on campus must arrive with a completed copy of the Farm & Wilderness Day Off Information for Parents of Staff Under 18 Years Old form. Staff under age 18 are required to abide by all rules of Farm & Wilderness as well as those outlined in the form. Staff under 18 must fill out a camper Health Form prior to arrival at camp, with all information included.

Employee and Staff Screening

All employees and staff are required to cooperate in a standard background screening process. HR conducts the screening of all employees; this includes:

- A signed voluntary disclosure statement attesting to the non-conviction of violent crimes or crimes against children (annually for all employee groups);
- Signed authorization for F&W to conduct a comprehensive review of civil and criminal history records and a check of the National Sex Offenders Public Registry (annually for all employee groups); and
- A minimum of two reference checks and verification of previous work (including volunteer) history (may be conducted by hiring manager or supervisor) (only applicable to all new employees or returning employees with 2 or more gap years in employment).

Your Job Description

We use job descriptions to aid in hiring, wage and salary administration, and training. They also help employees and supervisors communicate about job responsibilities. However, job descriptions are only guidelines and can normally be expected to change over time; additional duties that may be taken on temporarily will not affect your pay rate. However, in the case that additional duties are assigned to you over a prolonged period, it may be appropriate for your supervisor, with the Management Team, to review the salary range of those duties in relation to your pay rate for a possible adjustment.

In addition, other duties may include service to F&W as a whole, rather than just to your department. Such duties might include work for service on a committee, participation at meetings, attending events, or training sessions.

Personnel Records

Important events in your employment history with F&W will be recorded and kept in your personnel file. Performance reviews, changes of status records, commendations, corrective action warnings and benefits enrollment records are examples of records maintained. These files are confidential. Employees who wish to see their files or make a copy of them may make a request to HR; such requests are subject to ED approval. F&W is under no obligation to make these records available to the employee.

Exit Interviews

In most cases, when you leave F&W, you will have an exit interview with your supervisor and/or Human Resources at a time that is mutually convenient; this process includes documentation of relevant information for your personnel file. During this exit interview, any final benefit designations are reviewed and your reasons for leaving are explored. We appreciate your constructive feedback to make F&W an increasingly better place to work. The exit process also includes the return of all keys, computer, or other F&W property, reporting of computer and telephone pass codes, assurance from the Finance Department that no money is owed to F&W, and any other relevant matters.

Grounds for Termination of Employment

Farm & Wilderness may terminate employees at any time for any reason. The legal term is that F&W employees serve “at will.” Termination is likely for employees whose actions injure or appear to injure the interests of the organization. Farm & Wilderness is not required by law to give any reason for termination.

If an employee's work is not satisfactory, the employee's supervisor will try to give the employee verbal or written notice of the problem or concern. If the problem or concern persists, the supervisor will try to give the employee written notice of the problem or concern, a specified time for performance to improve, and some indication of how improvements will be measured.

Reasons for discipline and up to including immediate discharge are listed below:

- Non-compliance or disregard of F&W policies and procedures unless a reasonable explanation is offered and accepted by F&W.
- Insubordination, including improper conduct toward a supervisor or refusal to perform tasks assigned by a supervisor in the appropriate manner.
- Unsatisfactory performance.
- Harassing, threatening, intimidating, or coercing any staff member, camper or parent. This includes falsely accusing or reporting another person for harassment and causing an investigation to take place.
- Possession, distribution, sale, use, or being under the influence of alcoholic beverages, tobacco products or illegal drugs while on duty or while on camp property.
- Theft, unauthorized removal or possession of property from F&W, other staff members, or campers.
- Lying, intentionally misleading, or altering, falsifying, or destroying any F&W documents or records.
- Bringing dangerous property or unauthorized materials such as explosives, firearms, or other such items to F&W.
- Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

If you leave our employment before the end of your previously agreed-upon employment period, your salary will be based on the actual days of work completed, not the amount listed in your employment agreement. If you are dismissed early, and have no means of travel, Farm & Wilderness will pay for your travel arrangements and deduct the amount from your final paycheck.

Gratuities/Tips

Parents might really want to give you a token of their thanks at the end of the summer – in the form of cash. This is not the practice at F&W. Parents who wish to express their appreciation for what Farm & Wilderness has meant to their children may make a contribution to the F&W Campership Fund. This fund makes F&W possible for children who otherwise could not afford to attend camp.

Salary, advances, deductions, and your final paycheck

Your Salary & final paycheck

Your salary is the total amount listed on your Employment Agreement. You will be paid on the last day of your contracted work or within 72 hours of your last day. However, you will have an opportunity to request cash advances according to a regular schedule described below. At the end of your employment any remaining salary after taxes and cash advances will be paid by check. The opportunity to request a cash advance happens at your camp, usually during staff meetings. If, due to unexpected disaster, the camp closes during the time of employment, Farm & Wilderness is not financially obligated to the employee beyond the day s/he actually works.

Below are the answers to frequently asked questions:

Cash Advances

How often are cash advances paid?

Cash advances are available every two weeks, on the same pay cycle as year-round F&W employees. Your camp director will let you know when and how to request a cash advance. All requests will be submitted to the Bookkeeper. Requested and approved advances will be distributed the following Wednesday.

The first request date is during Skills Week; distribution is then during Staff Week. This cycle is repeated throughout the summer occurring every other week.

Your camp director or the director's designee will be responsible for collecting, reviewing/approving, and submitting requests to HR by the request deadlines. The camp director or director's designee will be responsible for receiving cash advance money, giving cash to staff, and recording receipt from staff on the distribution dates. Staff will fill out forms provided by camp directors on one Wednesday and receive money the following Wednesday. It will not be necessary for you to visit the office for this process.

How much will be available?

Each staff person may be eligible to request up to 1/5th of 80% of his or her salary at each cash advance request. The calculated amount is then rounded down to the nearest ten in order to simplify accounting and the handling of cash. An example can be found in the table "Example of Cash Advance Amount".

What does F&W need to process cash advances & your final paycheck?

For staff to receive any form of payment from F&W—cash advance or final paycheck—Human Resources must have completed employment forms for the current year on file. These forms include: Employment Agreement, W-4, I-9, and Declaration of Health Care.

Your wage and tax statement (W-2) form (that you can use to file your tax return) will be mailed no later than January 31 next year to the address listed on your W-4. This statement summarizes your Farm and Wilderness income and deductions for the year.

Example of Cash Advance Amount	
Your Summer Salary	\$1,800.00
After tax estimate (80%)	\$1,440.00
Divided by 5 (4 cash + 1 check)	\$288.00
Amount available per advance	\$280.00

Payroll Deductions

Certain deductions will be taken from your paycheck(s) to comply with federal and state laws. Deductions are summarized on the payroll check stub and may be made for the following:

- Federal and State Income Tax Withholding
- Social Security (OASDI) and Medicare
- Other items designated by the employee (cash advances, etc...)

The actual amount deducted from your paycheck for the above listed items varies, as each is based on a percentage of your gross salary. In general the calculations are as follows:

- **Fed** – percentage is based on your salary, status (“married” or “single”), and the withholding allowance number you submitted on your W-4. (The lower the number, say “0,” the higher the percentage of withholding or the higher the number, say “4,” the lower the percentage of withholding. If you claim exempt* or “99,” no Federal Income Tax will be deducted from your earnings.)
- **VT** – percentage is based on your salary, status (“married” or single”), and the withholding allowance number you submitted on your W-4. (The lower the number, say “0,” the higher the percentage of withholding or the higher the number, say “4,” the lower the percentage of withholding. If you claim exempt* or “99,” no Federal Income Tax will be deducted from your earnings.)
- **OASDI** – 6.20% will be deducted from your gross earnings. You cannot claim “exempt” from OASDI—6.20% of your salary will go to pay this tax.**
- **Medicare** – 1.45% will be deducted from your gross earnings. You cannot claim “exempt” from Medicare—1.45% of your salary will go to pay this tax.**

For example, if you are paid \$1,800.00 for the summer and take out \$1,120.00 as cash advances, your final paycheck would roughly look like the following chart:

Example of Final Paycheck	
Gross Salary or Earning	\$1,800.00
Fed Income tax	-\$166.85
State Income tax	-\$56.84
OASDI	-\$111.60
Medicare	-\$26.10
Net Pay	\$1,438.61
Cash Advances	-\$1,120.00
Final Paycheck/ Take-home Pay	\$318.61

*A note about claiming “Exempt”: As stated on the W-4, you can only claim exempt if: Last year (2013 tax year) you received a refund of all federal tax income withheld because you had no tax liability AND this year (2014 tax year) you expect a refund of all federal tax income withheld because you expect to have no tax liability. Also, if another person claims you as a dependent on their tax return, you cannot claim exempt. So please check with your parents before claiming exempt—especially if you still live in their home, are a full time student, and/or if you are on their medical insurance policy. If any of these are true, chances are that your parents or parent claim you as a dependent.

**We want to make it very clear that money will be deducted from every paycheck, even if you can claim “exempt” from federal and state income taxes. We still have to deduct the required amount for OASDI & Medicare.

Other Benefits

Education and Training Assistance

F&W may offer reimbursement to seasonal employees for necessary certifications if applicable.



Please contact your camp director or Human Resources for more information.

Qualified Tuition Reduction Plan

F&W offers a Qualified Tuition Reduction (QTR) Plan for all employees. This benefit is a non-taxable benefit. To be eligible, children of current employees (yours and/or your spouse or civil union partner's child or foster child) must be between the ages of 3 and 17 and enrolled in an F&W camp. Campers discharged for behavioral or other reasons may not be covered, at the discretion of the Admissions Director and the ED. The details for the QTR are reviewed, approved, and established annually. Staff participating in the QTR Plan shall not be eligible to receive Campership. Information on the current year QTR plan can be obtained from HR.

Standards of Conduct

Behavior

F&W exists in a very public setting all year, but especially in the summer. All F&W employees are expected to conduct themselves in a manner that expands and promotes Farm & Wilderness, or, at minimum, does no harm to the reputation of the organization. F&W is a leadership training organization and a significant attribute of leadership is role modeling. All F&W Employees are role models at all times they are working or living at F&W as well as any time they are representing the organization in any capacity. Adult staff should use professional discretion if entering into a personal relationship with another adult employee. If a staff person begins a relationship with an employee under their direct supervision, it is imperative that they inform their supervisor of the relationship. It is the supervisor's responsibility to evaluate if reorganization in the department's reporting structure is necessary

F&W Tobacco, Alcohol, Drugs & Firearms Policy

Any use of alcohol or tobacco or use or possession of illegal drugs or misuse of prescription drugs or of controlled substances without a prescription is prohibited while on duty, while on F&W property or in F&W vehicles. Attempting to work or be on call while under the influence of illegal drugs or alcohol is also prohibited. Violations of this policy may lead to discipline up to and including discharge.

The Camp's policy prohibiting smoking, drinking alcohol and the use of illegal (and prescription) drugs springs from our desire to demonstrate an alternative to the social context most of us live in the rest of the year. It also stems from a desire to model a life-style which does not require the use of chemical stimulants in order to have fun. Further, we hope that through example and discussion we can help campers understand the effects these substances have on our bodies. The following are adjuncts to the F&W tobacco, alcohol and drugs policy.

- Use or possession of tobacco while on duty may result in termination of employment.
- Being under the influence of alcohol or illegal drugs while on duty will affect your ability to perform your job and can result in termination even if the substance was used on free time.

- Possession or sale of alcohol or illegal or non-prescribed drugs while on F&W property at any time can result in termination.
- All staff are expected to report to their supervisor any use, possession, or sale of alcohol, tobacco, or illegal drugs by campers, or by fellow staff members while on camp property (or who return to work under the influence).
- Given the reasons for prohibiting tobacco, alcohol and drugs while on duty and on site, we also seek to prevent the appearance of having used these substances while on your time off. For example, this may mean brushing your teeth so that your breath does not smell of alcohol or changing your clothes after being in tobacco smoke before interacting with campers.
- Vermont law prohibits the use or possession of alcohol if a person is under the age of 21 or enabling an underage person to drink. No staff member should encourage or promote the use of alcohol, tobacco or other illegal drugs to campers or other staff during their employment at F&W.
- Firearms are prohibited at Farm & Wilderness at all times under any circumstances.

Confidentiality

Employees who handle confidential information are expected to keep that information in confidence; do not share information with others unless necessary and only if the individual is authorized to receive such information. Examples of this include, but are not limited to: camper information, medical information, employee management, an inquiry that might result in disciplinary action, and donor information. Any questions should be referred to the ED.



Harassment

F&W seeks to create an environment in which community members can express themselves without fear of violence, oppression, intimidation, or abusive epithets. Members of our community are called upon to foster respectful and ethical standards of behavior. Further they are called upon to be responsible in their actions toward one another and to teach this responsibility to campers.

It is the determined policy of F&W to provide and ensure that the work environment for all staff members is free from any form of harassment based on race, color, sex, sexual orientation, gender identity, religion, national origin, ancestry, place of birth, age, veteran status (whether a qualified disabled veteran or veteran of the Vietnam era), disability, pregnancy, genetic information, or other category protected by law. We work in a close-knit community where we all have rights and responsibilities. We need to learn to respect individual differences and teach our campers the same skills.

What is harassment?

Harassment is characterized as any words or actions that have the effect of oppressing or conveying hatred, contempt, or ridicule based upon such characteristics as race, color, religion, gender identity, sexual orientation, age, sex, national origin or disability. The effect of such words or actions is to degrade, humiliate or deny another person the full and free exercise of their rights and privileges. It includes creating a hostile environment.

Harassment can include name-calling, unwelcome sexual advances, requests for sexual favors, the use of epithets or slurs, graffiti, circulation of written or visual materials, and other verbal or physical conduct of a sexual or discriminatory nature when:

- (1) Submission to that conduct is made either explicitly or implicitly a term or condition of employment;
- (2) Submission to or rejection of such conduct by an individual is used as a component of the basis for employment decisions affecting that individual; or
- (3) The conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

Examples of illegal harassment include, but are not limited to the following, when such acts or behavior come within one of the above definitions:

- either explicitly or implicitly conditioning any term of employment (e.g., continued employment, wages, evaluation, advancement, assigned duties or shifts) on the provision of sexual favors;
- touching or grabbing a part of an employee's body after it is known or should be known that such physical conduct was unwelcome;
- displaying or transmitting sexually suggestive, racially offensive, or otherwise discriminatory pictures, objects, cartoons, or posters if it is known or should be known that the behavior is unwelcome;
- regularly telling sexual jokes or using sexually vulgar language or language that is derogatory to a protected class, particularly if it is known or should be known that the person does not welcome such behavior;
- retaliating against any person for having filed or supported a complaint of illegal harassment (e.g., ostracizing the person, pressuring the person to drop or not support the complaint, adversely altering that person's duties or work environment, etc.);
- using racially derogatory terms or name-calling;
- engaging in ethnic slurs, graffiti, or other offensive conduct directed at an individual's birthplace or culture;

- ridiculing attendance at a particular church, temple, or synagogue; or
- otherwise treating individuals differently because of a protected characteristic.

Any employee who experiences conduct of this sort, or believes that his/her work environment has become a hostile or offensive place to work, should immediately bring the matter to the attention of his/her supervisor or the ED. An employee's concerns will be investigated promptly and the employee will not suffer retaliation for reporting them.

Certain forms of harassment are illegal under state and/or federal law, and will be prosecuted accordingly.

F&W will not tolerate any harassment of or by employees. Retaliation against anyone who has reported harassment will not be tolerated.

If you are harassed

F&W supports employees in resolving differences directly whenever possible. Inform the offending person or persons that their conduct is offensive to you and must stop. If this is not possible or ineffective, report the situation to your supervisor. It can be very helpful if you start a record of the events you believe are harassing. Keep track of the dates, names of the offender(s), offensive behaviors, witnesses and confidantes.

When F&W receives a complaint of harassment, or otherwise has reason to believe that harassment is occurring, the department Director or Executive Director will promptly investigate and address the matter. Care will be taken to protect the identity of the person with the complaint and of the accused party or parties, except as may be reasonably necessary to successfully complete the investigation. It shall be a violation of this policy for any employee who learns of the investigation or complaint to take retaliatory action.

If the allegation of harassment is found to be credible, F&W will take appropriate corrective action. F&W will inform the complaining person and take actions to ensure that the harassment will cease and that no retaliation will occur. Any employee who has harassed a community member will be subject to sanctions appropriate to the circumstances, ranging from a verbal warning up to and including dismissal. A record of the complaint, the results of the investigation, and any corrective action will be kept in the employee's file.

If the allegation is not found to be credible, the person with the complaint and the accused person shall be so informed, with appropriate instruction provided to each.

If the complainant is dissatisfied with F&W's action, or is otherwise interested in doing so, she or he may file a complaint with either of the following agencies:

Vermont Attorney General's Office, Civil Rights Unit, 109 State Street, Montpelier, VT 05609, phone (802) 828-3657, (802)-828-3665 (voice/TDD). Complaints should be filed within 300 days of the adverse action.

Equal Employment Opportunity Commission, 1 Congress Street, Boston, MA 02114, phone 800-669-4000 (voice), 800-669-6820 (TDD). Complaints must be filed within 300 days of the adverse action.

Each of these agencies can conduct impartial investigations, facilitate conciliation, and if it finds that there is probable cause or reasonable grounds to believe illegal harassment occurred, it may take the case to court. Although employees are encouraged to file their complaint of harassment through F&W's complaint procedure,

an employee is not required to do so before filing a charge with these agencies. In addition, a complainant also has the right to hire a private attorney and to pursue a private legal action in state court within three or six years, depending on the type of claims raised.



Employee Safety and Health

At F&W we want to provide safe working conditions for all our employees. We observe the safety laws of the governments within whose jurisdictions we operate. No one will knowingly be required to work in any unsafe manner. Safety is every employee's responsibility, and all employees are expected to do everything reasonable and necessary to keep F&W a safe place to work. If you have a safety concern, talk with your supervisor. If it is an F&W-wide issue, you and your supervisor should contact Management Team.

Emergencies

Our Emergency Action Plan (EAP) is reviewed and distributed on an annual basis. You will be responsible for reading and understanding our emergency response protocols.

Employee Injuries and Illness

No matter how insignificant an on-the-job injury may seem when it occurs, immediately notify your supervisor or someone in Human Resources. Forms required for the reporting of work-related injuries are available from camp nurses and Human Resources. All injuries should be reported to your supervisor, camp nurse and HR and the proper forms must be filled out within 24 hours.

While in employment at F&W, please consult a camp nurse or sensible health person before seeking outside medical attention. If you are unable to do this before treatment, please check in with a health team member soon after your hospital or doctor's visit.

Workers' Compensation Insurance (WCI)

All current employees are eligible for and covered by WCI as provided by F&W. This insurance may provide coverage in the case of a work-related injury. Employees injured on the job are required to immediately inform their supervisor, complete an incident/accident report, and to notify HR within 24 hours of the occurrence. Failure to file such a report may place a subsequent workers' compensation claim in jeopardy. HR will assist employees with information and proper procedures, including information as to approved medical providers for initial treatment in case of injury. Our insurance provider will determine

whether the circumstances of the injury make the expenses compensable. If not, the employee may be responsible for all related medical expenses.

Health Care

Health care at the camps is in keeping with the Camp's philosophy of living simply and with concern for our bodies. Staying healthy through eating correctly, maintaining cleanliness, **getting enough rest and exercise**, and paying attention to our emotional and physical selves is very important. A camp counselor has the double responsibility of looking after his/her own well-being and that of her/his campers. Kids need help learning to care for themselves when away from attentive parents; counselors must pay attention to their campers' health needs, which may include teaching them to change clothes, brush teeth, eat properly, and other personal hygiene skills.

Nurses and/or "sensible health persons" (nurse's assistant) are available to help with these tasks; they will talk over concerns with you and answer questions. They will also be available when campers or staff are ill or injured. They will determine treatment and decide whether the person needs to be seen by a doctor at a nearby clinic. Counselors should report to the nurse if they know of or suspect an illness or injury in themselves or in a camper. This must be done in as timely a manner as possible. All camps have access to a health center where campers or staff may stay for close health-related supervision.

Health Forms

All staff must return a completed health history form to the office. This is required annually. If you are 18 or older, this form does not require a doctor's signature. If you are under 18 on June 7th, you must have a physical examination by a doctor before you work at camp. This physical exam cannot happen here—camp nurses cannot perform it. If you are under 18 and come to camp without a doctor-signed physical exam form, you'll have to be examined at a local clinic at your own expense (\$45–\$85). If getting a physical exam is an economic hardship for you, please talk with your director about other arrangements prior to your arrival at camp.



Medical/Hospital Insurance

Farm & Wilderness does not provide health insurance for seasonal staff. You are responsible for any medical expenses you incur while at camp, except, as noted, if it is a work-related injury. We strongly advise that staff have their own personal health insurance coverage.

How to get to F&W

To The Plymouth Camps

(Tamarack Farm, Timberlake, Indian Brook, Barn Day Camp)

From Boston

I-93 North to I-89 North. Take Vermont Exit #1 (Woodstock/Rutland Rt. 4). West on Rt. 4 to Rt. 100 (not 100A) South in West Bridgewater. Turn left on Rt. 100 south for approximately 2 miles to Main Entrance (Farm and Wilderness Road) on left at sign. Follow the camp road to Barn Day Camp, Timberlake, Tamarack Farm and then on to Indian Brook.

From New York City, New Haven, Hartford

I-91 North to Exit #6 (Rt. 103 Ludlow/Rutland). West on Rt. 103 and turn right on Rt. 100 North approximately 10 miles to Main Entrance (Farm and Wilderness Road) on right at sign. Follow the camp road to Barn Day Camp, Timberlake, Tamarack Farm and then on to Indian Brook.

From Western New York State and beyond

I-87 North to Exit #20 (Rt. 149 Fort Ann). Follow 149 east to Fort Ann, then take Rt. 4 northeast into Vermont. Follow Rt. 4 through Rutland and Killington, then take Rt. 100 (not 100A) South in West Bridgewater. Go south on Rt. 100 for approximately 2 miles to Main Entrance (Farm and Wilderness Road) on left at sign. Follow the camp road to Barn Day Camp, Timberlake, Tamarack Farm and then on to Indian Brook.

To the Ninevah camps

The dirt/gravel roads leading to the Ninevah camps can be rutted and treacherous to low-riding cars. Go slow!

Saltash Mountain Camp

2733 Sawyer Hill Road

Mt Holly, VT 05758

From 263 Farm & Wilderness Road

1. Take Rt 100 South 12.2 miles until it meets Rt 103; Turn right on Rt 103
2. Take Rt 103 for 3.3 miles to Sawyer Hill Rd; Turn right on Sawyer Hill Road
3. Stay on Sawyer Hill Rd for 2.6 miles; SAM camp will be on the left.

From Ludlow

1. Take Rt 103/Rt 100 North out of Ludlow until the intersection with Rt 100 North
2. Stay on Rt 103 West for 3.3 miles to Sawyer Hill Road; Turn right on Sawyer Hill Rd
3. Stay on Sawyer Hill Rd for 2.6 miles; SAM camp will be on the left.

Flying Cloud Camp
1300 Unknown Soldier Rd
Plymouth, VT

From 263 Farm and Wilderness Road

1. Take Rt 100 south 12.2 miles until it meets Rt 103; turn right on Rt 103
2. Take Rt 103 for 3.3 miles to Sawyer Hill Rd; turn right on Sawyer Hill Rd
3. Stay on Sawyer Hill Rd for 3 miles until T intersection; take left on Patch Brook/Lake Ninevah Rd
4. Stay on Patch Brook/ Lake Ninevah Rd for 0.6 miles until intersection, take right on Unknown Soldier Rd for 0.5 miles on narrow dirt road to parking area
5. FC is one mile further accessible only on foot
- 6.

From Ludlow

1. Take Rt 103/Rt 100 North out of Ludlow until the intersection with Rt 100 North.
2. Stay on Rt 103 West for 3.3 miles to Sawyer Hill Rd; turn right on Sawyer Hill Road
3. Stay on Sawyer Hill Rd for 3 miles until T intersection; take left on Patch Brook/Lake Ninevah Rd
4. Stay on Patch Brook/Lake Ninevah Rd for 0.6 miles until intersection, take right on Unknown Soldier Rd for 0.5 miles on narrow dirt road to parking area
5. FC is one mile further accessible only on foot

As you prepare to spend time working with us with us, we hope to provide some useful information for you on our website, including transportation, what to do on your day off, local resources, and more! For additional information, please visit our website:

<http://www.farmandwilderness.org>

If you have any additional questions, please contact your camp director, hiring manager or Human Resources.



Handbook Receipt Acknowledgment:
Farm & Wilderness Seasonal Employee Handbook 2015
In effect: May 1, 2015 until further notice

I have received a copy of the Seasonal Employee Handbook. I have been informed about the content, requirements, and expectations of the policies for employees at Farm & Wilderness. I understand my employment is terminable at will by Farm & Wilderness, with or without cause, and with or without notice.

I understand that if I have questions at any time, I should consult with my immediate supervisor or the Human Resources Manager.

Employee Name (printed): _____
Employee Date of Birth (printed): _____

Employee Signature: _____

Signature of Parent/Guardian for Employee under 18: _____

Date: _____

A photocopy of this acknowledgment shall be accepted as an original. A copy of this acknowledgment will become part of the employee's permanent personnel record.