

Day Camp & Event Director Manual

Girl Scouts of San Gorgonio

Revised: November 2020

Currently Under Review, but not yet revised April 2021

If you see an error please email programcoordinator@gssgc.org so it can be reviewed.

Changes: As with everything in life, changes will happen. Make sure to verify this information periodically (at least once a year). It is your responsibility to ensure the information you are using is accurate.

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Welcome

Congratulations and thank you for stepping up to make a difference. Volunteers are the backbone of the Girl Scouts and volunteer-led events are the most efficient way to ensure our girls achieve the 5 Girl Scout National Outcomes and become girls of courage, confidence and character who make the world a better place.

Purpose

The purpose of this manual is to assist event and day camp directors in meeting the variety of policies, procedures and regulations that must be followed when presenting program opportunities to girls in our council. For those who are new to planning and implementing program please seek additional support through additional training and the volunteers and staff in place to assist you in discovering how to take your idea from concept to reality. This manual is not a how-to but instead a process, procedure, and policy based manual.

Use the Table of Contents!

Training/Attendee

Reading this manual without the accompanying training does not qualify as “trained.” If you are picking up this manual and didn’t take training please do so as there is value in the interactive experience that you cannot get from just reading a book. However, this training/manual is a required reference for any person who is directing GSSGC sponsored events. This person should be planning, developing, and executing the event. To simplify, it is the “event director” on the Intent to Event Form.

Event Creation

Anyone can create a Girl Scout event. The appropriate Regional Volunteer or Council Staff person through the intent to event form must approve all events.

Please note: Appropriate background screening and Girl Scout membership are required of event directors, those creating events, as well as most other volunteer position. The intent to event process includes budget approval and must include a plan for “profits.”

Definitions

As with any great journey, a common language is important

GSLE	GSLE stands for the Girl Scout Leadership Experience. This is the all things girl scout. It focuses on achieving our mission through a consistent national program. This program is made-up of the National Program Portfolio and uses three keys and three processes to ensure girls achieve the National Outcomes that research has found makes leaders.
3 Keys	Girls learn leadership by discovering themselves, connecting with each other and taking action to make the world a better place.
3 Processes	As adults we can help girls achieve this by ensuring Girl Scouts is girl led , includes learning by doing , and cooperative learning .
Outcomes	There are 5 national outcomes. These are a way to intentionally ensure girls are gaining leadership skills while participating in Girl Scout program. As adults determining which of the outcomes the program meets should be part of our planning process (see below).
Mission	The Girl Scout mission is to build girls of courage, confidence, and character who make the world a better place.
Pathways	Ways for girls to participate in Girl Scouts – throughout the year girls may choose one or all methods. The pathways are: <ul style="list-style-type: none">• Event - Single day one time experience• Camp - Consecutive multi-day outdoor experience.<ul style="list-style-type: none">• <i>Day Camp</i> – at least 3 consecutive days of 4 or more hours each.• <i>Resident Camp</i> – at least 3 overnights; less than that is <i>weekend</i>.

- Series - Several single day events surrounding a specific topic.
- Travel - Girl Scouts going someplace; GSUSA offers a national travel program (destinations) and locally GSSGC offers destinations through this national program.
- Virtual - Girls participate in Girl Scouts through a virtual (computer) world such as troop meetings through an electronic chat forum. Be aware of online girl safety.
- Troop - Same group of girls meet regularly with a leader who assists them in planning activities to meet the interest of the group that they can participate in.

Juliettes	Individually Registered Girl (IRG) or Solo Scouts. These girls are not attached to a troop.
Director	An adult who is planning, developing, and executing an event, camp, series, or travel experience open to girls outside a specific troop. You may have event co-directors; which would be particularly important if a group of girls is planning/implementing the event.
Staff	It is important to note that throughout this manual the word “staff” is used to refer to volunteer event staff; if it refers to paid staff that will be made clear typically by calling them “council staff”.
Council Staff	Staff who work full or part-time for our organization, The Girl Scout Council of San Geronio
Region or Service Unit	Geographic area of our council. We are members of the Girl Scout Council of San Geronio; however, there are 5 regions.
Pluralism	A core value in Girl Scouts is pluralism. Pluralism is not the same as diversity. Pluralism is a system that includes individuals from groups differing in basic background experiences and cultures. Pluralism allows for the development of a common tradition while preserving the right of each group to maintain its cultural heritage. It implies mutual respect.

In events there are many ways to honor this value including fostering a welcoming environment and encouraging girls and adults to be different; celebrating their uniqueness not just tolerating. Every individual, but especially the director sets the tone of tolerance at your events. It is also important to be aware of factors that might affect participation in an event or enjoyment of different types of events. Some factors to consider:

- **Religion** - Dietary restrictions due to religious principles or practices; Holy Days occurring during planned outings, etc
- **Economics** - Families on limited budget may not be able to provide needed personal equipment or clothing, assist with driving, or deliver child to meeting.
- **Cultural** - Parents may not perceive Girl Scouts as a good or desirable program activity, or may be uncomfortable allowing “strangers” to guide/supervise. There may also be language barriers or dietary preferences.
- **Social** - Girls may not be ready to function comfortably in a large group setting; may be lacking in skills necessary for outdoor group living.
- **Disabilities** - Minor modifications may need to be made with regard to schedules, supervision, or physical facilities; need to concentrate on the whole girl, not on her condition, which may or may not affect her ability to perform certain movements, skills, or activities.
- **Other Organizations** - There may be other organizations including 4H, sports, BSA, etc that have major events at the same time. Know your audience and consider your marketing including the why.

Girl Scouts is stronger because of our diversity and pluralism. Keep an eye on inclusion. Please review GSSGC Policies and Standards for more on Diversity policies.

Planning Process

For more specific information and assistance in planning an event or day camp please work with regional volunteers and/or attend council training. Please make sure to submit the intent-to-event as soon as possible as this alerts everyone that you are serious.

Staffing Needs

The key to a successful event is the core staff, whose responsibilities should be clearly defined when they are asked to serve. The director, who takes into consideration the abilities and weaknesses of herself and those already on the team, should recruit the core staff. Again, as in the recruitment of the director, ask specific people to be members of the staff whose skills are known to the director.

It is important to try to include a broad range of core staff members, **including girls**. This will make delegating responsibilities much easier and also give the director several different points of view. Depending on the size and type of event being offered you may need more or less core staff. We have found our best work tends to happen in teams. Some suggestions for core staff positions are:

- Assistant Director
- Site
- Program
- Health and Safety
- Personnel – Program Aides or Volunteers

Questions to consider when determining type of staff you need:

- Should the girls be Program Aides? Are you able to train them?
- Are there grade requirements for girl staff?
- How many adults do you need?
- Are the troops bringing their own adults?
- Are there stations that do not need a trained person (the unit/troop leader can facilitate)?
- How are you able to accommodate Juliettes (individually registered girls)?
- What requirements exist for volunteer positions (i.e. background, BLT trained, etc)?

Girl Scout Program

All programs we do in Girl Scouts must follow the GSLE and the National Program Portfolio. Meaning we provide fun with purpose. The easiest way to do this is for your event to tie your event to earning badges, journey awards, or an experience to take girls deeper into the journey. The more challenging way is recognizing the Girl Scout Leadership Experience (**GSLE**) encourages girls to Discover themselves, Connect with others, and Take Action to make the world a better place. Always Guided by supportive adults and peers, Girl Scouts engage in age-appropriate activities that are girl-led, cooperative, and hands-on. Regardless of which route you take directors also must decide which of the Outcomes your event helps girls achieve.

National Outcomes

The Girl Scout mission is to help girls become women of courage, confidence and character, who make the world a better place. How exactly does that happen? Our success comes from a total focus on what we call the Girl Scout Leadership Experience. Every Girl Scout activity helps develop girls in these areas, teaching them the skills necessary to succeed at school and in life. The Girl Scout Leadership Experience Outcomes are:

- Sense Of Self: Girls have confidence in themselves and their abilities, and form positive identities.
- Positive Values: Girls act ethically, honestly and responsibly, and show concern for others.
- Challenge Seeking: Girls take appropriate risks, try things even if they might fail, and learn from their mistakes.
- Healthy Relationships: Girls develop and maintain healthy relationships by communicating their feelings directly and resolving conflicts constructively
- Community Problem Solving: Girls desire to contribute to the world in purposeful and meaningful ways, learn how to identify problems in the community, and create "action plans" to solve them.

Timeline

This timeline is a guide. It may be shorter or longer based on event type and size; adjust as needed. Such as day or weekend camps should be six months to a year prior, travel experiences should be 1-3 years prior, or a small event may only be 2 months. Some of this is to allow girls enough time to plan and save for the event fees and other parts of this may need to do with how long it takes to plan or book sites.

Six to Four Months Prior (or more)

- Decide to have an event
- Select and recruit director
- Recruit your core staff
- Set planning meeting schedule and meet with your core staff to discuss:
 - The purpose
 - Outcomes
 - The dates and times
 - The theme (day camp specific)
 - Make a list of potential event sites
 - Delegate responsibilities
 - Develop an event specific timeline
 - Refer to the past history if available
- Develop Budget
- Plan event schedule
- Meet with the Regional Events Person
- **Submit Intent to Event**
- Present plan at Area Meetings
- Recruit volunteers/resource people
 - Start application/background screening process with them or verify already completed
- Determine program to be offered
- Visit potential sites for the event
- Develop a marketing plan

Four to Three Months Prior

- Reserve Equipment
- Reserve site and obtain a certificates of insurance if required
- Initiate publicity
- Submit purchase orders to GSSGC via Regional Finance Chair
- Check safety checkpoints for safety standards
- Design and submit patch to events@gssgc.org
- Reserve portable toilets if your site does not cover your attendance numbers. (1 toilet for every 30 persons per Risk Management at Girl Scout Councils)

Three to Two Months Prior

- Submit tag-a-long insurance application and fees if appropriate.
- Prepare schedule of activities for day
- Begin purchasing program Supplies
- Provide registration department with confirmation packet (or send self)

Four to Two Weeks Prior

- Check out the site for any last minute details
- Confirmation packets emailed
- Develop and print materials if needed for event
 - Evaluations for girls and adults - Consider using outcome measurement evals
 - Event Packet if needed
 - Volunteer Packet if needed
 - Schedule
- Develop and print evaluation forms for girls and adults
- Double check that tag-a-long insurance has been purchased.
- Receive list of attendees (2 weeks prior)

One to Zero Weeks Prior

- Pick-up equipment
- Finish purchasing program supplies

After The Event (within 4 weeks of event closing)

- Send out appropriate thank-you letters
- Provide recognition for the committee/event volunteers

After The Event continued...

- Meet with the committee to review evaluations and prepare a report on the event and include suggestions or recommendations
- Medical Log Book/Ouch slips (turn into appropriate person)
- Turn in final paperwork to Redlands office
 - Financial Report
 - Directors Final Report
 - Outcome measurement based evaluations if used
 - Ouch Slips
 - Accident Reports (if any)
- Prepare files for next year/director include:
 - Copy of items submitted to council office
 - Evaluations
 - Copy of confirmation
 - Copy of volunteer packet
 - Copy of schedule
 - Notes
 - Anything else

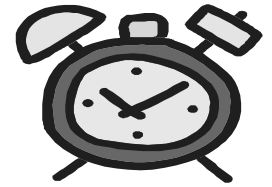
Day Camp Time Line Worksheet

(Modify for other events)

Day Camp Name: _____ Date(s): _____

Location: _____

Director's Name: _____



JOB TO BE DONE	BY WHOM	DATE NEEDED	
			completed
Recruit core staff			
Develop budget			
Submit budget			
Plan event schedule			
Visit potential sites			
Make site reservation			
Submit Flyers			
Reserve equipment			
Initiate Publicity			
Submit tag-a-long insurance application			
Develop program activities			
Schedule of activities for event			
Purchase program supplies			
Purchase food supplies			
Make final inspection of site			
Assemble confirmation packets if mailing			
Distribute packets			
Develop evaluation for event			
Pick-up equipment			
Future meeting reminders			
Recognitions and "Thank You's"			
Evaluation meeting			
Financial report completed			
Create notebook for next director			
Turn in mandatory paperwork			

Requirements

Staffing

According to policies and procedures, any adult who supervises girls or money must meet the following requirements prior to starting their position:

- Qualified for position
- Registered as an adult member of the GSUSA
- Completed application process
- Cleared background screening on file
- Attended orientation for position
- Signed acknowledgement of position description & agreement to follow policies & standards
- Participated in additional training as needed

Consider positions carefully. Make sure to vet anyone who will come into contact with girls under your care. We know we are looking for positive role models; trust your gut if it doesn't feel right it probably isn't a good fit for your needs. This is particularly important in roles that do not require background screenings such as presenters/consultants or volunteers who work in the capacity of admin support (kitchen, secretary, etc).

Training/Orientation

Training is required regardless of the length of the program. The type of program offered will determine the type of training needed. Every volunteer must go through some type of orientation that includes explaining the expectations of the position and answering questions. Make sure to cover who, what, when, where, why, and how of the position. A sample of the topics to cover during Volunteer Staff Orientation are below.

Requirements:

- Front Line Staff (unit leaders, activity volunteer, day of volunteers, etc)
 - Attend Orientation (can be onsite, by mail, e-mail, or any other method to communicate)
- Core Staff (Planning Team)
 - On the job training (OJT) – i.e. succession planning
 - Attend Orientation typically 1:1 with director going over expectations and timelines
 - Attend Planning Meetings
 - Attend/present at Front Line Staff Orientation
 - OJT
- Admin Team (Camp Director (CD)/Assistant Camp Director (ACD)/Business Mgr/Treasurer)
 - Admin Training
 - Plus above

Orientation Overview

What to include in orientation? Make sure to cover the following:

- Purpose, focus, mission, and intended outcomes ~ How program will meet those
- Camper supervision expectations
- Developmental needs of campers
- Chain of command
- Safety concerns/procedures
- Competencies required for program activity
- Behavior Management Expectations at this event and who is responsible for managing camper behavior (refer to GSUSA/GSSGC policies/safety-wise)
- GSSGC policies and procedures
- Reporting concerns, especially child abuse
- Emergency procedures

Depending on the type of event this doesn't have to be a 100 hour training; it could be a 10 minute verbal orientation and reference to the written info from GSUSA and GSSGC they receive before they arrive. Make sure to go beyond the activity instructions; meaning cover the why not just how to do the craft.

If operating a day camp or overnight camps* the training will be multiple days and must also cover the following in addition to the traditional orientation:

- Objectives, safety considerations, skills progression, operating procedures, and competencies required for program activities.
- Camper supervision techniques to create a physically and emotionally safe environment including speaking with and listening to campers respectfully, focusing attention primarily on the campers, and promoting mental, emotional, social, and physical health and safety.
- Camper supervision during general and unstructured camp activities
- Behavior Management and Discipline training that include techniques to:
 - Teach problem-solving skills that achieve positive outcomes
 - Recognize and address bullying/relational aggression
 - Implement fair and consistent disciplinary steps appropriate to the camper and situation
- Sensitive Issue/Topics training – trained on how to recognize and respond appropriate to socially sensitive conversations and behavior
- Clear expectations for staff performance and conduct, including sexual harassment policy (see GSSGC policies and procedures)
- Recognition, prevention, and reporting of child abuse
- Emergency procedures including staff members' role in implementation
- Communication plan in the event of changes or emergencies
- Specific training based on job; extra training is required for supervisor and specialist. The specialist must also undergo some type of skills verification.

Please remember in the day camp setting girls will get significantly more comfortable with their adult partners and each other due to the type of experience. This means there is greater reason to delve deeper into classroom management and other topics.

*Overnight camps where the troop leader is the supervising adult does not need to include these additional topics. However, ensure you do an orientation with troop leaders at the event to ensure a positive experience for all. In this orientation for troop leaders/parents include: Behavior expectations, emergency plan, chain of command/communication, off-limits areas/camp boundaries, schedule/plan for weekend. Some of this can be included in a confirmation packet.

Legal Requirements

As with any good program, there are rules that we **must** follow. Our governing bodies include Federal, State, and local laws and regulations (Applicable regulations are conveyed to volunteers through policies and procedures and trainings). In addition, we must also follow national and council policies because we are Girl Scouts. Day and Overnight Camp policies also refer to the ACA (American Camp Association). It is the director's responsibility to ensure the appropriate rules are followed. The council staff and other volunteers are here to make life easier; however, if you want to find the rules in writing, use an internet search or ask staff or volunteers to help you locate:

- Federal Laws
- California State Law including labor code
- County Laws
- City Ordinances
- San Bernardino or Riverside Department of Environmental Health and Human Services
- American Camp Association Standards
- GSUSA
 - Guiding Principles
 - Blue Book of Basic Documents
 - Safety Activity Checkpoints
 - Outdoor Education in Girl Scouting (newest version)
- Risk Management at Girl Scout Councils
- National Insurance Policies
- GSSGC
 - GSSGC Policies and Procedures
 - Finance Policies
 - Current Leadership Training Manual
 - Product Sales Materials
 - Employee Handbook (paid employees only)
 - Forms on GSSGC website
 - Council Insurance Policies

It is important to note there is the concept of industry standards. Rules that are not written but it is the way youth serving organizations (or camps in the situation of Day Camps) do things. If there is a problem that results in the courts being involved industry standards will be brought up.

Council staff and experienced event volunteers are here to help newer event/camp directors navigate these requirements. Ask for training and help!

Ratios

GSUSA has policy on ratios for girls to adults based on the type of activities. There are times when more adults may be required based on activities and management. Consider carefully the required ratios as often there is a maximum capacity for a venue and our focus is always the girls, but balance with the need for supervision. This can result in turning away girls because there too many adults. Please refer to the Activity Checkpoints for current ratios (these would typically not be your troop meeting ratios).

Document Retention

There is some legal requirements to keeping documents – please use the following guideline for document retention or records. Please note some items may not apply based on type of program; length of time can change please verify.

<u>RECORD</u>	<u>TIME LENGTH</u>
Accident Report	Permanently
Insurance Information (sites, etc.)	Permanently
Directors Final Report	Seven Years
Financial Report	Seven Years
Visitors Sign In Sheet	Two Years
Program Information and Schedules	Two years
Evaluations (Camper, Staff, Parent)	Seven years
Participant List	Two years
Attendance Sheets	Two years
Health Exam of girls injured	7 Years After the Maturity of Camper (21 years of age)
Health Exam of girls uninjured	Two years
Camper Registration Forms	7 Years After the Maturity of Camper (21 years of age)
Staff and Volunteer Applications	Two years
Copy of Volunteer Packets	Two years
Brochures	Two years
Staff List	Two years
Site Use Agreement	Two years

Documentation

It is important to document any problems or concerns that happen during an event. Have each witness write his or her version of the incident. Including who, what, when, where, why, or how. Inform your supervisor of the concern and provide the documentation if requested; otherwise keep it for your records for a minimum of two years then shred the document. If you believe a girl will sue once they reach the age of majority; keep it until they reach the age of 21 (If health exams were required the documentation may be kept with those).

Insurance

Every registered member of the Girl Scouts of the USA is automatically covered under the Basic Activity Accident Insurance (Plan 1) when doing Girl Scout activities. To be covered by Girl Scout insurance appropriate paperwork must be on file and rules/regulations must be followed. The paperwork typically includes Intent to Event, Permission Slips, Health History (and sometimes exam), Registration forms for event, Membership Registration forms, and Special Activity Form if required.

Additional insurance is required for non-member participants; this may include adults, boys, or girls who are not currently registered Girl Scouts. If you allow tagalongs or parents to attend an event **you must** obtain

additional “tagalong” (Plan 2) insurance by contacting the Registrar at least 14 business days prior to the event (process time varies). You can do this by emailing events@gssgc.org.

There are other times when additional insurance may be required such as if your event is traveling, is more than 2 nights, requires illness coverage, etc. The following the plans currently available:

- Plan 1 – Member’s Accident – The Basic Plan covers registered Members for any approved, supervised Girl Scout activity lasting two consecutive nights or less (three nights when one of the nights is a federal holiday).
- Plan 2 – Member’s and Nonmember’s Accident – Accident Insurance covers all member’s as participants for events lasting longer than those covered by Plan 1; and all nonmember’s as participants regardless of the length of the activity/event.
- Plan 3E & 3P – Member’s and Nonmember’s Accident and Sickness – Accident and Sickness Insurance covers all participants for events lasting longer than those covered by Plan 1. Under Plan 3E Accident Medical expense and Dental Expense Benefits payable are subject to the Nonduplication Provision. Under Plan 3P benefits are not subject to the Nonduplication Provision.
- Plan 3PI – Member’s and Nonmember’s Accident and Sickness – Accident and Sickness Insurance covers all participants for international trips. Not subject to the Nonduplication provision.
- International Inbound – Accident and Sickness Insurance designed for Councils who host Girl Guides/Girl Scouts visiting the United States. Not subject to the non-duplication provision.

Contact the Regional Event Chair or Regional Finance Chair to find out more information on insurance, ensure the above is still accurate, and determine if additional insurance is needed for your event and the current contact information.

In addition, at times other companies and organizations ask for proof of our (GSSGC) business insurance. This is a certificate of insurance and the council can issue one of these to a business requesting it. To request a certificate of insurance email customercare@gssgc.org with the subject line certificate of insurance. In the body of the message, include why you are requesting it (i.e. for x event at y location) as well as the name and the address of the business who is requesting it.

Registration Process

All events that include money plus those that the council (volunteer or staff) wish to track registration (take registration) on must be registered through the GSSGC registration department using the intent to event process. The intent to event can be found in the forms section of the Girl Scouts of San Gorgonio website under I for Intent.

Intent to Event Application Process

1. Complete Intent to Event Application at least 2 months prior to the event in its entirety.
 - It is recommended you discuss your event prior to submission; however, the new process will automatically submit the Intent to Event Application to the appropriate staff and volunteers required for approval.
 - You may submit your application up to a year plus 1 month in advance (allowing you to announce your next event at this year's event; do not advertise your event until approved).
 - Intent to Event Application is found on our website in the forms section (gssgc.org)
2. Allow at least 10 business days for approval of event and an additional week for event to appear on the Council website; upon approval.
3. You will receive notification that your event was approved.

Questions about the Intent to Event process should be directed to events@gssgc.org or 909-307-6555.

Registration Closing Dates

Registration will be conducted using the current online registration software. All registration forms must be completed with payment and submitted prior to closing date of the event. Registrations are accepted on a first come first serve basis. Participants may register through the mail or online at www.gssgc.org. Per accounting standards, the Director cannot collect registrations and mail them as a batch.

Event registration is required to close **two weeks** prior to event date to allow for the processing of confirmation letters and rosters. Event registration may be extended under certain circumstances. After registration is closed, it is at the discretion of the Event Director and responsibility of the Event Director to accept registrations at the door. If this is applicable, it is required that the Event Director submit the names and payments of walk-ins to the Redlands Council office within 2 business days of the event.

Rosters

Upon registration closing, the paper registrations will be processed. Once those are completed a roster will be e-mailed. A copy of the roster and any other needed supplies will be available for pick-up. During the registration process to gain updates please view the "count" on e-biz. You may also request one roster of registrations before the event close date.

Walk-in Registrations

After the event closes a director may choose to continue to accept registrations; however those registrations must be turned in at the event. It is recommended only money orders are accepted to protect against misappropriation. This means you may collect verbal registrations, but not the money until the day of the event.

All registration collected at the door must be submitted to the council office in Redlands within 2 business days of event using the "At the Door Event" Registration found in the forms section of the gssgc.org website.

Confirmations

The Event Director **must** complete and **electronically** submit a confirmation letter within 10 business days of approval of the event to events@gssgc.org. This letter should include date, times, location of event,

supervision requirements, point of contact, and required items to bring and any other pertinent information that the participant should know. These requirements must include a Girl Health History and a Girl Permission Slip (although if this is a troop event the leader may retain these on her person). The customer care team will send this letter once your event has closed. If you would like to send your own confirmation we still require a basic confirmation stating the name of the event, the dates, times and location of event and that they will receive an email from the event direct. See the next page for a sample letter.

Refund Policy

Council prefers all events to use the council refund policy found in Policies and Procedures. If a different policy has been developed for the event this policy must appear on all marketing materials including flyers/registration forms and in the confirmation packet.

Regional Only Events

As an organization, we have an inclusive philosophy and therefore we discourage limiting attendance at events especially related to “troop only” or “area only,” except when required, such as size or skill level (grade). However, volunteers may create events to have area specific events if desired. If area specific events are created, there are some limitations to this:

1. If someone outside the area happens to register they will be able to attend and will not be excluded.
2. All events are listed on our online registration system regardless of the status of it on our calendar.
3. Events do not need to be placed on web (calendar).
4. Events on web and the online registration system may include statement “for x area.”

Sample Confirmation Letter

Edit the following as appropriate for your event. Do not copy and send this as is – it is not designed for that. Replace the comments in brackets [] with the appropriate information for your event; some suggestions are also italicized, a smaller font and in brackets use that if it is helpful or delete if it is not.

SAMPLE:

Congratulations! Your registration has been received and processed! You are confirmed to attend the upcoming **[INSERT PROGRAM NAME]** scheduled for **[INSERT DATE & TIME]**. Check in will begin at 3:30 p.m. The event director is **[INSERT NAME HERE]**. If you need to reach me directly please [insert how to reach you]

This program will be held at **[INSERT LOCATION & ADDRESS]**. *[If you want to include directions insert them here or insert a link to a map]*

We are so happy you will be joining us for this awesome activity!

Please Don't forget to bring the following forms [& supplies]:

- Girl health history record
- Photo release
- Parent's permission for Girl Scout Outing.
- [Insert additional items here]

Please note - Without the forms [or supplies] girls will not be able to stay and/or participate fully. The forms can be found at: <http://www.gssgc.org/en/for-volunteers/online-support-for-volunteers/forms---resources.html>

[Include something about volunteering if you want volunteers (or if like with weekend camps we require adults to stay rephrase this to make sense such as: Parents, if you are interested in helping it is not too late. Please contact [insert email here] to find out about volunteer opportunities at this event.]

We can't wait to see you so come prepared to learn all about [insert appropriate phrase]. In case of emergency after business hours please call the emergency line at 909-307-6555 and follow the prompts to page the manager on-call *[or if you want them to contact you directly insert your cell. I always give my cell]*

[If you need more girls or are advertising another event – this location or just above is the area is where I would add a message about needing more girls something like:

Do you have girls or friends of your daughter who missed registering it is not too late! Please feel free to invite your daughter's friends currently in Girl Scouts or not yet registered. It is a one-time fee for girls who are not yet registered for our program. The information for her friends is [insert information below]:

Start Date/Time: [insert]

End Date/Time: [insert]

Online Registration Accepted Until: [insert if you need to know by a specific date or can they walk-in]

To register: *[insert how to register here; a link to the at-the door form or have them email you]*

Cost: [insert late price; typically the same]

Activity Location: [insert activity location here]

Yours in Girl Scouting
(person sending)

Finance Policy

GSSGC Finance Policies are written to meet generally accepted accounting principles and are board approved. **Review and follow the most recent version of the Finance Policies found in the Volunteer Policies and Procedures** do not rely only on this manual for the most current information as although we try to update everything there is often lag time. The most recent version of the Finance Policies can be found on our website or by talking with your areas Finance Coordinator.

In addition, ensure you work closely with the Regional or Area Finance Coordinator that oversees your event/day camp. Below are some of the policies and procedures you may find most helpful:

Chain of Command/Communication

Is one of the most confusing areas as it depends on the topic whom you would speak to; however, as a rule of thumb the Director should always contact the Event Chair; the Event Chair should always contact the Regional Finance Coordinator. If a Director needs to contact council then contact events@gssgc.org to reach the Events Team and they will assist you or direct you to the correct person. Below are the two most common processes:

Intent to Event Approval

1. Director
2. Regional Event Chair
3. Regional Finance Coordinator
4. Council Liaison
 - Finance Department
 - Camp Admin (if day camp)
 - Product Sales (if money earning)
 - Registrar Director
 - Events Registrar
5. Council Events Team Notifies Director event was approved

Purchase Orders, after event approval

1. Director
2. Event Chair
3. Regional Finance Coordinator

Budgeting

Before submitting the Intent to Event a director must have a good idea of what they will be doing and costs. No items can be purchased prior to budget approval (aka Intent to Event Approval). The intent to event application will not be considered without a detailed budget including supplies and costs. This budget is approved by everyone in the approval process, but the Regional Event Chair, Regional Finance Chair or appropriate council staff person will contact the Director if there are concerns.

It is important to note that overspending is not allowed. The Event Director on the Intent to Event Application will be held financially responsible for any costs that were over the approved budget, unless prior written approval by the Regional Finance Chair is provided. Directors who ignore their budget or run events consistently at a loss are subject to dismissal as potential event directors.

Some tips on developing a budget: First, determine the location and a general idea of activities. Then write in the expected costs related to site, program supplies, first aid, food, cleaning supplies/maintenance support, memorabilia including badge earned, transportation, medical, port-o-potties, insurance, thank yous, council overhead, etc. Make sure to include the non-member registration fee. Then determine how much girls will pay. Unless you know otherwise estimate girl attendance at 75-80% of capacity, and budget expenses at 100% of capacity. When doing actual shopping do not overspend; it is better to have money left over.

Contracts

Event Directors are not authorized to sign contracts including those for sites. The following staff will have authority to sign for the council:

1. Contract and funding obligations documents:

- a. All contracts must be signed by the Chief Executive Officer, with the exception of real estate contracts which will signed by the Board President.
- b. Commitments of \$25,000 or more, or greater than one year in duration, will be reviewed by the Finance Committee.

Purchasing

All purchases must be approved by the Finance staff and volunteers via Purchase Order or Intent to Event form. Purchases should be made using authorized GSSGC vendors when possible. These vendors will give you the best prices and will bill GSSGC directly. . Approval takes time, but do not pre-purchase items without approval instead allow plenty of time for the process.

If items were over-purchased return any leftovers the week after the event, so that the financials can be closed.

Always consider the PRUDENT PERSON TEST when making purchases. This is a self-evaluation to determine if an average, sensible person would consider an expenditure judicious, wisely cautious, economical, and/or practical.

Last, submit original invoices immediately to facilitate the prompt payment of vendors, thus assisting everyone in keeping a positive relationship with them. Please insure that you are keeping a copy for yourself.

Note: Oriental Trading Company/Fun Express offers GSSGC approved purchase a discount.

Purchase Orders (PO)

A PO is a generic financial form used for the following and more:

- Request a check
- Purchase request for an approved GSSGC vendor
- Credit Card purchases
- Request reimbursement or Petty Cash (paid as check)

The PO process should be utilized by any staff member or volunteer who needs to make a Regional expenditure that was not submitted as a credit card purchase through the intent to event. When completing the PO consider the method of payment carefully. It is requested that purchases made at the council are made using a journal entry. These vendors include the GSSGC shop, GSSGC properties reservations. In addition, we have a Walmart credit card for check-out and use. If you have any questions on this process, your Regional Finance Chair will be able to assist you.

The Regional Finance Chair is to issue and approve the issued POs for each Region. Regional Finance Chair is expected to keep a log of the issued POs and reconcile them to the expenses and back up submitted by the volunteers/staff, so please submit receipts to the Regional Finance Chair within 1 week after the event or sooner if able. Make sure to keep a copy for your own records and track expenditures.

When requesting a check; POs are to be submitted at least 10 business days prior to the date the check is needed. Copies of the receipts and approved PO must be forwarded to the Regional Finance Chair and to the Event Chair. Originals must be submitted directly to GSSGC as described above. If you are not the one completing the purchase order then that person may need additional time. Please check with the Regional Event and/or Finance Chair

Always keep a copy for your records.

Credit Cards

Any purchases made should be made by approved method. Personal credit cards should not be used instead council recommends using a council credit card, pre-cut checks, or shopping at vendors where GSSGC has an account.

Regional Business Elite credit cards are to be used for budgeted regional expenses except when a P.O. for an authorized GSSGC vendor can be used. Please make sure to follow the credit card procedures that you signed when you were approved to use a council credit card including watching for the statements and reconciling immediately.

If using someone else's credit card (with appropriate approval) return original receipt to the credit card holder as soon as possible.

Do not use the council credit cards in places with accounts, such as the council shops, Oriental Trading (Funexpress), Smart & Final, Advantage, etc...

Always keep a copy of receipts for your records.

Cash Receipts

CASH RECEIPTS are all cash, checks, credit cards, and gift cards received as payments, donations, etc., for GSSGC or any of the funds which GSSGC manages or performs custodial functions.

All monies received must be deposited to the council immediately and controls must be established over all cash receipts (registrations) received to protect against misappropriation. Physical access to cash receipts and records of cash receipts must be limited to authorized personnel. No employee may possess cash or check payments at their desks. Any money received by staff or volunteers must be processed through the Front Desk or stored in a council safe until it can be processed by the Front Desk.

The above is some of the controls in place to protect the council against fraud. These controls are required by the regulation that govern accounting. They are not designed to make lives more difficult; please have participants mail or drop-off registrations to the Redlands Council Office or better yet encourage the use of the online registration system (e-biz)

Property Reservation System

If a council owned property will be used for the event or day camp being conducted the property reservation system must be followed. This system however is setup with troops in mind, so the following information should help directors navigate the system for their purposes:

1. Prior to submitting Intent to Event, contact the appropriate staff to reserve the site tentatively.
 - a. Camp Facilities – Program Coordinator Reserves (sitereservations@gssgc.org)
 - b. Redlands Office – CEO's Administrative Assistant reserves
 - c. Other Offices/Scout Houses – Membership Staff in that area reserve
2. Submit Intent to Event
3. If not approved call and cancel site
4. If approved complete the appropriate site reservation form (found on the website)
5. Submit form with PO for payment of fees including cleaning deposit; marking "Journal Entry" as payment method
6. Submit first aid/CPR information as applicable
7. The applications for troop/group camping form are not required for this type of reservation, but should be submitted to the event director for her files.

Questions ask your Regional Event Chair or email events@gssgc.org . If they are specific questions about renting GSSGC properties contact sitereservations@gssgc.org.

Supervisory Skills

A couple concepts to remind you of even if you know it...

Succession Planning

Most of us don't want to do the same thing for the rest of our lives, but we continually get new girls that would love to attend the events we are currently putting on. Therefore, consider succession planning in everything you do in Girl Scouts. It is not about ousting you before you are ready; it is about constantly having a back-up plan in case something more exciting comes along. Every position should have a backup; it is not terribly different than having an understudy in theater.

Communication

Communication is key to a successful director and event. You must communicate with your region, council, your volunteers, participants, vendors, and more. Develop a communication strategy including acceptable timelines for how long it will take to respond to e-mails and phone calls. Do not be afraid to delegate some communication needs.

Delegation

Delegation is also key to not only a successful director and event, but also to the directors desire to continue. One person cannot do it all and shouldn't. Delegation is not just about spreading work but also about helping others to learn. Remember many hands make light work.

Steps to Delegation

1. **Determine what you are going to delegate.** Then take the time to plan how you are going to present the assignment, including your requirements, parameters, authority level, checkpoints and expectations. It's a good idea to write down these items and give a copy to the person in order to minimize miscommunication.
2. **Choose the right person.** Assess the skills and the experience of your staff as objectively as possible. Don't be too quick to choose the person who you always know you can depend on.
3. **Give an overview** of the assignment including the importance of the assignment and why you have chosen them for the job.
4. **Describe the new responsibility in detail.** Give information on who, what, when, where, why, and how. Write this information down. Define any necessary parameters, and setting performance standards. Make sure they understand his/her level or degree of authority. Let them know who they can turn to for help as well as other available resources. Make sure that you notify those affected by the delegation and their power.
5. **Ask the person to summarize back to you including your desired final product,** their impressions of the project and the results you prefer. Solicit questions, reactions and suggestions.
6. **Delegate responsibility and authority** assign the task, not the method to accomplish it. Let the subordinate complete the task in the manner they choose, as long as the results are what the supervisor specifies. Let them have strong input as to the completion date of the project. Listen to their comments and respond empathetically. This step helps to get their "buy-in" and will also help you determine if they understand what is expected of them.
7. **Ask the staff for commitment** and offer help or some type of back-up assistance. A staff who already feels overwhelmed may worry about completing the assignments already on their plate. It is your responsibility to help establish priorities and relieve some of the pressure by getting someone else to share some of their routine tasks for the duration of the assignment.
8. **Be encouraging.** Express confidence in their ability to successfully handle the new responsibility.
9. **Establish checkpoints, deadlines and ways to monitor progress.** The entire discussion should be a collaborative process. You should strive for mutual agreement.
10. **Keep in contact** with them and observe the checkpoints the two of you agreed to. However, don't hover. Remember, delegating means letting go. Maintain open lines of communication.
11. **Evaluate and reward performance.** Evaluate results, not methods. Address insufficient performance and reward successes (including the manager's).

What Can I Delegate as Day Camp Director? (modify for your position)

Delegate:	Do Not Delegate:
<p>Detail Work Double checking figures Auditing receipts Routine questions All clerical duties (filing, sorting, routine reports)</p> <p>Information Gathering Research Evaluations/surveys Mailings</p> <p>Repetitive Assignments Drafting weekly reports Review your camper registration report</p> <p>Surrogate (stand-in) Roles Presentations Meetings Minor decisions Anything the staff is expected to do when you're not there</p> <p>Future Duties Jobs that can develop the person in other areas for potential director Minor staff problems such as scheduling</p>	<p>Long –Term Vision and Goals Plans for next year What to do with left over money</p> <p>Personnel Issues Performance appraisals and counsels Hiring and firing Disciplinary matters Morale problems</p> <p>Politically Sensitive Situations Issues about race, religion Child abuse Sexual harassment</p> <p>Personal Assignments A job no one else is qualified to do Assignments from supervisor that he or she expects you to do personally</p> <p>Other Confidential or Sensitive Circumstances Policy enforcement Custody battles (child pick ups) An emergency or short-term task where there is not time to explain or train</p>

Final Thoughts on Delegation

- I not only use all the brains I have, but all I can borrow. (*Woodrow Wilson*)
- The object of delegation is to get the job done by someone else.
- Delegate procedural with results
- Even though you have delegated a task to someone else, you are still responsible for making sure the task is done on time and correctly.
- Delegate gradually.
- Just giving someone tasks to do is not really delegation.
- Don't delegate tasks that are highly sensitive or political.
- You were chosen to make the tough decisions.

Site & Transportation

Sites and Facilities Check List

When evaluating sites and facilities for your event, please consider the following:

Location

- Is it centrally located to the participants?
- Is it a long drive?
- Is it difficult to find?
- Can it be reached by public transportation?

Space

- What types of areas are needed for the activities?
- Can the activities be centrally located on the site?
- Is there adequate space for headquarters and a first aid station?

Barriers

- Is the site wheelchair accessible?
- Is the site accessible for campers with disabilities?
- Are there areas of the site that will be off-limits because of hazards?
- Can hazards be eliminated from the area chosen?

Parking

- Is there a cost for parking?
- Is there adequate parking for your event?

Water

- Where are the water faucets located?
- What is the water source?
- Are there adequate faucets for the number of participants?

Security

- Is the site accessible to the public?
- Do you have a plan to secure the site while girls are present?

Physical Hazards

- Walk the site and note all possible physical hazards such as a lake, river, etc.
- Do you have a plan to minimize the physical hazards?

Power Sources

- Is there electricity available for your use?
- Will you need a generator? Extension cords? Adaptor?

Toilets

- Are there enough toilets and hand washing facilities provided according to event capacity (For mostly female events: One toilet facility for every 30 persons for day events and one toilet facility for every 20 persons for overnights. *Recommendation from: **Safety Management at Girl Scout Sites and Facilities, P 48)***
- Do all toilets meet state health standards of construction, maintenance, and cleanliness?
- Are toilets fly-tight?
- Are toilets well ventilated?
- Are toilet facilities partitioned for privacy?
- Are there separate facilities to accommodate women and men?
- Have facilities been designed to accommodate campers with disabilities?

Communication

- Is there a telephone on the site?
- Does everyone know where the phone is?
- Do you have some kind of warning or alarm system for your event?
- What are the emergency phone numbers?

Trash Disposal

- Are there adequate trash receptacles?
- Who is responsible for disposing of the trash at the end of the day?
- What steps will you take to recycle as many waste items as possible?

Fees

- What is the cost of the site?
- Is it in the budget?
- Is a deposit required?
- Will anyone be excluded from participating because of the event fee?



IMPORTANT: Contracts must be approved for and signed by the CEO or her designee. Please allow time to process

Transportation

If you are considering chartering transportation for an event, day camp or troop trip, you need to be aware of the procedures and safety requirements. Girl Scout leaders are not authorized to sign agreements or contracts for renting or chartering vehicles, vessels and aircraft. All contracts and agreements must be submitted to the council to be signed by the CEO or her designee.

Girl Scouts have prescribed procedures for insuring safety including checking the company's safety record with the California Highway Patrol. If you will be chartering vehicles, or need more information, contact the Program Department before you make your plans.

Review GSSGC Policies and Procedures and Safety Activity Checkpoints for most up to date policy.

A few things to remember and review with your drivers:

- A 10 passenger or more vehicle requires special licensing at the time of this update.
- All adults transporting girls **MUST** be registered members of GSUSA.
- Transportation of girls must be by adults who demonstrate compliance with the DMV regulations regarding vehicle registration and operational safety, seat belts, child booster seats and insurance requirements of California.
- All state laws must be followed at all times to include but not limited to, posted speed limits, seat belt, child seating, and child booster seat laws and compliance to the cell phone/text message laws of the state of California.
- All passengers **MUST** have a proper seat and their seat belts buckled whenever the vehicle is in motion except in the cases where the school buses is not equipped with seat belts and was approved for road use by the local authorities.
- Vehicles cannot be overcrowded with people and stuff – safety first.
- No individual under the age of 18 shall transport girl members on behalf of Girl Scouts of San Gorgonio Council.
- Drivers must know how to drive and be comfortable in the vehicle they will be driving.
- These reminders must be reviewed with all drivers driving for your event.

Health & Safety

Risk Management

It is everyone's job in the council to ensure the health and safety of girls. This means we are all responsible for risk management – We must accept, mitigate, or eliminate risk to our girls and our business whenever we become aware. To quote GSUSA's website:

“Nothing is more important within Girl Scouting than ensuring the health and safety of girls. Health and safety extend to developing safety consciousness in girls and adults, as well as training staff, volunteers, and girls to ensure proper supervision, prevention of accidents and incidents, and maintenance of program resources.

Girl Scouts covers safety from all angles in several resources available to volunteers through your local council:

- *Volunteer Essentials*, our national volunteer handbook, devotes an entire chapter to volunteers' responsibilities for protecting girls' emotional and physical well-being.
- *Girl Scout Safety Guidelines*, an overview of the 12 most important safety tips.
- *Safety Activity Checkpoints*, in-depth safety information and tips that adult volunteers use for Girl Scout sports and activities; girls can also use these checkpoints to ready their group for a girl-led activity.

Daisies through Ambassadors can learn about safety and well-being when they earn the Safety Award. In addition,, Brownies through Ambassadors can earn the First Aid Legacy badge. Find descriptions in the girl materials for each grade level.

First Aid Courses

Emergencies require prompt action and quick judgment. For many activities, Girl Scouts requires that at least one adult volunteer be first aid/CPR certified. Volunteers can take advantage of first aid/CPR training offered by chapters of the American Red Cross, National Safety Council, EMP America, American Heart Association, or other sponsoring organizations approved by their councils. If possible, volunteers should take age-specific CPR training—that is, take child CPR if they're working with younger girls and adult CPR when working with older girls and adults.

A first-aider is an adult volunteer who has taken Girl Scout–approved first aid and CPR training that includes specific instructions for child CPR. If, through the American Red Cross, National Safety Council, EMP America, or American Heart Association, volunteers have a chance to be fully trained in first aid and CPR, doing so may make event and activity planning go a little more smoothly. Review *Safety Activity Checkpoints* to determine when and what level of first-aider is required.

There are two categories of first-aiders:

First-aider (level 1): The presence of a first-aider (level 1) is required for many group activities. The course required to be a first-aider (level 1) is one that offers standard first aid and CPR, preferably with a focus on children. The *Safety Activity Checkpoints* state clearly when a first-aider (level 1) is needed.

First-aider (level 2): The presence of a first-aider (level 2) is required at resident camp, and at any camp activity with more than 200 participants. In addition, some activities require a first-aider (level 2); the *Safety Activity Checkpoints* state clearly whether a first-aider (level 2) is needed. First-aiders (level 2) pass the same course as first-aiders (level 1), and also have emergency response/first response, sports safety, wilderness first aid, and/or advanced first aid and CPR training. Each organization has a different name for its training, so be sure to ask whether a training course fulfills the level-2 requirements. In addition, to being a level 2 first aider a person must have the accompanying CPR for the Professional Rescuer to qualify as the Level 2 First Aider for a GSSGC event.

In a nutshell, regardless of the size of the event you must always have a first aider on hand; the size and any special needs for the event depends on the type. Even if your event is small enough that your troop first aiders are the only first aiders it is still recommended you have a point person just in case. It is recommended that the troops always work as their own primary first aider; if this is the case make sure to include a reminder in the confirmation to bring first aid equipment.

In addition, we all must be in compliance with ADA (American with Disabilities Act), and in varying degrees the Health Department. To do this make sure to consider how you can accommodate girls with disabilities; prior to determining you cannot accommodate a girl with a disability (including food allergies or long-term illness) contact the council office staff to help you problem solve reasonable accommodations for your event.

Paperwork & Supplies

Regardless of the size of the event every girl/adult must have a health history and girl's must have a permission slip. This information must include the permission for medical treatment.

If permission for medical treatment is not given then attached to the permission slip there must be a signed statement providing the reason, a release of liability, and alternate instructions for care. In a life-threatening emergency still call 911 even in this situation. Please make this procedure clear to the parent/guardian of the girl who has not signed the permission and develop a plan to also follow there alternate instructions.

The first aider must have a first aid kit that is stocked with supplies based on their first aid training and must include at a minimum:

- A medical logbook to record any accidents or injuries; can also include medication distribution. Must include the following:
 - Name of person treated
 - Dosage and intervals of any medication dispensed
 - First aid or medical treatment rendered
 - Name of the person administering the first aid or medical treatment
 - Date and time of treatment
 - Date parent/guardian notified of accident, illness or injury

If items do not apply make note.

- Accident Report Forms, to be completed in the event of injury requiring treatment by a doctor or severe enough there is concern that treatment may be required. Should also be used to document any more minor concerns that may be communicated to council.
- Not required but we also recommend having 1 insurance claim form

Headquarters

Depending on type of event consider having a designated headquarters where the printed info and the Director, Assistant Director, etc can be found. This is often where the First Aid is stationed.

In Day Camp you should also have a place for girls to be isolated and cool until a parent can pick-up and consider a location set aside for staff that includes a lounge area, supplies, resources, books, materials, equipment and other helps.

Medication

The Girl Scouts of San Geronio recognizes that health issues may arise that require special accommodations including administering medication. Therefore we want to share the most common practice for medication distribution:

Medication is administered per a signed written permission from the parent or legal guardian. The most common version of this is the medication forms used by our Resident Camp(s). This includes both the Over-The-Counter Medication Record and Medication Record. This does not include the distribution of Prescription Medication not prescribed to girl. The over-the-counter medication must be administered per the packaging unless otherwise prescribed in writing by the girls doctor. Any prescription medication brought by girls must be in the original container, clearly labeled with participant's name, doctor, the name of the medication, and the

dosage. Prescription medication must be administered following the label instructions. At overnight events the Health Department requires medication be in a separate room than where girls are sleeping.

In addition to the above volunteers should note administering any medication to girls increases their liability and should only administer medication if the volunteer:

1. Is comfortable doing so
2. Is qualified to do so, having received any necessary training or certifications
3. Has a written parental authorization and consent form to administer the medication
4. Administer according to written instructions from doctor or manufacturer
5. Receives the medication in its original, marked container.
6. The medication is able to be correctly stored in such a way as to ensure that it is out of reach of children.
7. Is able to make note of the date and time medication was given.

Check-In/Check-Out Procedure Safety

There is a reason every day care in the nation has parents sign girls in and out. If your event has any Juliettes you must have parents sign them in and out. If all Juliettes/Troop girls are bringing an adult who is responsible for them it is still important you have a check out process. This is because in the event of an emergency the Emergency Response Team will need a count of the number of people in the building or in your area. There are also several more “touchy-feely” reasons to check people in and out:

- Opportunity to welcome girls/adults
- If name tags are used it gives girls a sense of belonging (and makes them easy to redirect)
- Opportunity to thank girls/adults for coming (ensures retention)

Also on the more practical side, it gives you an accurate count of attendees immediately (you always need this to close the event) and ensures you get evaluations back (hold the patches ransom for the evals).

Keep in mind there is no one way to check girl in. You do not need to use the traditional roster method as this method with only 1 list leaves people in a long line waiting.

Emergency Procedures

The council has a crisis management plan in case of a variety of emergencies. Below is the standard Emergency plans; please modify for your event. Plans do not need to be complex.

Major Emergency/Crisis Procedures

In the event of a true emergency, serious accident or crisis, **The Person in Charge at the Scene will:**

1. Care for the immediate needs.
2. Call 911 or other emergency agencies as needed (fire, ambulance, police, etc.)
3. Notify the council to report the emergency at 1-800-400-4475. Report your name, phone number, location where you can be reached and all information about the crisis including what happened, when, how, where, injury to persons or damage to property.
4. Wait in a safe place for further instructions from the Council Crisis Decision Team.
5. Avoid public statements. If one is unavoidable the appropriate response should be: “The health, safety and wellbeing of our girls is our main priority at this time.”

General Earthquake Procedures

In the event of an earthquake, follow the procedures listed below:

- Keep calm. Don’t panic or run.
- If outdoors, get away from tall trees, buildings, walls, utility poles and power lines. Head for clear/open areas.
- If indoors, lie under a sturdy piece of furniture or next to an inside wall. Stay away from windows. Never run outside; you could be hit by falling debris or come in contact with live wires.
- After an earthquake, do not enter buildings that have not been declared safe.
- Follow Emergency/Crisis Procedures if major

Evacuation Procedures

1. Receive notification by law enforcement official, council CEO or V.P. to evacuate.
2. Enact pre-set up system for alerting participants of emergency/need to gather.
3. Girls and volunteers wait quietly for further instructions. Quiet games are appropriate. Staff and campers gossiping is not.
4. As soon as everyone has gathered at the pre-designated location and is accounted for, the Director will advise adults of situation and the need to implement emergency evacuation procedures.
5. If girls are with their own adults who transported them to the event (and those adults are not needed) have them check-out and leave
6. Any girls who do not have transportation work with law enforcement on finding a safe place to shelter and contact parents for pick-up
7. Inform Council as soon as possible

Lost, Missing or Runaway Procedures

- Notify Director; provide information and details as soon as a disappearance occurs or is noticed.
- Director enacts pre-set up system for alerting participants of emergency/need to gather
- Director calls Council Executive Office and 911/Sheriff's Office.

- If feasible, gather as many staff as possible to comb area of disappearance in an organized, methodical search until help arrives.
- Law enforcement will notify the Search and Rescue Unit if necessary.
- Director, and staff most knowledgeable about incident, provides information to the Search and Rescue Unit.
- CEO will notify parents of missing girl if necessary.

Stranger in Camp

- Staff should approach the stranger if they feel comfortable requesting information on their presence. If staff does not feel safe they should move girls to a safe location and immediately notify the Director of the stranger.
- All staff should be aware of who does and does not belong in event area
- During daylight hours, if a stranger is observed, a staff member should confront the individual with "may I help you with something?". Another staff should be aware of this approach. If they state they have business escort them to the appropriate area. If they have no business being in the area, ask them to leave.
- During the hours of darkness, at least two staff members should confront the individual.
- If problem persists contact law enforcement.

Food Service

Most events do not include Food Service, but if yours does (including snack) please follow the California Health Department Codes/Guidelines for preparing, serving and storing food safely for the girls. Look up the specific guidelines based on the food you are serving.

Please remember an easy way to avoid having to deal with food and cut costs is asking girls to bring their own snack or lunch. Be cautious in doing it the way everyone else is doing it or has done it consider what your event should include – snack, lunch, drinks, etc..

Food Allergies

Have officially made it to the ADA guidelines; meaning people with food allergies are protected against discrimination. Please make sure to ask about any food allergies including :

- **Type** – What are they allergic to?
- **Severity** – How allergic? Is it airborne? Contact? Ingestion Only? Or something else?
- **Reaction** – What happens? Trouble breathing? Hives? Anaphylaxis (throat closes and need Epi-pen or other medication to stop reaction)?
- **Treatment** – What do you do if they come into contact with the allergen?
- **Follow-up** – When should you call the parent.

Ask these questions of both girls and adults and plan your menu accordingly. If you have an airborne peanut allergy don't have peanuts! These questions also assist in conversations with participants/volunteers about the difference between allergies and food preferences (which you can also accommodate but are not required). Please include reminder to mention food allergies at check-in in your confirmation. If you have girls bring their own snack acknowledge that as well.

Cookouts (Day Camp specific)

Depending on your event you can always consider offering lunch and cooking out – it takes time and you must have the appropriate training. However, it does help with progression in Girl Scouts.

Hand washing

This goes under health and safety as well, but make sure to set up an area/create a plan for girls to wash their hands before snack time and regularly to prevent the spread of communicable diseases.

Memorabilia (Swag)

A word to the wise – consider the intent of the program. What is it you are hoping the girls take home? Consider if it is better to have a t-shirt or something they made themselves as a memento.

Having said that, we all like the stuff, remember though be good stewards of the Girl Scout money and follow GSUSA Service Mark Guidelines. Below is some information, but you can also request a copy of our current Girl Scout Service Mark Guidelines from the marketing department. Also remember other organizations Service Mark Guidelines and any necessary copy write laws.

Service Mark Guidelines (modified from GSUSA's Brand Center)

Girl Scouts is a well-loved, iconic brand. Few brands are able to claim a color or a shape; fortunately, we have the ability to do both. In refreshing the brand identity, we aim to stay true to our values– the cornerstones of leadership, sisterhood, and inclusion.

We have created a visual brand language that conveys the Girl Scout movement as it exists today and that speaks to our core audience–girls– in a way that engages and resonates with them.

Most importantly, in all of our brand work, we want to ensure that we communicate our brand promise: Girl Scouts gives every girl access to life-changing experiences that inspire her to do something big.

The Girl Scout identity is more than just a “logo.” It’s a system of marks, typefaces, colors, layout schemes, and more.

This system supports our brand story and unifies our communications. The graphic elements are serious yet accessible, timeless yet engaging, and always focused on creating a sense of sisterhood, leadership, and access.

The system can be mapped by the brand family tree, which demonstrates how each branch of our organization relates–graphically–to the other. Developing a clear understanding of the family tree will help us move forward together.

Eight key questions to ask yourself when building a Girl Scout-branded piece.

1. Is that the official art?
2. Can we do that to the service mark?
3. Are we using the solid trefoil correctly?
4. Are we using the Girl Scout colors?
5. How are we speaking to the girls?
6. Is the service mark where it should be?
7. Is that the Girl Scout typeface?
8. Is the art on brand?

Color Guidelines

The service mark (trefoil) must be in green, white or black; however you must include a bit of green in every piece. The green is c94 m0 y100 k0; PMS 355; r0 g174 b88; #00ae58 depending on the system used.

A Few Additional Words

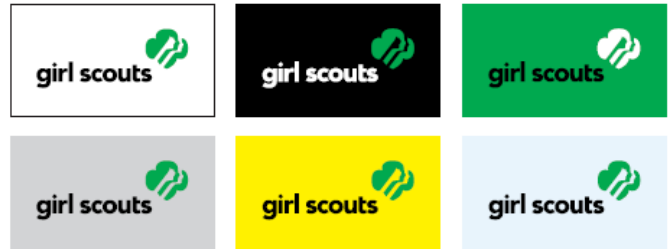
There are specific guidelines on placement from the edge of paper and color coordination options. We also have an official font; however for most of us it will suffice to say don't make the heads spin, grow and shrink them, or bling them. Be cautious if putting something inside the head (more rules). In a nut shell give the service mark the respect it deserves for being around since 1912 for the trefoil shape and 1978 for the contemporary design. And request the 79 page document if you have questions. And last but not least consider using a Girl Scout licensed vendor and they will not allow you to do anything against guidelines.

Official Service Mark Options




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Resources

Girl Scouts is filled with helpful girls and adults. If you are uncertain just ask and you will have more advice than you can handle. This is true across the country so don't forget you can always use internet searches just verify your sources reliability. Below are some of the resources to consider:

GSUSA Resources

National Program Portfolio – Journey books, girl guides, and leader resources. These resources are fundamental to the program. They offer ideas on a wide range of subjects useful to the leader from activities to troop management. Use these for ideas and to answer questions.

Safety Activity Checkpoints

Directs the safety principles and practices that must be used for all Girl Scout activities.

Safety and Risk Management in

Girl Scout Councils

This book directs the safety principles and practices that must be adhered to at all Girl Scout events and on all Girl Scout sites.

GSSGC Policies and Procedures

Our boards of directors, all volunteers, review our policies yearly. The policies are consistent with GSUSA policies and/or address needs specific of our council. GSSGC Policies and Procedures supersede other guidelines if more strict. If there are discrepancies please bring to your council contact.

Girl Scout Council & National Shop

Parents and leaders can purchase items and the profits stay here. Because income goes back to program for our girls it is a great idea to recommend it to your troop parents.

Let's Play Games – for girls ages 5-11

Girls who play games – whether as individuals or as part of a team – learn to make decisions, establish goals and respect rules. This brand new games book is filled with over 50 games to play with girls ages 5-11.

Trefoil Around the World.

Exploring Girl Scouting in other countries can interest girls in learning more about the world. This book By the World Association of Girl Guides and Girl Scouts tells about the lives and troop activities of girls from all over the world. Girls can read the Promise & Law and try a game or food item from Girl Guide countries.

Patchwork of Ceremonies

The Program Department has compiled a booklet of many ceremonies used by Girl Scouts; you can buy a copy for minimal cost at the Girl Scout Council Shop. Compare it with the GSUSA book on ceremonies before you buy as they are very similar.

People

Don't forget that everyone you know has unique skills and they often love to share. Program Aide "Lucky" loves to play games, or maybe Counselor "Yo-Yo" can play the musical saw? I won't waste time telling you how each of the people on the list can help you, but use your resources wisely and don't be afraid to ask for help. The possibilities are endless.

Girls

Cadette, Senior, and Ambassador girls love to work with younger Girl Scouts. They can teach skills, songs, or talk about some of the exciting things "older" Girl Scouts do. After all, they've "been there, done that." Also, their recognitions often require them to share what they know.

The Internet

Girl Scouts are sharers use your search engine to find almost anything you could want or need to help your event be more of success. Don't forget though what you bring to the table and add your own flair.

Other Resources

There are many resources that do not fit into any particular category. There are also resources that you as an individual bring with you.

Outside Organizations and Community

Outside organizations such as American Red Cross, city government, etc., can be great sources for Girl Scout program. Everyone loves Girl Scouts- you just have to ask.

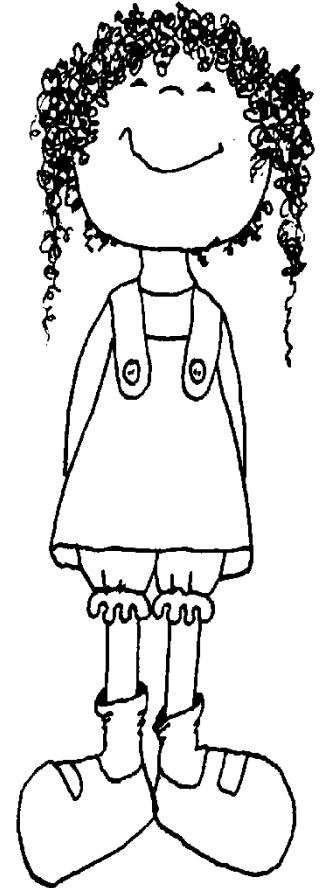
Bringing Out the Best in Girls

About behavior:

- Behavior is the response of the individual to the situation in which she finds herself.
- All behavior is on purpose – not random, haphazard or accidental.
- The key to a person's behavior centers in her perceptions and feelings about herself.

Good Leaders:

- Offer suggestions.
- Know the girls personally.
- Find out girls interests and hobbies.
- Find out girls ambitions.
- Respect the girls, their wishes and suggestions.
- Answer questions. Finds out answers if not known. Every question is important and should be satisfactorily answered.
- Show interest and enthusiasm.
- Believe in the program.
- Exchange ideas with other leaders.
- Respect the court of honor.
- Start on time.
- Show self-assurance by prior planning and preparedness.
- Be polite and courteous and expect the same from others.
- Show honesty and sincerity in what you do and say.
- Avoid hurtful teasing and kidding.
- Make only the promises that can be kept.
- Set the tone of the group. Be friendly, have fun, and make each individual feel that you like her as a person.
- Set an example of personal neatness and good taste.
- Behave in a calm and unflurried manner in emergencies.
- Reason rather than coerce; ask rather than demand, yet do not hesitate to be firm when necessary.
- In associations with other leaders, respect their abilities and take advantage of any opportunity to learn from them, at the same time sharing your own skills and knowledge.
- If a girl is behaving in a way that is obnoxious to you and disruptive to others, take her aside for a "big sister" talk. Let her express her feelings. Tell her how her behavior is making you feel and then listen to what she wants to tell you.
- If you are wrong, admit it; don't apologize more than once for each error. Kids can see right through you anyway.
- Laugh **with**, not **at** girls.
- Watch your language – not only to keep it clean, but also to keep it at a level everyone can understand.
- A few often-repeated words of encouragement when jobs are genuinely well done help girls develop morale and self-confidence.
- If a controversial issue comes up which you feel the group is not able to handle, say seriously, "Let me talk with you individually about that, _____." Then be sure to talk with her.
- Cut off games while they are still going well.
- Show a sense of humor often.
- To young people, rules and rituals are interesting for their own sake. They are "untouchable." If girls decide on them by themselves, they will see that they are kept.
- Play no favorites. Respect the variation in feelings of the girls toward you as indicative more of their needs than the nature of your personality. Girls must challenge some authorities, including you.
- Participation with girls in activities builds girl/adult partnership.
- Remember that you don't know all the answers.



Please don't:

- Don't dictate.
- Do not engage in endless arguments.
- Do not argue with other leaders with girls present.
- Don't ridicule or be sarcastic with girls.
- Don't yell.
- Don't plan for girls, plan with them.

Behavior modification:

- Always be on the alert.
- Look for little things before they become major problems.
- Watch for the dissatisfied attitude, practical jokes.
- If you can not handle the situation ask for help.
- Be careful how you discipline a girl. Many hours of constructive work can be destroyed by one thoughtless act.
- Do not yell at girls.
- Do not embarrass a girl or try to bluff her.
- Do not threaten.
- Do not attempt to discipline a girl while you are angry or irritated.
- Your job is to help, not punish – show her how she can improve.
- Reason with her. Point out mistakes in a nice way.
- Admit your own mistakes.
- Give a person a chance to “save face”
- Think before you act.
- Be fair in your decisions.
- Reinforce good behavior. Girls often misbehave to get your attention.
- Positive statements are a deterrent to negative behavior and help you avoid being put in a “punisher” role.

Hints for Beginning Song Leaders

Why Singing is used in Girl Scouting

1. For the pure joy of it!
2. To help a friendly group spirits grow.
3. To quiet or rest the girls when they have been doing something vigorous, or are too excited or hilarious.
4. To help girls know and appreciate the fine music of our own and other countries.
5. To accompany other activities such as dramatics, dancing, hiking, or camping.



How to Teach a Song

1. Get the group's attention and introduce the song briefly. You may want to share something interesting about the song or ask the group to listen for something special.

While the girls listen quietly, sing the song through to establish the rhythm.

2. Next, sing one line at a time, asking the girls to listen first and then repeat the line after you are done.
3. Then have the girls sing the whole song through with you.
4. Repeat the song once or twice adding actions.

SONG LEADER DO'S AND DON'TS

- ★ Do use songs for fun and celebration
- ★ Don't use songs only as punishment
- ★ Do use songs for filling gap times
- ★ Don't overuse songs
- ★ Do lead songs you enjoy
- ★ Don't lead what you don't like
- ★ Do use songs for a variety of activities and experiences
- ★ Don't pick inappropriate songs
- ★ Don't be bored or the kids will be
- ★ Do use props and movements
- ★ Don't sell your voice short
- ★ Do have fun – the kids will know
- ★ Don't forget they are CAMP songs

How to Lead Games

A good game leader needs to know how:

- To **Laugh**
- To be **Enthusiastic**
- To be **Active**
- To be **Democratic**
- To be **Encouraging**
- To **Respect each group member**

Teaching games is as easy as:



GET READY...

Pick a game

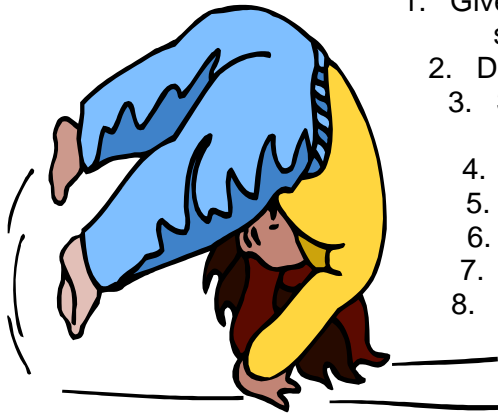
1. Understand the rules yourself before you present the game.
2. Have any necessary equipment on hand.
3. Establish boundaries that will be used during play.
4. Anticipate and eliminate safety hazards in the playing area.
5. Have a plan for getting teams or formations organized quickly.

GET SET...

Capture the attention of your group by:

1. Using the Girl Scout quiet sign. Wait for silence.
2. Asking everyone to form a circle. Start off the circle yourself by taking the hand of two girls and enlisting their aid to gather the rest of the group.
3. Using a whistle.

GO!



1. Give the name of the game and state its purpose, origin, or anything special about it.
2. Describe the game briefly, giving the basic rules.
3. Sometimes it helps to demonstrate the game with a small group of girls.
4. Ask for questions before you start to play.
5. Have clear-cut start and finish lines.
6. Have the group agree to follow the rules.
7. Decide upon a starting signal. ("Ready, set, go!")
8. Stop when enthusiasm is still high, but make sure everyone that has had a change to be "it" who wanted to be.

Some Hikes That You Can Do

Alphabet Hike

Find object that names begin with the letters of the alphabet. Beginning with A and ending with Z.

Ball of String Trail

Lay a string trail in a very safe area & follow blindfolded.

Bo Peep Trail

Lay a trail using bits of cotton, Give girls small cardboard sheep on which to attach the wool.

Green Hike

How many different shades of green can you find on your hike?

Hold the Front

Leader asks a question about things observed, such as "What is the name of that tree?" If #1 in line answers correctly she stays there; otherwise she goes to the back of the line.

Humpty Dumpty Trail

Cut a picture of a large cardboard egg into 20 broken pieces. Find all the pieces & put him back together.

Jigsaw Trail

Cut up the directions of something to do & drop them along a trail. Put the jigsaw puzzle together...It might give directions to a treat!!

Onion Hike

Take a raw onion and rub it on objects along the trail. Girls then follow their nose to the end

Pebble Cribbage

Start with 10 pebbles. Leader point to an object. Each person to identify it drops a pebble. First to drop all her stones is the winner.

Puppy Hike

Walk on your hands & knees for a short distance & see what a puppy or baby would see. How is this world different from yours?

Rainbow Hike

Have an envelope containing 20 or so different-colored squares of construction paper (not just browns and greens either, some yellows, a purple, etc.). Have the girls find something in nature the same color as each one of the squares.

Rhyming Hike

The first person sees something-anything- and calls it out, "I see an ant" Somebody replies with a rhyme, "Its sitting on a Plant". and they name's a new object. I see...

Silent Hike

The purpose of this hike is to listen. This is hard for some girls who want to giggle etc. Try it late at night or early in the morning when the surroundings strange & mysterious... How about at 5am?



Potlatch (Swaps)

The Girl Scout tradition of exchanging "Potlatches" is based on a custom practiced by nearly all Native American tribes of the Pacific Northwest, from Tlinnits of Alaska to the Yuroks of Northern California. The word "Potlatch" comes from the Nootka word "potshatl" which means "giving" or "gift". The Girl Scouts have borrowed the word and its literal meaning for their practice of exchanging a little handmade gift with a new friend.

The actual Native American custom, however, was quite different. A Potlatch was a feast lasting several days, called to celebrate such special occasions as a marriage, birth, or even to remove the stigma of some shameful accident. The Potlatch was given by a Chief (including his tribe) for one or more other chiefs with their tribes. It could also be given by a wealthy Tribesman who aspired to the position of Chief. At these occasions, the chief or aspirant holding the potlatch either gave away or destroyed great quantities of gifts, to publicly demonstrate his wealth. The guests were expected to accept whatever was given, but there was a "string" attached to the gift in that it must later be returned with excess. Of course most would not be able to do this so the host would tease his guests about being freeloaders (or whatever the term was)!

A token gift of a piece of hammered copper was usually given and the value of this was determined in terms of so many blankets. Other common gifts were baskets, carved boxes, canoes, decorated hides, slaves, or even certain rights such as the right to use a certain name, sing a certain song, describe a certain vision, etc. The whole custom was based on competition for prestige, among these tribes for their excess material goods and thus did not regard the practice as wasteful, in the way that it might be regarded today.



POTLATCH SUGGESTIONS

Exchange gifts should remain simple; it is the gift of giving that is important here. Each unit should decide as a unit what the Potlatch should be.

- painted friendship sticks
- piece of decorated wood
- braided friendship band
- decorated clothespins
- string of beads/macaroni
- painted bark
- decorated pine cones (highly prized by many Indian groups as a symbol of life)

Potlatch or SWAP

On a personal note, potlatches are given with no expectation of return; SWAPS are similar but given with the idea that you will SWAP with someone else for one of theirs.

Flag Ceremonies

Flag ceremonies are very often part of larger ceremonies. They are also used to open or to close a troop/group meeting. Learning about the proper way to handle the American flag and to conduct flag ceremonies fosters a patriotic spirit in young people.

At a flag ceremony, you say the Pledge of Allegiance in the presence of a flag. You may also sing a patriotic song and repeat the Girl Scout Promise and Law.

Salute to the Flag

To salute the flag, stand at attention and place your right hand over your heart. Salute the flag when it is being raised or lowered, when it passes you in a parade, and when you recite the Pledge of Allegiance. Salute when you sing "The Star-Spangled Banner," with or without the flag present.

Flag Ceremony Guidelines

Simplicity is the keynote of any flag ceremony; emphasis should be on respect for the flag rather than on the commands or techniques. Some questions to be addressed when planning a flag ceremony:

1. Who will carry the flag?
2. Who will be the color guards?
3. Who will give the directions for the ceremony?
4. What song will we sing? Who will sound the pitch and start the song?
5. Do we want a poem or quotation? Who will say or read it?
6. After the Pledge of Allegiance, shall we say the Promise and Law?
7. In what order shall we do all these things?
8. When should we practice all this?
9. Where will the flag(s) be placed at the end of the ceremony?

Terms used in Flag Ceremonies

The ***color bearer*** (or flag bearer) is the person who carries the flag. There is one color bearer for each flag in the ceremony.

The ***color guard*** is a team that guards the flags. Any even number of guards may be used, but usually four or six are sufficient.

The ***Girl Scout-in-charge*** (or caller) is a designated Girl Scout who announces or calls each part of the ceremony.

Protocol

There is absolute silence from the time the horseshoe is formed until it is dismissed. The color guard remains silent from the time they start to walk in until they walk out. They do not speak or sing with the group, but stay at attention.

The ceremony may be brief, but always takes place after the flag has been raised. Since the ceremony is ***for*** the flag, it should be in position ***during*** it! Often, the flag ceremony is part of another ceremony. If so, the color guard is dismissed before the other ceremony begins.

During a formal flag ceremony, white gloves should be worn by the color guards. The Girl Scout-in-charge may also wear them. Gloves are not necessary in an outdoor setting.

Standard Flag Ceremony

The group forms a horseshoe. the color guard is in position.

- The Girl Scout-in-charge says: "Girls Scouts, attention." This signals the audience to stand at attention.
- The Girl Scout-in-charge says: "Color guard, attention." This signals the color guards to stand at attention.

- The Girl Scout-in-charge says: "Color guard, advance." This signals the color guard to advance to the flagpole. Then they turn together and get into position facing the group. Everyone stands at attention.
- The Girl Scout-in-charge says: "Color guard, post the colors." This signals the color bearer to place the flag on the flagpole.
- The Girl Scout-in-charge says: "Girl Scouts, please join us for the Pledge of Allegiance." This may be followed by songs, poems, or verses.
- If the flag ceremony is part of a larger ceremony, the Girl Scout-in-charge dismisses the color guard and then the main ceremony takes place.

Following the ceremony, the Girl Scout-in-charge commands the color guard to retire the colors by taking the flags to their place of storage. The following commands can be used:

- "Girl Scouts, attention"
- "Color guard, advance"
- "Color guard, honor your flag"
- "Color guard, retrieve the colors"
- "Color guard, dismissed"
- "Girl Scouts, dismissed"

Handling the American Flag

The display of our American Flag is governed by guidelines to ensure that it will be treated with the respect due the flag of a great nation. Public Law 829, enacted by the 77th Congress on June 14, 1923, sets forth rules for the display and care of the Stars and Stripes, and prescribes penalties for violations.

Some of the rules that are most useful for Girl Scouts are:

- The American Flag should be placed in the center, and higher, when displayed with a group of state, local, or organizational flags flown from staffs. It may also be positioned to the right of other flags (if you were to hold the flag while facing your audience, your right side would be the flag's own right.) when flown from a staff on a speaker's platform, the flag should be placed on the **speaker's** right. If placed elsewhere than on the platform, it should be to the right of the **audience** as they face the platform.
- The flag should be hoisted briskly and lowered slowly with dignity.
- The flag should never be allowed to touch anything beneath it, nor should it ever be carried flat or horizontally - always aloft and free.
- Never use the flag as a cover or place anything on top of it.
- No disrespect of any kind should be shown to the flag of the United States. It should be kept clean.
- The flag, when carried in a procession with other flags, should be either on the marching right or, if there is a line of other flags, in front of the center of that line.
- When you display the flag on a wall or in a window where people see it from the street, it should be displayed flat with the blue part at the top and on the flag's own right (which is the observer's left).
- When a flag gets old and is too worn to use, do not throw it in the trash. It should be destroyed, preferably by burning.
- When displayed after dark, the flag should be illuminated.