



Town of Manchester, Department of Leisure, Family and Recreation

SUMMER CAMP PROGRAM

STAFF MANUAL



BUILT TO PLAY.

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TELEPHONE NUMBERS

Fire-Emergency	911
Fire-Routine	647-3266
Police-Emergency	911
Police-Routine	645-5500

ADMINISTRATION

Christopher J. Silver, Director	647-3084
Calvin Harris Senior Recreation Supervisor	647-3088
Kathleen McGuire Senior Recreation Supervisor	647-3087
Taylor Niccolls Recreation Supervisor	647-6039 (Office) 306-0043 (Cell Phone)
Anthony Mazzotta Recreation Supervisor	810-8719 (Office) 882-7056 (Cell Phone)
Joshua Charette Recreation Supervisor	647-3139 (Office) 930-7716 (Cell Phone)

FACILITIES

Community "Y" Rec Center (Mon - Fri 8:30 a.m. - 8:00 p.m.)	647-3164
Mahoney Recreation Center (Summer Hours: 9:00 a.m. - 3:00 p.m. Mon-Fri)	647-3166
Center Spring Rec Office (8:30 a.m.-4:30 p.m. Mon-Fri)	647-3084

Personnel Handbook

MISSION STATEMENT

The Town of Manchester Summer Camp Program is dedicated to providing a safe, inclusive, and engaging environment where campers thrive, explore dynamic experiences, and build meaningful connections. Through intentional programming and positive mentorship, we strive to inspire confidence, creativity, and resilience in every child while fostering a strong sense of belonging, community pride, and lifelong learning.

GOALS AND OBJECTIVES

THRIVE – Supporting Growth & Well-Being

- Promote physical, social, emotional, and mental well-being for all campers.
- Create a safe and supportive environment where every child feels valued and respected.
- Encourage healthy choices, positive self-image, and emotional regulation.
- Provide opportunities for campers to discover their strengths and interests.

DYNAMIC – Engaging & Innovative Experiences

- Offer diverse, high-quality activities including arts, sports, outdoor recreation, and enrichment programs.
- Incorporate creative and hands-on learning experiences that spark curiosity and excitement.
- Adapt programming to meet the evolving interests and needs of campers.
- Encourage exploration, imagination, and active participation.

STRIVING – Building Skills & Confidence

- Foster goal-setting, perseverance, and a growth mindset.
- Teach teamwork, leadership, problem-solving, and communication skills
- Encourage campers to challenge themselves in age-appropriate ways.
- Recognize effort, improvement, and personal achievements.

CONNECTION – Creating Community & Belonging

- Build strong relationships between campers, staff, and families.
- Promote kindness, empathy, and respect for others.
- Celebrate diversity and create an inclusive camp culture.
- Strengthen campers' connection to the Town of Manchester and their community.

Job Descriptions

CAMP DIRECTOR

The Camp Director is responsible for the overall leadership, administration, and operation of the Town of Manchester Summer Camp Program. This role ensures a safe, high-quality, and engaging camp experience while supervising staff, managing daily operations, and fostering a positive camp culture. The Camp Director also supervises all camp personnel, facilitates end of the season evaluations, prepares work orders, collects all paperwork (i.e. timecards, staff schedule, etc.) and maintains all camp documents for the season.

Requirements: Preferred minimum age of 21, several years experience in camp programs and previous experience as a Camp Director. Current CPR, Standard First Aid, Blood Borne Pathogens, participation in a preseason camp staff training. Must possess an ability to detect potential or actual emergency conditions and handle them safely and effectively. Must be able to maintain a good working relationship with the staff and foster good public relations with the local public.

CAMP ASSISTANT DIRECTOR

The Camp Assistant Director is responsible in supporting the Camp Director in daily operations, staff supervision, and program implementation while helping maintain a safe, structured, and fun camp environment.

Requirements: Serve as acting director in Director's absence. Assist with behavior management and conflict resolution. Communicate with families as needed. Help monitor attendance, documentation, and safety procedures. Model positive leadership and professionalism. Current CPR, Standard First Aid, Blood Borne Pathogens, participation in a preseason camp staff training. Must possess an ability to detect potential or actual emergency conditions and handle them safely and effectively. Must be able to maintain a good working relationship with the staff and foster good public relations with the local public.

CAMP COUNSELOR

Camp Counselors are responsible for supervising campers and leading daily activities in a fun, safe, and supportive environment. Counselors engage campers in structured programs, encourage positive behavior, and build meaningful relationships that promote confidence, teamwork, and belonging. They ensure camper safety, assist with transitions, and communicate concerns to supervisory staff.

Requirements: Current CPR, Standard First Aid, Blood Borne Pathogens, participation in a preseason camp staff training. Must be able to maintain a good working relationship with the staff and foster good public relations with the local public.

FLEX COUNSELOR

Flex Counselors provide floating support throughout the camp program, assisting where coverage or additional support is needed. They help supervise groups, support activities, and assist campers who may need extra attention. This role requires flexibility, reliability, and a strong commitment to maintaining a positive and safe camp environment.

Requirements: Current CPR, Standard First Aid, Blood Borne Pathogens, participation in a preseason camp staff training. Must be able to maintain a good working relationship with the staff and foster good public relations with the local public.

TERMS OF EMPLOYMENT

Congratulations!

You have been chosen to work as a part-time employee with the Department of Leisure, Family and Recreation. To complete the hiring process, please complete the necessary steps outlined below.

MANDATORY

- Initial Application
- Application Authorization "Form A"
- You must list the three dates of your Hepatitis B vaccine series on this form, or complete the

Hepatitis B Declination Form, for your application to be processed.

- State of CT W4 Tax Form – complete and sign
- Federal W4 Tax Form – complete and sign
- Employment Eligibility Verification Form I-9

o Please only complete and sign the section labeled Employee Information and Attestation on page 1; the bottom section of page 1 and all of page 2 will be completed by the office. **You must provide a copy of your license/ID with picture and a copy of your social security card.** Please note that you cannot be put on payroll without a copy of your social security card.

- Copy of Valid Driver's License

o If you do not have a valid driver's license, please attach your school photo ID card or a valid passport.

- Copy of Social Security Card

o If you do not have your social security card then you must attach a letter from the Social Security Administration stating that you have applied for a new card. Please note that this is necessary for Payroll. You will then be required to submit a copy of your new social security card upon receipt.

- Direct Deposit Authorization Form

o Please note that the payroll department is paperless, direct deposit is mandatory. Click [here](#) to access the direct deposit form.

SUMMER CAMP PERSONNEL POLICIES

STAFF CONDUCT

- Employees represent the Town of Manchester Leisure, Family & Recreation Department. Always be courteous and respectful to the public and program participants.
- Maintain a neat and casual appearance. Staff shirts are required every day of each session, field trips, and special events. Do not alter staff shirts. Wear T-shirts on all other days. Tank tops are not permitted.
- Closed-toe footwear must be worn, except during water activities.
- Maintain composure at all times. Profanity, abusive language, or striking a child will result in immediate termination.
- The use of alcohol, zyn, tobacco, esigs, vapes, marijuana or illegal substances during working hours is prohibited and will lead to disciplinary action.
- Staff should be enthusiastic, patient, and pleasant. Request a break from the Camp Director or Recreation Supervisor if needed.
- Safety of staff and participants is the top priority.
- Staff may not transport participants in personal vehicles.
- Use of personal cell phones during camp hours is prohibited.

WORK SCHEDULE

- Work schedules are determined by Camp Directors based on program needs.
- Employees must remain on-site for the duration of their shift and may not exceed 40 total hours per week. (Flex Counselors will work under 40 hours)
- Perfect attendance and punctuality are expected. If tardy or ill, notify your Site Director as early as possible.
- Employees must clock in and clock out using the Town's Workforce Mobile App. The App is geofenced for your work location. You can not clock in or clock out if you are not in that location.

DISCIPLINARY ACTION

Staff may be suspended or terminated for:

- Repeated tardiness or excessive absences
- Missing mandatory meetings and trainings
- Insubordination or offensive conduct
- Violations of town policies or ordinances
- Abusive behavior or poor performance
- Violations of personnel policies
- Not following clock in/clock out procedures

DISCIPLINARY ACTIONS MAY INCLUDE:

- Verbal warning by Camp Director and incident report to Recreation Supervisor.
- Meeting with Camp Director and Recreation Supervisor; incident report submitted to Recreation Supervisor.
- Meeting with Senior Recreation Supervisor; possible dismissal recommendation.

EVALUATIONS

- Staff will receive mid-term and final evaluations that determine rehire eligibility.
- Evaluations will be reviewed with the supervisor. Disagreements will be mediated by the Recreation Supervisor.

SUMMER CAMP PERSONNEL POLICIES

LIABILITY AND SAFETY

- Employees are covered under Town liability and worker's compensation.
- All accidents and incidents must be reported to the Camp Director and the Recreation Supervisor immediately.
- The Town does not provide part-time staff health insurance. Refer liability questions to the Recreation Supervisor.

HOURS OF OPERATION

- **Day Camp:** 9:00 AM – 3:00 PM (drop-off no earlier than 8:45 AM; pick-up no later than 3:00 PM).
- **Extended Day:** 7:30 AM – 5:30 PM (only for participants registered for extended care).

Staff should engage participants in quiet activities (board games, coloring, etc.) during extended hours.

- Camp Directors assign shifts.
- Arrive ready to begin work by the start of your shift.
 - o The first shift is 7:15 AM to 3:15 PM.
 - o The second shift is 9:00 AM to 5:30 PM. Staff working the late shift are allotted a ½ hour break between 3:15 PM to 4:15 PM.
 - o Staff may not leave the site to retrieve lunch and are expected to eat with campers.

DROP-OFF & PICK-UP PROCEDURES

- All participants must be signed in/out by a guardian (age 15+).
- Teen site participants may self-sign if a Biker/Walker Form is submitted.
- Use the attendance sheet to log sign-ins/outs. Indicate names, times, and initials.
- Highlight the attendance sheet for participants involved in an incident or accident that day.
- For the safety and security of all campers, we require a valid photo ID at the time of pick-up each day. **Only individuals listed on your child's approved pick-up list will be allowed to sign them out. This policy helps us ensure that every child leaves with an authorized adult and prevents any unauthorized pick-ups.** We will ask for ID to maintain consistency and uphold safety standards for all families.

BATHROOM PROCEDURES

- Two staff members must accompany participants to restrooms.
- Staff may assist a child only with another staff member (same sex) present and observing.

SUMMER FOOD SERVICE

- Staff and campers must wash their hands before meals.
- Staff will supervise meals and sit with campers, and BOE lunch staff will serve lunches.
- Ensure cleanup of all eating areas.

SUMMER CAMP PERSONNEL POLICIES

CAMPER BEHAVIOR MANAGEMENT

Behavior management is a key part of creating a safe, respectful, and inclusive camp environment. All staff are expected to model appropriate behavior, reinforce camp rules consistently, and use positive discipline strategies. The following steps outline the appropriate procedures when addressing participant behavior issues

- 1. Verbal Warning:** For minor infractions. Gently pull the child aside and explain which rule they broke and what the expected behavior is. Speak calmly and respectfully. This conversation should occur away from other campers to avoid embarrassment.
- 2. Reflection Time /Consequences:** Use logical consequences (e.g., clean up mess). Record reflection time on the behavior log.
- 3. Three Reflections/Warnings in One Day:** If a child has received three or more reflections in one day, highlight their name on the attendance sheet and notify the parent during pickup. A behavior report should be completed, and the Youth Outreach Worker should be consulted to begin a behavior modification plan.
- 4. Intent to Harm:** Immediate parent notification and one-day suspension. The Recreation Supervisor and Youth Outreach Worker must be notified. An incident report must be completed and signed by the parent.

Camp Youth Outreach Workers are trained staff who provide extra support and encouragement to campers who may need additional guidance. They help promote positive behavior, social skills, and successful participation in camp activities while working alongside counselors to ensure a safe, inclusive, and fun experience for all campers.

MEDICAL INFORMATION

- Be aware of participant medical conditions.
- Only trained staff may administer medications with the appropriate forms on file.
- Participants with communicable diseases must stay home and return with a doctor's note.
- Notify parents if a child shows any of the following:
 - o Temperature $\geq 100^{\circ}\text{F}$
 - o Vomiting or diarrhea
 - o Serious cough
 - o Rash or signs of illness

Note: Staff may not apply sunscreen. Remind campers to apply their own

FIELD TRIP / BUS TRIP PROCEDURES

- All staff members are responsible for checking the bus for cleanliness when transporting to and from field trips or pool visits.
- Take attendance:
 - o Before boarding
 - o After boarding
 - o Upon arrival
 - o Throughout the trip
- Use a **Buddy System** to maintain group supervision.
- Review and enforce safety and behavior expectations.
- Enforce bus rules:
 - o Stay seated until the bus stops
 - o Use inside voices
 - o Keep body parts inside windows
 - o Respect property and others

SUMMER CAMP PROGRAMMING GUIDELINES

PHYSICAL SAFETY

- Daily safety checklists must be completed each morning.
- A designated staff member should inspect bathrooms, playscape, fields, café, and gym by 7:30 a.m.

DAILY SCHEDULE

Morning Meeting

- Site Directors must conduct a daily morning meeting with staff to:
 - o Set the tone for the day
 - o Review expectations
 - o Share special events or important updates

Activity Rotation

- Activity rotations may differ by site; variety is key.
- Campers should be given choices between **different types of activities**.
- Keep the **Activity Rotation schedule** posted so both campers and staff are familiar with it.

Activity Attendance Sheets

- **Required for all camp activities.**
- Counselors complete attendance sheets as campers sign up.
- One copy goes to the Director; one remains with the Counselor.
- Directors must always know each camper's location.

Activity Board and Calendar

- Campsites must maintain an **Activity Board** listing the day's activities and events.
- Each site must have a current **Activity Calendar** including:
 - o Field trips
 - o Swim days
 - o Theme days
 - o Special events
 - o Holiday closures (e.g., July 4)
 - o Last day of camp

UNIT ATTENDANCE

- **Guardians must sign campers in and out daily** – this serves as our primary attendance record.
- Unit counselors should:
 - o Take attendance before and after each activity
 - o Take attendance at the pool and on field trips every 30 minutes
 - o Carry clipboards when off-site (pools, trips)
- If a camper has an **incident report or behavior management report**:
 - o **Highlight** the camper's name on the sign-in/out sheet so the Director can follow up with the parent at pick-up.

EARLY BIRD AND LATE BIRD CARE

- Counselors must be actively engaged with campers during these extended hours.
- Early/Late Bird campers often spend more time at camp than regular campers – **make it fun and meaningful for them.**

SUMMER CAMP PROGRAMMING GUIDELINES

PROGRAMMING

- Use activity sheets.
- Plan camp-wide activities at least twice per week, including theme days.
- Be creative: avoid repetitive games (e.g., no Capture the Flag every day).
- Offer campers a variety of experiences.

TRANSPORTATION AND BUS POLICIES

Staff Transportation

- No staff may drive personal vehicles to pools or field trips.
- Never transport campers in a personal vehicle.

Bus Protocols

Do not contact the bus company – direct all concerns to Anthony or Taylor.

Camp counselors inspect each bus upon arrival:

- o Check for cleanliness and damage.
- o Inform driver of any issues before boarding.
- o Report all damage to the Camp Director.

Field Trip Travel

If two buses are used:

- o Director on Bus A
- o Assistant Director on Bus B

Campers must wear bracelets for all trips and events:

- o Bracelet should include campsite name

Field Trip Attendance

Take attendance:

- o Before boarding
- o After campers are seated
- o Upon arrival
- o At regular intervals during trip
- **Use the buddy system at all times.**
- Campers must stay with their assigned units unless permission is given by a Unit Leader.
- Clear behavior expectations must be communicated:
 - o Stay seated
 - o Keep noise level down
 - o No body parts out of windows
 - o Respect all property

RLT (Recreational Leadership Training) Program

- The RLT program prepares teens for future staff roles.
- RLTs should be actively learning, not just performing chores.
- RLTs are not staff and should never be left alone with a camper group.
- Site Directors are expected to monitor and guide RLTs' progress.

SUMMER CAMP PROGRAMMING GUIDELINES

PHONES, ANSWERING MACHINES AND CELL PHONES

Camp Phones

Always answer with professionalism:

Example: *"Good afternoon, Leisure Labs Camp! This is Aimee."*

Cell Phones

Only Camp Directors are permitted to carry a personal cell phone during camp hours.

AQUATICS PROCEDURES

Wristbands (Swim Ability Indicators):

Green: Deep end

Yellow: Shallow end only

Red: Wading pool only

General Pool Protocols

- Use a buddy system for swimmer accountability.
- At all pools (except Globe), cones will mark shallow-end boundaries.
- Staff must supervise from poolside:
 - o Sitting with feet in the water or walking around is allowed.
 - o Sitting on benches is **not allowed**.
 - o Preferably 2 to 3 camp staff should be in the water with campers.

Globe Hollow Protocol

- Staff should be in the water with campers.
- Two staff members must accompany raft swimmers:
 - o One leading the group
 - o One following at the rear
 - o Campers must swim to/from the raft **together as a group**.

Swim Counselor Role

- A Camp Counselor will be assigned each week.
- Responsible for tracking camper locations at the pool.

Pool Authority

- While at the pool, the **Head Lifeguard is in charge**.
- Staff must collaborate with the aquatics team.
- For concerns, contact Taylor, Anthony, or Josh Charette.

EMERGENCY ACTION PLAN CODES



EMERGENCY ACTION PLAN CODES



CODE RED

WHAT IS A MEDICAL EMERGENCY?

The person's condition is severe and/or life threatening (for example, the person is having a **heart attack**, **severe allergic reaction** or **severe head injury**). Moving the person could cause further injury (for example, in case of a neck injury or motor vehicle accident), so please ensure the victim remains stationary until medical assistance arrive. Stay positive and give the victim reassurance that help is on the way.

CODE YELLOW

WHAT IS A NON-MEDICAL EMERGENCY

Suspicious activity in your neighborhood, business, or current location. Signifies no immediate danger within the building or on the campus but a situation has arisen requiring all persons to stay locked indoors. Examples of a **CODE YELLOW** may include police action in the area, suspicious smells/objects, drug paraphernalia, homeless person(s) on grounds/facilities, altercations (Level 1), etc.

CODE GREEN

WHAT REQUIRES IMMEDIATE ASSISTANCE

CODE GREEN items do not require emergency personnel to be contacted. Examples of a **CODE GREEN** include inclement weather, administration of a first aid kit, an unruly patron(s), fire alarm, insubordinate/disgruntled employee, etc.



There may be emergencies that fall outside of the scope of these emergency action responses. In the event of this, please:

- Call 911
- Contact your direct supervisor
- Stay calm & use your best judgement

EMERGENCY ACTION PLAN CODES



EMERGENCY ACTION PLAN CODES



CODE **RED**

CALL 9-911

- Active Fire/Smoke
- Medical Emergency
- Missing Child
- Physical Altercation
- Potential Drowning
- Search and Rescue
- Suspicious Persons

STAY CALM.

CODE **YELLOW**

CALL 9-911 AND NON-EMERGENCY LINE 860-645-5500

- Non-Medical
- Suspicious person on grounds/facilities
- Suspicious Smell/Object
- Verbal Altercation

USE YOUR BEST
JUDGEMENT.

CODE **GREEN**

REQUIRES IMMEDIATE ASSISTANCE

- Basic First Aid
- Fire Alarm
- First Aid Kit
- First Amendment Audit
- Inclement Weather
- Insubordinate Employee
- Unruly Patron

DID YOU REMEMBER TO
CONTACT YOUR DIRECT
SUPERVISOR?



There may be emergencies that fall outside of the scope of these emergency action responses. In the event of this, please:

- Call 911
- Contact your direct supervisor
- Stay calm & use your best judgement

EMERGENCY ACTION PLAN CODES



ACTIVE SHOOTER / WEAPON THREAT

Recreation • School • Camp • Park Safety Plan

1 RECOGNIZE & REPORT

If you **hear talk about a gun, see a weapon, or observe threatening behavior:**

- Stay calm but act quickly
- Call 911 immediately
- Notify:
 - Site Supervisor / Director
 - Front Desk / Main Office
 - Lead Counselor or Coach

Give clear information:

- Exact location (gym, field, playground, parking lot, etc.)
- Description of the individual
- Type of weapon (if known)
- Number of participants/children nearby

2 STAFF LEADERSHIP

Staff must **take charge of participants and youth.**

- Use a **calm, firm voice**
- Give simple directions:
 - “Everyone follow me now.”
 - “Stay quiet and stay together.”
- Do not leave children or participants unattended

3 EVACUATE

- Move youth and participants **away from the threat**
- Use **pre-identified evacuation routes**
- Go to a **designated safe location or reunification site**
- Keep groups together and take attendance if possible
- Prevent others from entering the danger area

4 SHELTER/HIDE

- Bring participants into the **nearest lockable room or secure structure**
- Lock and barricade doors
- Turn off lights and cover windows if possible
- Keep youth seated, low, and silent
- Silence phones and radios

Camp / Park Tip: Use maintenance buildings, restrooms, offices, storage rooms, or vehicles as temporary shelter

5 DEFEND

Only if confronted and lives are in immediate danger:

- Adults may need to act to **protect youth and themselves**
- Use available objects to stop or distract the threat
- Work together if multiple staff are present

6 POLICE PRESENCE

- Staff should **identify themselves clearly**
- Keep hands visible
- Follow all commands immediately
- Do not run toward officers
- Continue supervising youth until instructed otherwise

7 AFTER INCIDENT PROCEDURES

- Move to the **designated reunification area**
- Take attendance and report missing persons
- Provide emotional reassurance to youth
- Await parent/guardian communication instructions
- Complete incident reports

SUMMER CAMP CUSTOMER SERVICE POLICY

The Town of Manchester Summer Camp Program is committed to providing exceptional customer service to campers, families, and the community. All staff are expected to model professionalism, respect, and positivity in every interaction. Our goal is to create a welcoming environment where families feel informed, supported, and confident in the care their children receive.

PROFESSIONAL CONDUCT

- Treat all campers, parents/guardians, coworkers, and visitors with courtesy, patience, and respect.
- Maintain a positive attitude and approachable demeanor at all times.
- Use appropriate language and tone; refrain from arguing, gossiping, or using negative body language.
- Dress according to camp standards and present a neat, professional appearance.

COMMUNICATION STANDARDS

- Greet families and campers in a friendly and welcoming manner.
- Listen attentively and respectfully to questions or concerns.
- Provide accurate information within the scope of your role.
- Refer program concerns, complaints, or sensitive issues to the Camp Director or Camp Assistant Director.
- Never discuss confidential camper or staff information with unauthorized individuals.

RESPONSIVENESS & PROBLEM-SOLVING

- Address concerns calmly and professionally.
- Do not place blame or become defensive.
- Acknowledge the concern and assure the individual it will be shared with a supervisor.
- Seek assistance from supervisory staff when needed.

CAMPER-CENTERED SERVICE

- Prioritize camper safety, inclusion, and well-being at all times.
- Encourage positive behavior and treat every camper fairly and consistently.
- Create an environment where campers feel valued, heard, and supported.

BOUNDARIES & ROLE CLARITY

- Staff should not make promises regarding refunds, schedule changes, disciplinary actions, or special accommodations.
- Only supervisors may communicate official program decisions.

TECHNOLOGY & SOCIAL MEDIA

- Personal phone use should be limited to breaks or emergencies.
- Do not post photos or information about campers on personal social media.
- Follow Town of Manchester policies regarding photography and communication.

ACCOUNTABILITY

- Staff are responsible for upholding this policy at all times.
- Failure to adhere to customer service expectations may result in corrective action.

Town of Manchester

Guidelines for Social Media (part time/seasonal staff)

These guidelines apply to all social networking such as Facebook, Instagram, Snapchat and LinkedIn including virtual worlds such as YouTube, TikTok and blogs. It is recognized that these are current examples and that social software and media will continue to change.

1. Employees serve as role models at all times and should limit their public profiles to information, comments, photos, etc. that are appropriate should a child/parent view them.
2. Employees understand that they must not use a social networking profile, group page, blog or other Internet medium to discuss the behavior of other Town staff or Recreation participants and are never allowed to post or share information such as names, addresses, telephone numbers, photographs or internal communication from any Recreation program or activity.
3. Employees are required to maintain appropriate boundaries with participants, parents and colleagues. It is not appropriate to “friend” or accept as a “friend” a child or his/her parent or guardian or to otherwise establish relationships with participants through social media.
4. Employees must place personal cell phones in the “off” position since the use is prohibited during work hours. Town cell phones are to be used for emergency purposes only,
5. Employees are not permitted to photograph videotape or record visually or otherwise, any participant.

NOTE: Any employee found to be in violation of these guidelines is subject to disciplinary action, which may include termination.

I have read and understand my responsibilities under these guidelines.

Signature

Date