

SO, YOU WANT TO START A GIRLS' FIRE CAMP



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Presented by Erika Enslin, Fire Captain
Sacramento Fire Department

**A PRACTICAL GUIDE TO BRINGING THE MAGIC
OF GIRLS' FIRE CAMPS TO YOUR COMMUNITY**

Notice

This handbook has been developed as a basic roadmap to assist in the facilitation of different models of fire camps. The intent of this document is to help facilitate fire camps in your community. This material in no way assumes to be a complete package for your program, nor does Erika Enslin, or any organization with whom she is associated assume any liability for the information contained herein.

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– Erika Enslin

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Introduction

Women have been in the fire service for over 40 years. Those women who work as firefighters know they can do the job. The path to becoming a firefighter is often varied; some needed only to be given the opportunity, others needed encouragement and empowerment along with training. Fire departments and wildland fire agencies have seen women on the job and come to recognize their abilities and contributions.

What hasn't changed as much is the general public's attitude. The empowering proclamation that "*Women can do anything!*" still fails to carry over into dangerous and demanding jobs like firefighting. The young woman who announces to her parents or her peers, "*I want to be a firefighter,*" is not guaranteed the same response as her brother when he makes the same statement. The backlash is often worse in social media, where it is easy to tear someone down from behind a keyboard.

Girls *do* dream of being firefighters, and fire departments are looking for qualified young women to hire as firefighters. It should be a perfect arrangement, but a gap exists between those two facts that must be bridged.

So how do we build that bridge? Girls fire camps! Whether it is a weekend, multi-day or weeklong camp; department-sponsored or a non-profit that assists departments. It is important to bring girls together with experienced women firefighters to learn about firefighting and rescue work, and just as importantly, about themselves. Through camps, the girls learn that they can be stronger, braver, and more determined than they ever thought possible and just as important, that they can be firefighters.

What if girls fire camps were multiplied hundreds of times across the U.S.? What if teenaged girls in every community with a dream of becoming a firefighter knew there was a place they could go, where they could be among peers who shared their dream. A place where when she said, "*I want to be a firefighter,*" she would receive not patronizing chuckles or strange looks, but the resounding support and encouragement of everyone around her? What if young women learned enough of the basic skills of firefighting to enable them to pursue their dream with confidence, and with the knowledge of what that dream would require in terms of physical strength, courage, and determination?

We know not every girl who completes fire camp will become a firefighter. Still, no girl goes through the experience unchanged. At fire camp, she learns to push herself far beyond what she once thought she could do. She works with female role models who are successful in a field that demands physical excellence and mental toughness. She shares intense experiences and tough challenges with other young women who urge her to do her best. And she emerges with confidence, drive, and an unshakeable confidence to go out into the world and excel.

Hosting a fire camp is a win-win proposition for any fire agency. It reaches out to future firefighters, giving them the tools and motivation, they will need to make themselves successful job candidates. It also involves the fire department in the community, showcasing its personnel and activities and raising its profile in a very positive way.

The hope is you will be able to take this handbook and create your own vision, for your camp, agency or non-profit. The information in this handbook can be adapted for use in the development of any length program. Use it as a blueprint for positive change and for building a better future for women, for fire agencies and for the communities we have committed ourselves to serve.

Erika Enslin
Fire Captain, Sacramento Fire Department
Founder/President, Golden State Women in the Fire Service, LLC
and HERo Girls Fire Camp

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CHAPTER 1: BEFORE YOU BEGIN – FIND YOUR “WHY?”

Make no mistake –hosting a girls’ fire camp is no small undertaking. There are tons of moving parts, and you’ll need buy-in from many different areas within your community. So, the first question to ask is WHY do you want to establish a girls’ fire camp? What is your focus?

The primary focus of most camps is on building leadership, confidence, and team-building skills in young women. We can think of no more powerful venue to teach these qualities than the fire service.

The secondary focus of camp is the collaboration of communities and departments that can take place when creating this kind of opportunity for young women. A camp brings together people from local departments, neighboring departments, unions, local merchants, governments and fire boards, foundations, fire service businesses, corporations, and media to celebrate young women’s challenges and accomplishments.

A third and important benefit of camp is the community built within the female members of the fire service. The networking and support between the camp volunteers from different departments who may not have had an opportunity to meet otherwise has been one of the most tangible outcomes of camp for staff.

It is important to note that recruiting women for the fire service is not a primary camp goal. However, it is recognized that camp may give young women the skills and confidence to pursue a career in the fire service or other non-traditional career and we consider this an important by-product of our efforts. Some camps have added a recruitment element with local departments attending.

The fundamental goal of girls’ fire camps is to empower and build confidence by:

- Providing experience in team building
- Enhancing physical abilities
- Exploring work ethic
- Broadening skill sets
- Sharpening problem solving capabilities
- Empowering young women as well-rounded individuals
- And most importantly: having FUN!

What goals would you like achieve? Take a moment to write down some thoughts here:

CHAPTER 2: LET'S GET STARTED

Feasibility Checklist: Before proceeding into the planning process, a quick feasibility check will ensure the success of your camp. Consider the following:

- Insurance for campers (if a non-profit, have to have own insurance policies)
- Finances for equipment, food, shirts, consumables, swag, hotels
- Facility (is an agreement needed, how much lead time)
- Buy in from the host agency
- Volunteers, resources, and labor

Timeline Recommendations

(these are rough suggestions; lead times will change as you get closer or more experienced)

▪ Up to One Year Prior

- Develop goals and vision for project
- Organize planning team
- Determine and confirm site/facility
- Begin liability and insurance information gathering
- Set budget and fundraising plan
- Host fire department support



▪ 10 Months Prior

- Confirm hosting Fire Department support
- Begin grant-writing, research and fundraising
- Meet with risk manager/city attorney regarding insurance and liability
- Enlist the commitments of neighboring fire departments for volunteer involvement
- Begin equipment procurement (local departments are a great resource!)

▪ 8 Months Prior

- Begin meetings regarding facility, hosting fire department support
- Develop camper and crew leader application and timeline
- Confirm curriculum

▪ 3-6 Months Prior

- Advertise for local volunteers
- Confirm instructor's dates and times
- Advertise for camp using brochures and applications
- Continue fundraising via sponsorships for campers from local agencies and for donation of equipment and supplies

▪ 2-4 Months Prior

- Confirm local volunteers' dates and times
- Finalize menu and food planning
- Continue fundraising
- Confirm insurance



- **2 Months Prior**
 - Letter/Email of Acceptance to campers
 - Narrow down equipment sizes
 - Choose crew leaders and staff
 - Finalize equipment, food, and clothing procurement

- **1 Month Prior**
 - Implement Media Plan
 - Ensure all forms received from campers and crew leaders
 - Reconfirm dates and responsibilities with volunteers and instructors

Branding and Logos

Logos are important and a reflection of the camp. We are living in the business era of graphic design. Paying attention to how you look on the internet, paper and social media can make a dramatic difference in the responses you receive.

As part of the identity forming process of your project, developing the name and logo area important. People will know what to call you and they will easily recognize your logo. It may seem like a small detail, but when well done, people will like your name and logo and be proud of being associated with it. They will also like wearing the t-shirt, hat, and other camp gear long after camp is over, which will continue to advertise camp and keep it fresh in their minds and connected with camp.

Some questions to keep in mind when creating a logo.

1. Will it be just fire? Fire, Police, EMS?
2. Are you branding the camp? Will the logo be used in advertising?
3. Are you using a department logo?
4. Do other camps have one similar that are protected by copyright?
5. What colors do you want to use?
6. What message will the logo send at a glance?

Refer to Appendix A for sample logos from recent girls' fire camps.

Notes:

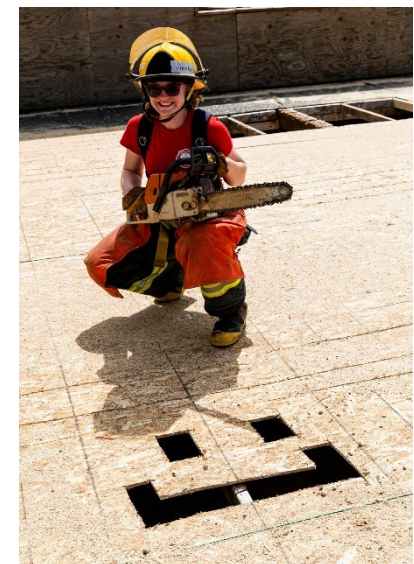


What to Offer: Examples of Skills Stations

Examples of skills and training to offer:

- Using portable fire extinguishers
- Ladder skills
- Aerial ladder climbing
- Search and rescue
- Hose handling
- Wildland
- Personal protective gear
- Using self-contained breathing apparatus
- Team building exercises
- Rappelling
- Understanding fire behavior
- Ventilation
- CPR and stop the bleed
- First aid
- Chainsaws/Rescue saws
- Recruitment fairs
- Interview skills
- Q and A – basic fire service questions (how a department operates)
- Dispatch operations
- Fire department requirements

Notes:



CHAPTER 3: MOVING ON TO PLANNING

Command Staff – Roles and Responsibilities

Each camp is run by a core group. This group is the Command Staff or Command Team. Some roles to include in the Command Team: Incident Commander, Public Information Officer, Liaison Officer, Chief Safety Officer, Operations Director, Crew Leader Liaison, Logistics Director, and Medical Directors. We have been refining our team and the roles year to year. It is important to have a team to lead the camp to keep decisions and information streamlined. The crew leaders will be overwhelmed with their role; the Command Staff runs the camp so the focus can be on the campers.

▪ Incident Commander at Camp

- The Incident Commander's responsibility is the overall management of the camp. These responsibilities include but are not limited to determining objectives and strategies, establishing appropriate organization, ensuring planning meetings are scheduled as required, ensuring adequate safety measures are in place and coordinating with key people and officials.
- The Incident Commander should also be consulted for decision-making and overall leadership during the week of camp. Since this person has the ultimate responsibility for the camp, they should be given whatever information they require and be fully supported in this role and in the decisions they make during the week of camp.

▪ Public Information Officer (PIO)

- The Public Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.
- The Public Information Officer is responsible for developing material for use in media briefings, conducting media briefings, arranging tours or other interviews that may be required and maintaining current informational summaries to provide information on status of incident to personnel on the scene.
- The PIO is also responsible for social media and pushing out news, information, pictures and videos during camp. Parents love to see what their kids are doing as much as the kids do. Especially if your camp is residential. Plus, it is great advertising for yours and other camps
- At the beginning of camp, have the PIO brief all of the camp staff and the campers on media contact and your expectations of them for interviews. Every person involved with camp should know why they are there and be in line with the mission, vision, and goals of the camp. Oftentimes, it is best to discuss these issues before camp and come up with a Media plan in order to be able to talk intelligently and clearly about the process and what you are trying to accomplish.

- **Liaison Officer**

- *The Liaison Officer is the contact for the staff with outside and cooperating agencies. The Liaison Officer is responsible for being a contact point for any agency representatives, assisting and coordinating interagency contacts, keeping agencies supporting the incident aware of incident status and participating in planning meetings to provide current resource status, including limitations and capability of assisting agency resources.*
- Your liaison may come from your hosting department and should be familiar with all the players involved including instructors, facility staff and grounds, and any outside agency that you are in contact with. This person may be the first contact anyone has with your camp and so they should be able to communicate clearly about the timeline, curriculum, and logistical of the camp. This person may be the Instructor Coordinator or City Liaison in pre-incident planning.

- **Chief Safety Officer**

- The Chief Safety Officer's function is to develop and recommend measures for assuring personnel safety and to assess and/or anticipate hazardous and unsafe situations. The Safety Officer has the responsibility to participate in planning meetings, identify hazardous situations associated with the incident, exercise emergency authority to stop and prevent unsafe acts, review and approve the medical plan and investigate accidents if necessary. They are responsible for developing and implementing a comprehensive and dynamic safety plan based upon needs and activities of camp. Their plan must be congruent with the Medical Plan developed by the Medical Coordinator. In general, their plan should address such issues as accountability, rehabilitation, staging and the assignment of additional safety officers as needed.
- It is crucial that the Chief Safety Officer develop a written safety plan before the start of camp that everyone is familiar with and is available for reference. This will go a long way in legitimizing your staff's assurances of a safe camp especially to participating fire departments.
- The Camp Safety Officer should have a team of people who report to them from different portions of camp. This may include members from the medical group, logistics and operations. We have found that chiefs from the hosting department are often willing to volunteer to be the onsite Safety Officer for one day of camp. They need to be briefed on the Safety Plan, their responsibilities for the day, and introduced to the rest of the safety team as soon as they arrive at camp.
- To facilitate coordinated safety measures, hold a daily morning meeting to go over the plan for the days' activities.

- **Operations Director**

- The Operations Director should oversee the instructors, crew leaders and volunteers. Since operations develops the time schedule and curriculum, any changes to the schedule must be reviewed by operations and adjustments to the timeline and schedule should be made accordingly. This adjusting and communication of time, equipment, and staffing changes is crucial for the flow of the camp.
- Operations must be able to project and anticipate how much time each transition takes and lead accordingly. The Incident Operations Director must be organized, have an ability to forecast, and have strong leadership qualities. Communication between the Incident Commander, instructors, crew leaders, and operations must be clear, concise and timely.

- **Crew Leader Liaison**

- The Crew Leader Liaison takes instruction from the Operations Director and assigns tasks to the crew leaders who in turn communicate the plan and requirements to the campers.
- The Crew Leader Liaison can be a crew leader or a separate person who operates independently within the Incident Command Structure. This person should understand the crew leader organizational tactics as well as the potential for fluctuations in the schedule.
- This person must possess strong communication skills and should be able to function both within crew leader and command staff circles. They should be available for all tactical meetings and should gather feedback from crew leaders and report to operations the suggestions and needs of the crew leaders. They may also need to play a role in coaching/mentoring crew leaders if they are not working well together or one crew leader may need additional guidance or assistance for a variety of reasons.

- **Logistics Director**

- The logistics section provides all incident support. A competent logistics officer should be able to keep ahead of schedule and be familiar with the set-up of the facility and equipment and know how to manage resources. Logistics should be responsible for administering all logistical needs for upcoming events. This may include but is not limited to the facility, classrooms, drill area and cafeteria.
- Resources may include clothing, equipment, props, fuel, and anything else required of the daily curriculum. Logistics should know how many people they need for set-up and demobilization of a site, request those resources and be able to manage those people.
- Carefully track and mark all equipment borrowed or donated. Logistics is responsible for maintaining and securing all equipment used during camp.

- **Medical Director**

- We have found it crucial in ensuring the safest camp possible to have a Medical Director as part of our staff at camp. This director will create the Medical Plan for camp (working closely with the Safety Coordinator), ensure that forms are available, and records maintained for rehab and tracking of campers/crew leaders' health, and that all the necessary medical supplies and equipment are procured and available during camp.
- Having a medic and an ambulance on scene for camp is essential. This paramedic plays the role of the "camp nurse" for minor aches and pains, twisted ankles, band-aids, and other daily medical support. Medical should also keep a cache of menstrual products
- For emergency planning, you should have another paramedic on scene ready to team up with the paramedic "nurse" any time. The nurse or medical personnel should keep a log of any medical treatment given and should work within the medical guidelines of the state that you are working within.

- **Incident Finance and Administration**

- During the incident, Finance and Administration is responsible for maintaining the financial aspects of the incident. Additionally, there may be procurement of goods that must be tracked and paid for. Some of this may take place during the week of camp, although most of it will take place before and after camp.



CHAPTER 4: Comprehensive ICS Review for Girls Fire Camps

This section of the handbook provides clarification of our use of the ICS organizational system for the pre-incident planning for camp. The pre-incident tasks are divided by Incident Command System function. For your program, the planning team may organize pre-incident and run the incident.

Using the incident command system (ICS) for both pre-camp planning and running the camp creates a framework that is easy for all to understand, including host and collaborating agencies.

For more information on ICS refer to www.fema.gov

Refer to Appendix B for a sample ICS Chart for girls' fire camps.

Five major functions of ICS are utilized for camp.

1. **Incident Commander (IC)**: Responsible for the overall management of camp
 - a. Safety Officer
 - b. PIO
2. **Operations**: responsible for all tactical operations. If more than one agency is participating, they can be broken down in this section under the Ops Chief (i.e.: PD, Dispatch, EMS agencies)
3. **Planning**: responsible for gathering and using information; prepares Incident Action Plans and other needed paperwork
4. **Logistics**: provides supplies, equipment, food, and any other supplies needed; usually someone from the sponsoring or lead agency
5. **Finance**: responsible for financial and administrative functions. Agency financial officer or treasurer of group.

INCIDENT COMMANDER

Generally, in the fire service, a single Incident Commander (IC) is responsible for all command activity. We recommend basing your camp on this model as well. The Incident Commander should have strong leadership qualifications and experience. The Incident Commander is responsible for the overall organization and planning of your camp using your community's resources.

The primary responsibility is not only to organize and assist with planning and vision, but also to make decisions as required. The IC is a true manager of the project. Having one IC helps to streamline decision making as well as support the idea of a "Unified Command." This allows all agencies with responsibility for the incident to establish a common set of incident objectives and strategies under the IC's leadership and management.

It is important to realize that the IC in charge of coordinating and planning camp (pre- incident) and the IC for the camp do not need to be the same person, but it is helpful. When different people fill these roles, the pre-incident IC then becomes the Deputy IC or Liaison during camp.

Recommendations and responsibilities of the IC can be broken down as follows:

- Be local to the area where the event takes place. This is helpful as the IC is available for meetings, knows or can become acquainted with the facility and people involved, and has or can make contacts with people and organizations who may be able to offer assistance.
- Develop and manage a team to work on pre-incident planning. Working as a team is highly recommended for collaboration, division of labor, idea generation, and community building. In this way, the pre-incident IC can focus on the planning and organization of the camp and be freed up from trying to attend to minute details. The IC should ideally have no other tasks than to manage the work of others within their span of control.
- Manage timeline strategy and accountability. Make sure it all happens. Delegate and expect people to follow through on their commitment.
- Track information, contacts, suggestions, and progress. Keep notes of all that happens.

Notes on Management and Leadership:

- If you want a task done a specific way, explain every detail when you delegate or do it yourself.
- Give people responsibility and hold them accountable.
- Give people a second chance.
- Make sure tasks get done – redelegate if necessary.
- Ask for help, delegate, say thank you.
- Collaboration is greater than you can imagine. Allow it.
- Be clear about expectations - time, money, responsibility, and important details.
- Don't sweat the small stuff.

Notes on Volunteers and Volunteering:

- Your responsibility to a volunteer:
 - Ask or invite them to be involved.
 - Thoroughly explain their tasks and involvement. If a certain role is general or undefined, be clear about that and illicit their limitations.
 - Clarify the expected commitment including time, money or budget, and responsibility including how to withdraw or cancel
 - Thanking them - t-shirt, letter, smile, recognition
- A Volunteer's responsibility to you:
 - To accept your offer
 - To commit to your expectations
 - To follow through and notify you if they cannot for any reason

OPERATIONS

▪ **Curriculum**

- Your curriculum should reflect your mission and goals. It should also follow chronological teaching steps from the easiest task to the more advanced.
- Build the curriculum in skills and intensity to a final task/incident/competition (i.e., fighting fire). This adds anticipation and the need to thoroughly complete each step of the curriculum.
- Time must be structured around meals and water/snack breaks and take into account time, transportation, equipment set up, venues and down time for socializing and relaxing.
- You get to decide if you want your curriculum to focus heavily on confidence building modules, leadership components, team building exercises or all of the above. Begin each camp with a physical workout component and a leadership or team building group exercise followed by challenging fire service activities.
- It is recommended that your curriculum focus on hands-on time for campers. Limit classroom time to that amount sufficient to build knowledge to the next step. Keep the classroom curriculum at a simple level to build a basic understanding with a focus on safety. Focus on getting the campers out on the drill court doing the activities or practicing the skills rather than sitting in a classroom listening to lectures about it.
- *Camp is not about mastering a skill. Camp is about the experience!*

▪ **Instructors**

- Instructors who are going to teach young women difficult tasks have to understand the camper's basic skill level, abilities, need for support and the importance of gender-inclusive language. These considerations translate according to your group's characteristics.
- Recruiting a variety of instructors will bring in a variety of teaching styles to help reach campers with different learning styles. Before camp, thoroughly brief instructors on the goals, structure, expectations, and rules of the camp. Clarify with them the size of the group and teams, timeframe and rotation and use of staff/crew leaders.
- We have found it helpful to create an Instructor Coordinator position for a volunteer firefighter interested in coordinating the instruction for camp.

▪ **Volunteers**

- As mentioned previously, everyone involved with the camp is a volunteer. Crew Leaders are the camp counselors working with the campers (see below), and volunteers come for a day to fill all the holes. The staff positions are listed in the section under which they fall.

- Volunteers are crucial to the success of any camp. For the purposes of a fire camp, it is important to acknowledge that some roles require trained personnel while others can be done by anyone regardless of skills. Volunteers help out with whatever is needed. Trained volunteers tend to be firefighters who volunteer for a morning or day to assist with skill stations, set up and clean-up of equipment and hands-on training assistance. Once again, it was found it helpful to create a support staff/volunteer coordinator to take on the task of coordinating and scheduling the many volunteers.
- As volunteers apply to help out at camp, schedule them according to their availability and skills. Some days may require more volunteers than others so you must schedule accordingly. We have found that camp runs much smoother with the help of intentionally scheduled volunteers who have a clear idea of what their tasks are but who are also flexible. At camp, clarify who volunteers should report to; this facilitates the signing of waivers, issuing nametags and t-shirts, and the delegation of tasks.
- ***Crew Leaders***
 - The people who spend the most time with the campers are the crew leaders. The crew leaders are our camp counselors.
 - Two crew leaders work together for the camp. Crew Leaders must be firefighters and it may be necessary that they participate for the entire camp.
 - Each group of Campers should have at least two Crew Leaders. Crew leaders may need to counsel campers and help provide them with safety and security during the many physical and emotional challenges they may face during camp. The crew leaders work extremely hard and have very little time off during camp. It is an experience that builds a group of young women who don't know each other into a cohesive, functioning, firefighting company.
 - Dedication and focus by Crew Leaders is paramount to the success of your camp. You will rely heavily on the volunteer spirit of these crew leaders and their understanding, and dedication to the mission, vision and goals of your camp.
 - In consecutive years, it is also helpful to select a number of returning crew leaders to help create continuity from year to year.
- ***Hosting Department Sponsorship***
 - Camp will not be possible without the sponsorship of local fire department(s). A hosting department receives good publicity, community exposure, and the potential for local future fire candidates. A department sponsorship is essential as it will give you access to equipment, facilities, insurance, a local reputation, vendors and donations.
 - Each sponsorship agreement is different, but it can greatly impact the quality of your program. Start working on a relationship as early as possible. With access to your local department's resources, your program may be able to develop in ways you never imagined.

- As with any relationship in this planning process, carefully track meetings, agreements, responsibilities and contacts. This is your most formal relationship. Meet face to face often, track all progress and communications with clear, specific emails, and work towards a signed contract. Know what you want and ask for it. Explain the benefits as you see them to the department. Remember that this process most likely will take a lot of time.
- Sometimes it is important to have one person driving the momentum and making things happen. Departments, or individuals within departments, can have a lot of fear and put obstacles in your way. Find those who support you and be persistent.

PLANNING

The Planning Section's main focus should be to collect, evaluate, process and disseminate information for use at the camp. Planning should forecast the needs of the camp in order to maintain resource status. Planning should be able to see the "big picture" and evaluate whether additional resources are necessary and work with the Incident Commander and logistics to accomplish camp objectives.

▪ ***Documentation Unit***

- Planning should be responsible for the documentation of the camp. This may include registering visitors and filing waivers. Camper and crew leader information must be organized and easily accessible for all to use, including emergency contact lists. There are always forms to be made, nametags to be printed and lists and copies to produce.
- It may be helpful to develop a daily calendar and post it in various places around the facility in case of changes to overall timeline. Staff could refer to this calendar to see what activities are planned for the day and to keep abreast of schedule and venue changes. Communications of this nature is crucial for the camp to succeed.

▪ ***Making Contact***

- How are you planning on making contact with the campers and the public? Website, social media (which platform), and flyers are all important considerations.
- Having a mailing address or PO Box is important. Having it located near a responsible person who will check the mail often is necessary.
- These days, a department email or Gmail address with the camp's name is the easiest, fastest way of making and keeping in contact.
- Yes, I said Gmail. Opening a Gmail account and using the Google platform is free and helpful for storage, sharing, and easy to pass along to the next IC, board or non-profit.

▪ ***Recruitment - Mission, Vision and Goals***

- Recruitment of Campers starts by aligning your recruitment plan with your mission, vision, and goals. This section deals with recruitment of *campers*, **not** recruitment of women for the fire service.
- For camp, the focus is on leadership, confidence and team-building skills for young women. A by-product of that focus may be recruitment of young woman into the fire service, but it is not our primary focus. However, we recognize that campers are often inspired by camp to become a firefighter or entertain thoughts of a non-traditional job and that many of our staff may become mentors.
- Our mission is to develop, support and implement an annual camp for young women in a fire service environment. Through visionary female collaboration and community involvement, we believe we can increase and insure the presence of confident and strong women leaders. We also have a commitment to reach under-served populations and under-represented groups in our society to provide an opportunity for everyone to experience the fire service. Our recruitment and acceptance of campers reflects this commitment.
- Recruitment will reflect the type of camp and your mission. There are weeklong models where it is important to be more selective in the campers and their commitment to camp.
- Some weeklong residential camp requires an essay along with their application.
- Weekend camps usually set an age requirement, some, residency requirements, and a cap for the number of participants based on instructors, training ground and manageability.
- Craft your application to reflect the kind of camper you are looking for according to your vision.
- If it is more in depth and being used to select or narrow down applicants, you may consider a committee to review the applications and essays.

▪ ***Advertising***

- Announcements for camp can be posted on social media, emails, through schools, recreational programs, community centers, career fairs, or wherever your imagination takes you.

▪ ***Registration***

- We have found using Google forms and creating your own registration with a link or QR code works very well. This works for camper registration and instructor/volunteer registration.

- For the first several days of camp, everyone must be checked into camp (staff, campers, volunteers) to ensure that all waivers and information is accurate and current. This includes issuing name tags, clothing, housing or job assignments, verifying waivers and other information, and establishing a vital signs baseline.
- ***Acceptance Process***
 - As discussed earlier, acceptance of campers should reflect your mission, vision, and goals. Notify selected youth by the promised date whether they are accepted as campers or put on a waiting list. This allows time for them to make travel, work, and vacation arrangements.
 - For weekend camps setting a top number and using a first come; first in sign-ups is usually the easiest. For more involved applications and camps starting the application process early is imperative.
- ***Waiting List Alternates***
 - Create a waiting list for campers who are not initially accepted. Send an email to these candidates with a questionnaire (Google form) asking if they want to be considered for a waiting list. Your email should include a time frame so that these campers can give a truthful answer as to whether they can come to camp with little forewarning. Ask waiting list candidates to return the request promptly so the person in charge of registration can create the list well before camp.
 - Candidates who are not accepted should also be encouraged to apply again or directed to another camp in the area if there is one.
- ***Acceptance/Welcome E-mail***
 - It is important to send campers and instructors/volunteers all the information and forms/waivers they will need. Especially if a parent or guardian signature is needed. Campers should be notified within agreed parameters. It is helpful to include:
 - ✓ Acceptance Letter
 - ✓ Camp Expectations
 - ✓ What to wear
 - ✓ What to bring
 - ✓ Conditions of participation
 - ✓ Parental Information Sheet if necessary
 - ✓ Consent Waiver and Release of Liability (by parents if underage)
 - ✓ Photography Waiver
 - ✓ If residential and campers are flying, pick up arrangements
 - ✓ Directions to site and where to park
 - ✓ List of local hotels for those not from the area
 - ✓ Any other forms required by your organization
 - ✓ Camper Files

- Keeping camper files can be helpful with organization and first aid and contact information. These can be electronic and printed out the days of camp if necessary.
- For residential or multi week camps, having a camper packet for the crew leaders may be helpful as they get to know the campers more in depth than a weekend camp.
- ***Waivers and Forms***
 - Each facility will require any number of waivers, agreements, or insurance riders. There may also be a Release of Liability Waiver for the hosting department/agency/facility.
 - A general waiver of participation for the campers and instructor/volunteers is also needed for everyone's protection.
 - Forms and waivers required will differ but consideration of liability for all parties involved is of utmost importance to the success of camp.
 - It has been shown that how well organized you are regarding liability and how you look on paper is an important selling tool and reassurance for everyone involved in camp.
- ***Logo, Letterhead, Business Cards, and Envelopes***
 - For grant writing, correspondences with candidates and donors, and for overall pride for your camp or non-profit organization, a business card with official letterhead and envelopes really makes an impact.
 - The costs are purely administrative but the professional impact and credibility that comes with professional-looking documents is not to be underestimated.
 - Logos, letterhead, business cards and envelopes can be designed by a savvy person in your organization or you can possibly get a design donated by supporters.
- ***Name Tags and Lists***
 - Along with all the important paperwork, there are the smaller projects that are not to be forgotten as you plan. Printing name tags before staff and campers arrive makes registration and identification easier. Also, it can be helpful to compile a few lists prior to the start of your event, including a check in list, contact and emergency contact lists, and medical information list.
 - Name tags can be as simple as painters' tape and a sharpie. It is recommended you also put the campers name on their helmet or turnout/bunker coat.

- ***Completion Certificates***

- This is something your organization needs to decide and plan before the event. Are you going to have a completion certificate We have found for college age camps, it's not as important to them if they have a certificate. For high school age camps, campers often put their camp experience on college applications.
- It is important to include program name, dates and location, basic contact information, participant name and signatures from members of your organization. This can be presented at a graduation ceremony or at the closure of a successful program.

- ***Graduation Ceremony***

- Celebration deserves to be a part of any major event. Many camps host a graduation ceremony. Video presentations, slideshows, or on-site demonstrations of what the campers learned are a highlight for parents and help in advertising.
- Putting together both a slideshow and a graduation ceremony involve many hours of preparation. Volunteers can be put to good use at camp taking digital pictures. Using an online cloud based photos sharing site allows the campers, volunteers and instructors to upload pictures and allow for ease of sharing after camp.
- Daily Volunteer, Information Technology and Graduation Coordinators were positions added for committed volunteers to assist in specific roles in the pre-planning stages of camp and then during camp as needed or available. They are part of the Planning branch

- ***Post-Camp Survey***

- Evaluations have been developed to help evaluate our camps at the close of each session. We created specific surveys for campers, crew leaders, command staff and volunteers respectively.
- This kind of feedback is invaluable in evaluating each camp to better serve our Crew Leaders, Volunteers and Campers and improve upon camp for the next session. This also works very well as a Google form.

LOGISTICS – SERVICES BRANCH

- ***Facility/Training Facility***

- Choosing a facility for a camp for young women is important because not all departments' training facilities are multi-faceted enough to accommodate all that is necessary for a camp of this nature. Ideally, you are looking for one facility that supports your training needs, as well as housing, cooking, security, accessibility.

- If you are holding a residential camp. It is important that the facility includes: a common area for socializing, recreation, and evening activities; an office area for Command Team/Staff to work on computers and hold meetings; adequate parking for all staff and volunteers; and an area for Physical Fitness.
- Consideration should be made regarding the equipment on hand and the ease of storage of bunker gear and equipment. Finding a single facility eliminates the need to use valuable time for transport and allows for quick transitions times and accountability of all members.
- ***Housing***
 - If needed, housing must be able to accommodate the campers and all of the staff. We have found that the ratio of campers to staff is about 1 to 1.
 - Separation of crew leaders, staff, and campers is essential.
 - Additionally, you must analyze the adequacy of sleeping arrangements, bathrooms, changing areas and proper heat and cooling systems.
 - It is also crucial that laundry facilities are readily accessible for the week.
- ***Food/Kitchen/Dining***
 - For weekend camps, breakfast and lunch are usually served. These can be provided by a local restaurant or market, or some camps have been known to enlist their parks and rec staff to cook or the local union to BBQ lunch.
 - The kitchen and dining area requirements are crucial to logistical planning for a camp. You must be able to serve up to 75 people at one sitting. This includes areas to cook, store food and dishes, clean dishes and serve/eat.
 - Note the accessibility and quality of water and supplies.
 - For further information on the kitchen and dining requirements, please see the Food Section under **Logistics – Support Branch** later in this chapter.
- ***Garbage/Sanitation***
 - Depending on the facility you use, consider garbage pick-up and that of used lumber or other camp supplies. The facility must have regular garbage pickup and a way to handle the extra garbage that will be produced during a weeklong camp if that is what you are holding. This may entail using extra dumpsters or more stops by the city service, which must be anticipated and planned for ahead of time.
- ***Cleaning and Supplies***
 - Note whether your facility has cleaning supplies or if you need to procure and provide your own. Are there areas of the facility you are not responsible for cleaning, i.e., because of a professional cleaning contract? Remember to add cleaning time to your schedule.

- ***Classrooms***
 - The facility for camp should also include the space necessary for classroom work. Classrooms with multi-media ability are ideal to accommodate many different presenters or classes. Classrooms with customizable seating arrangements for multiple uses are ideal.

- ***Facility Requirements***
 - The facility you use needs to support your curriculum. The facility must accommodate the important elements of the curriculum such as search and rescue, rappelling, live burn, aerial climb, etc. These components are often of "high interest" to campers and are crucial developmental components of the curriculum and need to be accommodated. Will there be off site training days included. These days break up the training schedule, bring campers together in a cohesive way and add exposure to your program.

- ***Air Bottle Exchange***
 - If part of the curriculum includes Self-Contained Breathing Apparatus (SCBA) training air support must be available either by mobile unit or on-scene compressor. Your local administrative codes may determine, as well as NFPA, standards for air bottle exchange for SCBA use.

- ***Restrooms***
 - Ensure there are adequate restroom facilities near all training and classroom sites.

- ***Security***
 - Security is obviously a main issue for campers and staff, and you must consider this carefully in your choice of facility. Choose a facility with a built-in security system, as this will help you to maintain a safe environment.
 - We strongly recommend that you seek information regarding the security of your facility, and decide upon improvements to it if deemed necessary, this helps to allay any misgivings that parents, campers, staff, and insurance providers may have.
 - Within security, consider who has access to your site both training and housing areas. Limiting the possibility of camper interaction with people not associated with your program is highly recommended. Discuss with your facility contacts who has access or may be using the site during your program.

- ***Ground Support***
 - Clothing:
 - ✓ Provide Campers and Staff with different colored clothing to facilitate separation and for identification. Clear identification is important for safety and security.

- ✓ The Campers come from differing socio-economic backgrounds and we found that giving them a "uniform" allows them to feel more connected than separated.
- ✓ The use of colored shirts for allows for chain-of-command structure similar to the way helmet colors on the fire groundwork or brass on the collars in the fire stations convey rank.
- ✓ Getting enough of the right size clothing is part of the pre-planning phase of camp. During the application process for crew leaders and campers, we ask them to submit sizes that we use for turnouts, boots, and clothing. We have also found that height and weight can help balance out size issues with the different types of gear.
- ✓ If it is a residential camp and you will be doing laundry, mark clothing with a laundry marker or Sharpie to facilitate frequent washing of garments. Staff and Campers can take the t-shirts home at the end of camp.
- Footwear:
 - ✓ There may be some activities where every day footwear may not be suitable. For example, when rappelling, steel-toed boots are often required for training. We did not find it reasonable to require campers to bring steel-toed boots. Instead, if campers participated in an activity requiring foot protection, we had them wear their turnout boots. This requirement may vary with the facility or activity.
 - ✓ Campers should be required to bring tennis shoes for morning Physical Training as well as all classroom time and other leadership and team-building activities.
- Equipment:
 - ✓ Equipment procurement should begin at least 3-6 months prior to camp. Establishing the amount of gear the hosting department has available is the first step.
 - ✓ Next, contact local fire departments for donation of serviceable equipment to your organization/program or just for the event. Contact vendors for donated or discounted sale of equipment and/or services. Sale and/or size samples may be an option for obtaining smaller sizes as well.
- Equipment – Sized Items
 - ✓ *Turnouts*
 - Sizing of turnouts is crucial for the application of NFPA 1971 Standard for Protective Clothing for Structural Firefighting.
 - Finding enough coats and trousers to fit 24 to 36 young women can be a difficult task. We have found that the campers tend to require 36 to 40 size coats and 28 to 32 size trousers. To rely on one department for loaners in these sizes may be unrealistic. You may need turnouts from several departments.
 - If the campers are entering a live fire environment, the turnouts must be within NFPA compliance.

- Sizing and fit to avoid compression burns is necessary and many sizes are required for try-on. Even obtaining sizes of the campers may not give you enough information to provide the variety of sizes since trousers differ in waist and leg length and coats differ in chest size and arm length. Manufacturers' differences also play into the equation. We recommend having at least twice the number of turnouts in order to give a good selection for camper outfitting.
 - Returning turnouts washed and in good shape is a requirement of most departments. Proper marking and tracking of sizes of turnouts is crucial for borrowed turnouts on both the inner and out layer.
 - We also found that it was very helpful to mark their gear (including helmets) clearly with their last names on duct tape for camper accountability and recognition (in full gear and in photos).
- ✓ *Firefighting Boots*
- Women's boot sizes are hard to come by in the fire service in general and the number of spare boots each department may have in their cache of the smaller sizes is usually limited. You may need to use multiple departments to find enough boots to supply your campers with turnout boots.
 - Turnout boots need to adhere to OSHA 29 CFR 1910.136 and NFPA 1971 Standard for Protective Clothing for Structural Firefighting.
 - Obtaining shoe camper sizes prior to their arrival is advised, but as with the turnouts, more sizes in the bulk size areas are recommended. Improper boot sizing can lead to blisters, ankle, knee, or even arch problems.
 - Turnout boots come in both men's and women's sizes and so you should have the Campers try on both sizes for best comfort. Cotton crew sports socks are recommended for camper use with the turnout boots.
 - Marking loaner boots clearly with the lending department's name is essential for returning equipment to the proper owner. Keep a sizing chart of each boot pair that came from each department and write the initials of the department inside of the boot for identification.
- ✓ *Gloves*
- Work gloves are the chosen form of protecting the campers. They are more easily acquired, monetarily a better choice, and are easier to keep on hand. Structural gloves fire will be needed for interior firefighting.
 - Gloves are subject to the same sizing issues as other garments. Rarely do young women know their glove size so trying on gloves is the only way to assure fit. For glove standards, please refer to NFPA 1971 Standard for Protective Clothing for Structural Firefighting.

- Firefighting gloves are cumbersome to firefighters but feel exceptionally bulky to young women. Assistance with fit helps to determine adherence with NFPA 1971. Extra small gloves were used and difficult to procure. Anticipating this need and looking for donations or use of gloves from neighboring departments is prudent.
- Equipment - Non-sized Items
 - ✓ Non-sized items are easier to find than sized equipment. For helmets, hoods and suspenders, you need enough gear for the number of campers and some incidental items for backup for lost or damaged items. Helmets must adhere to NFPA 1971 and should have face shields since goggles might not be used.
 - ✓ Hoods adhering to NFPA 1971 minimum standards are required and suspenders should be able to be paired with the turnout trousers.
 - ✓ Spanners and body loops are a consideration for use on the fireground but are not equipment specifically required for safety purposes. These items can add to the authenticity of the equipment and help to focus on the equipment responsibility portion of the curriculum.
 - ✓ *Self-Contained Breathing Apparatus* – Your SCBAs must adhere to NFPA 1981 Standard on Open Circuit Self-Contained Breathing Apparatus for the Fire Service if live fire training is a part of your curriculum.
 - ✓ Sizing for face pieces is hard to determine prior to Camper arrival because of the variation of face sizes. Each Camper should have their own face piece for sanitation purposes and ease of transition in curriculum modules. If this is not possible, proper decontamination procedures should be followed between each wearer for infection control and appropriate time built into your schedule.
 - ✓ Backpacks can be shared but enough should be available for NFPA 1710, which addresses national standard of 2 in and 2 out. Daily and weekly check standards should be adhered to and the curriculum for the students must include at least minimum training hours of SCBAs including donning, doffing, checks and emergency procedures.
 - ✓ *PASS Devices* – PASS device requirements may depend on facility or state laws. However, if PASS devices are used, campers need to receive training in order to activate them in an emergency setting. We found spare PASS devices to be hard to come by in most areas. Some of the most current SCBAs have the PASS device built into the air system and so this is not a separate equipment consideration. However, if you need to find spare PASS devices for the time period of camp, please begin your search with plenty of time to find them. Adherence with NFPA 1982 Standard on Personal Alert Safety Systems (PASS) is required.

- ***Transportation***

- Beginning and End of Camp

- ✓ Campers are responsible for their own transportation to and from camp. If they are coming to camp on the airplane, bus, or train outside of the site area, pickup should be coordinated. Insurance parameters will dictate whether private vehicle, a Camp-insured or Department-insured vehicle can do these pickups.
- ✓ Campers who drive to the site should arrive at the camp during a specified, pre-arranged time on the first day.
- ✓ Staff arrival is also a consideration, and we recommend the staff arrive at least one day prior to camper arrival. Personal vehicles may be used for airport transportation if staff is covered by their own insurance.
- ✓ Remember to account for adequate, secure parking during your event.

- Transportation During Camp

- ✓ Transportation issues during camp will arise if any of the training is off-site. Depending on your insurance restrictions, you may need fire department people to drive fire department vehicles.
- ✓ Passenger vans are the best to use for campers and staff, but transportation of camper gear could require a flatbed truck or other equipment vehicle.
- ✓ It is important to secure the vehicles with volunteers who are licensed to drive them prior to the beginning of camp.
- ✓ Campers who are under insurance constraints should be transported only in vehicles that are insured by the sponsoring department or other affiliation. No campers should be transported in personal vehicles for any reason.
- ✓ Additionally, drivers should be equipped with emergency contact information as well as accident procedures.

LOGISTICS – SUPPORT BRANCH

- ***Communications Unit***

- Chain-of-Command

- ✓ Chain-of-Command is utilized in the paramilitary structure for ease of command decision.
- ✓ Chain-of-Command requires face-to-face exchanges. The campers, staff, instructors, crew leaders and volunteers all need to know whom they report to for clarification and assistance.

- ✓ We have found it helpful to insert an additional layer of staff between the Crew Leaders and the Operations Section Leader for ease of communication, improved dissemination of information and span of control. This helps to streamline information from the top down regarding time changes and equipment requirements and also provides Crew Leaders with one or two people to report to or obtain further information from.
- ✓ The Crew Leader Liaison is vital to communication success and they can either hold a separate position under the Operations Section or be Crew Leader who also performs this function.
- ✓ The Crew Leader Liaison can report to the head of operations, who in turn can notify logistics, planning or finance and administration for action or report to the Incident Commander for decisions or ideas.
- ✓ Feedback is critical for camp success and should be nurtured through the use of Chain-of- Command.
- Telephone
 - ✓ The Command Staff should carry a cell phone during camp. This number should be available on the camp's voice mailbox during the week of camp and available to emergency contacts of all staff and participants.
- Walkie-Talkie
 - ✓ Communication on site requires walkie-talkie style radios for messages to be relayed between command staff and logistics or planning or between separate sites during set-up or clean up.
- Radios, Department Radios
 - ✓ Immediate medical care should be within radio activation. If there is a medical or other emergency, the ability to notify 9-1-1 agencies quickly is paramount. Work with your local or hosting department to secure a portable radio(s) and battery charger(s).
 - ✓ Depending on the system, you may need to request a specific call sign for your ambulance and/or medical team.
- ***Medical***
 - Medical Information
 - ✓ Medical information from all Staff and Campers may need to be obtained prior to camp.
 - ✓ For residential camps it has been found beneficial and legally safer to require campers to obtain a physical prior to coming to camp. Medical history, medication and physical limitations as well as allergies to food or medications should be on file for the duration of camp. Included in this information is emergency contact information as well in case of any notifications.

- ✓ For emergency planning, you should have a paramedic on scene ready to team up with. The medical personnel should keep a log of any medical treatment given and should work within the medical guidelines of the state that you are working within.
- Fluids/Rehabilitation
 - ✓ The logistics section working with the nurse should be responsible for the intake of fluids and the availability of fluids. During heat stress or physical activity, the participant should consume at least one quart of water per hour. The rehydration solution should be a 50/50 mixture of water and a commercially prepared activity beverage administered at about 40°F.
 - ✓ Build rest time into your schedule. Follow local protocols for rehabilitation including heart rate and blood pressure monitoring.
- Logs
 - ✓ During the most physically demanding parts of the curriculum such as live fire training or Search and Rescue, logs should be kept on Crew Leaders and Campers with pulse and blood pressure and other vitals noted. Rotational rest is mandatory and nobody should be allowed to continue the training module if outside of acceptable limits for firefighting.
- ***Working with Local Agencies***
 - Local paramedics, fire departments, and the Level I trauma center should be notified of the existence of your camp prior to the beginning of camp, especially if there is a potential of a helicopter transport in emergency situations.
 - It is important to have emergency transportation immediately available during the entire week of camp.

FINANCE AND ADMINISTRATION

- ***Finance***
 - Camp costs and expenses in running the camp are covered through various fundraising avenues - grants, private donations, and merchandise sales. This is probably the least fun and most necessary aspect of the project.
 - Non-Profit Status
 - ✓ Obtaining non-profit status is a lengthy process. Additionally, there are local organizations that can help you to obtain non-profit status.
 - Budget
 - ✓ You will need to develop a budget to determine the amount of money you hope to raise. Creating a budget is one of the primary jobs that need to be fulfilled prior to funding acceptance in the grant writing procedure.

- ✓ We also found that adding extra money to the budget for incidentals gives room for unexpected expenses. Keep this in mind when developing a budget.
- Funding – Donations
 - ✓ Soliciting private donations is one way to raise funds. We sent out solicitation letters to prospective donors giving them information on our program and non-profit information. We also have an informational donation page for those people who want to financially support our program.
 - ✓ A thank you letter and a receipt must follow up private donations with information regarding non-profit tax numbers if applicable for personal tax use. The people who donated should be kept track of in a database and sent information regarding camps and any newspaper articles, printed material or other applicable information to help them keep track of the camp's progress.
- Funding – Grant Writing
 - ✓ You may be fortunate enough to have a grant writer donate grant-writing work for your fund raising. The following steps are the steps for grant writing and having professional assistance will make the job easier.
 1. *Researching Potential Grants* – Sorting through the many grant possibilities is the first step to researching potential grants. Defining a group's mission, vision and goals helps to narrow down what kind of grant you may qualify for. For example, some camps have targeted grants having to do with job explorations, youth camps and non-traditional roles for young women.
 2. *Letter of Intent* – The next step after narrowing down your focus is obtaining information about the grant and writing a letter of intent to the foundation or corporation. Each letter of intent may be slightly different because they are a response to qualifications required by the corporation or foundation. The majority of the letter contains material related to the vision, mission, and goals or the organization as well as target recruitment and targeted accomplishments expected from the services you are providing. Professional quality counts in this endeavor- this is where the letterhead, brochures, Website and business cards really begins to show the professionalism of your organization.
 3. *Attachments* – Each letter of intent is also accompanied by various attachments as required by the grant proposal. This may include but is not limited to your budget, list of board of directors, vision, mission, goals, financial statements, non-profit status documentation and a list of other grant for which you are applying.
 4. *Grant Proposal/Application* – Acceptance of your letter of intent leads you to the next part of the grant proposal: the actual application. If you are requested to go on to this next level of application, you have a good chance of securing that grant money. Along with this acceptance also comes a new list of required criteria. This may include but is not limited to more specific budget information, more information about the "parent" corporation, tax

information, and specific information required by that particular grant in regard to your corporation goals. At this point in the process, the corporation or foundation to clarify any questions, tax identification information or application process requirements.

5. *Acceptance* – Acceptance for a grant is a very exciting moment. A modest thank you is in order but keeping the corporation or foundation with informational updates regarding camp and its success helps to maintain positive contact and good relations for the future. Send them any articles or media about the event including quotations from the campers and any positive impact camp has had on your community.
 6. It is also necessary to find out if there are any qualifications about receiving the money. Some corporations or foundations may require their name to be written on the brochure or they may require mention in media contact. Some corporations do not require anything after they have given you the grant money. Find out whatever you need to fulfill the grant donation and follow through with any requests.
- Insurance:
 - ✓ Insurance is a complex issue for any camp, especially a fire camp. Personal medical insurance, camper liability, facility liability, department liability and waiver and camp command staff liability all overlap to protect everyone involved to the greatest extent.
 - ✓ Focus your pre-incident plan on safety and reporting procedures and adhere to all incident safety protocols and there is a good chance you will not have to activate any of the coverage.
 - ✓ Insurance for campers and staff is one of the first hurdles you must overcome if you are planning on hosting a camp. Not every department or facility is willing to take on the complex liability attached with this project. If you are a non-profit, you will have to carry your own insurance.
 - ✓ City Planning Manager and City and Fire Department attorneys. These relationships are crucial to secure if you are planning on using your department for camper liability. If you are seeking private coverage, please start your search early.
 - ✓ Staff and Volunteer Insurance – Each Volunteer, staff member and Crew Leader must provide his own medical insurance information. We found that to cover Volunteer liability was cost prohibitive. Since most of the Volunteers are at the camp on their own time, they are assuming the risk. The Crew Leader information sheet requires proof of insurance as well as the daily Volunteer waiver.

▪ ***Administration***

- In Pre-Incident planning, Administration is responsible for securing any contracts and writing and reviewing the rules and regulations. With each commitment you make and agreement you come to, plan on writing a contract to clarify and solidify or both parties. Some examples are:
 - ✓ Training Facility - for dates, services, costs, parameters of use, etc.
 - ✓ Training Staff - for dates, content of training modules, etc.
 - ✓ Staff- to clarify role and expectations, sign their job description
 - ✓ Campers - to clarify role and expectations, conditions of participation
 - ✓ Parents - if camper is a minor
 - ✓ Other Contracts - Transportation, Specialized Training (self-defense), Equipment Supplier, other services, etc.

- *Rules and Regulations*
 - ✓ Our contracts with both staff and campers make it possible to hold individuals accountable to the rules. Both state they will follow the rules of camp. Remember to tailor the rules to fit the security needs of different facilities and groups.



CHAPTER 4: TIPS TO RUNNING A SUCCESSFUL EVENT

Although we are talking about is a fire camp that follows the ICS system of the fire service, first and foremost it is a *camp* and not recruit school. Campers will show up for camp exuding a mixture of anticipation, nervousness, and excitement.

Girls' fire camps are geared toward youth who have chosen to come to fire camp for a variety of reasons and from a variety of backgrounds. The staff have also volunteered their time for a variety of reasons and come from a variety of backgrounds as well. It is your job to find ways to make everyone feel like a part of camp.

Here are just a few final suggestions compiled over the years on how to run a successful girls' fire camp:

- Follow your curriculum
- Stick to the time schedule, and be able to tailor it to the needs of campers and staff (a sample IAP from a two-day camp is attached as Appendix C).
- Ensure all training is thorough and safe
- Always include breaks
- Clarify expectations every step of the way
- Have regular check-ins and updates
- Incorporate feedback daily
- And most importantly – HAVE FUN!



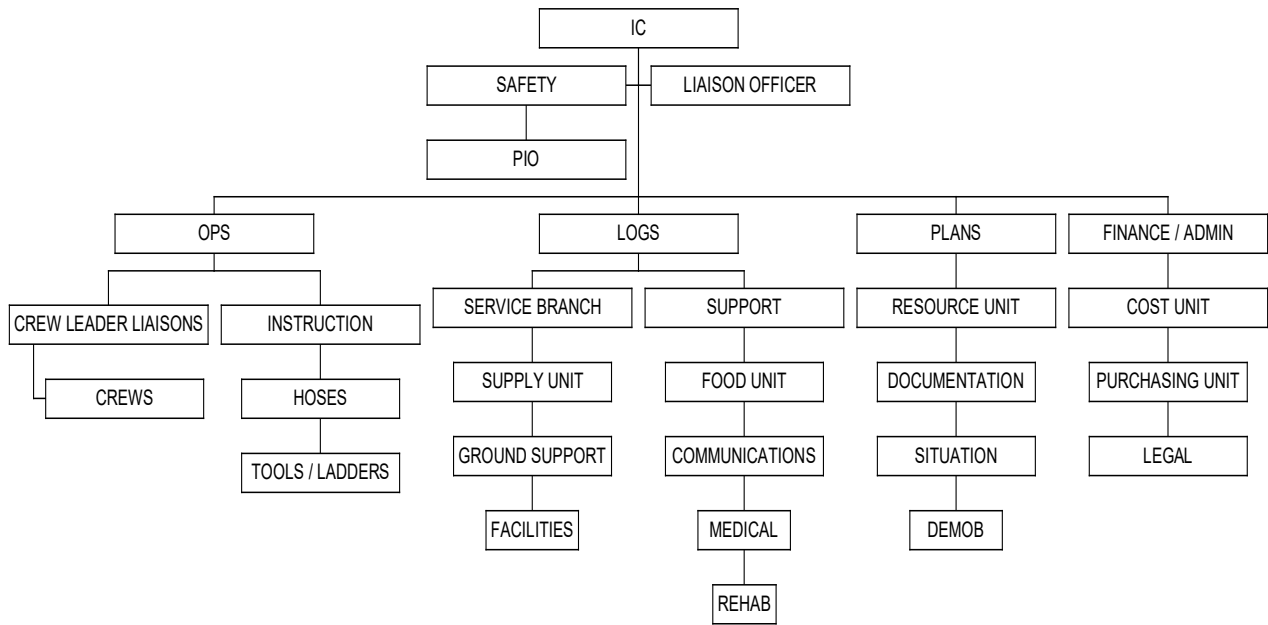
Camp is not about mastering a skill...

...camp is about the EXPERIENCE!

APPENDIX A: SAMPLE LOGOS FROM RECENT GIRLS FIRE CAMPS



APPENDIX B: SAMPLE ICS CHART FOR GIRLS' FIRE CAMPS



APPENDIX C: SAMPLE DAILY IAP
(Courtesy of NorCal Women in the Fire Service First Alarm Girls Camp)

Ref.

	Incident Action Plan
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DAY	THEME/TOPIC	Operational Period
Saturday, Sept 17, 2022	Day 1	From 0800 To 1800

1.0 SITUATION	<small>Community, environment PROMPTS: Weather, Resources, Hazards & safety; REFERENCE: Maps, weather</small>
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CURRENT	Weather Forecast 77° 7% Chance of Rain W 13 mph Partly cloudy skies. High 77F. Winds W at 10 to 20 mph.
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2.0 OBJECTIVES(or MISSION)

CURRENT	Crawl Stage of Learning. Building Confidence.
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3.0 EXECUTION	<small>add safety information as appropriate</small>
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DAILY SCHEDULE	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>0630-0800</td><td>Set-Up and Breakfast</td></tr> <tr><td>0800-0830</td><td>Campers Sign-In, Staff Briefing</td></tr> <tr><td>0830-0845</td><td>Welcome</td></tr> <tr><td>0845-0915</td><td>PT</td></tr> <tr><td>0915-1000</td><td>First Rotation</td></tr> <tr><td>1015-1100</td><td>Second Rotation</td></tr> <tr><td>1115-1200</td><td>Third Rotation</td></tr> <tr><td>1200-1300</td><td>Lunch</td></tr> <tr><td>1300-1345</td><td>Fourth Rotation</td></tr> <tr><td>1400-1445</td><td>Fifth Rotation</td></tr> <tr><td>1500-1545</td><td>Sixth Rotation</td></tr> <tr><td>1545-1600</td><td>Buffer Time</td></tr> <tr><td>1600-1700</td><td>Clean-Up and Dismissal</td></tr> <tr><td>1700-1830</td><td>Set-Up for Tomorrow</td></tr> <tr><td>1830-2130</td><td>Dinner-Agave Uptown 2135 Franklin</td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </table>	0630-0800	Set-Up and Breakfast	0800-0830	Campers Sign-In, Staff Briefing	0830-0845	Welcome	0845-0915	PT	0915-1000	First Rotation	1015-1100	Second Rotation	1115-1200	Third Rotation	1200-1300	Lunch	1300-1345	Fourth Rotation	1400-1445	Fifth Rotation	1500-1545	Sixth Rotation	1545-1600	Buffer Time	1600-1700	Clean-Up and Dismissal	1700-1830	Set-Up for Tomorrow	1830-2130	Dinner-Agave Uptown 2135 Franklin				
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1830-2130	Dinner-Agave Uptown 2135 Franklin																																		

4.0 ADMINISTRATION	<small>PROMPTS: Unit names, locations, contact names, phone no's, timings, duties/tasks, routes, suppliers</small>
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Stations:	Station 1: CPR-Classroom-Chin Station 2: SCBA/Search-Alpha Side Open Area-Ash St. Cin Station 3: Hose-Erhardt-Delta Station 4: Ladders-Kays-Charlie Station 5: Extinguishers-DeBar-Between Konex on Charlie Side Station 6: Saws-Koshman-Entry Saw Area
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REHAB/MEDICAL	MEDICAL-Office-Julie Green/Dana Wilcox
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FINANCE	Fin/Ad Officer – Julie Green
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5.0 CONTROL, COORDINATION & COMMUNICATION
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Ref: _____

Incident Action Plan

DAY	THEME/TOPIC	Operational Period
Sunday, Sept. 18, 2022	Day 2	From 0800 To 1800

1.0 SITUATION Community, environment PROMPTS: Weather, Resources, Hazards & safety; REFERENCE: Maps, weather

CURRENT	Weather Forecast Rain early...then remaining cloudy with showers in the afternoon. High 71F. Winds SE at 10 to 20 mph. Chance of rain 90%. Rainfall near a quarter of an inch.
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2.0 OBJECTIVES(or MISSION)

CURRENT	Walk Stage of Learning. Building Skills.
---------	--

3.0 EXECUTION add safety information as appropriate

DAILY SCHEDULE		
Luncheon Photo: Staff and Campers; Truck ; Helmets, T-Shirts; Axes and Saws for props (All Hands) Final Photo After Ceremony: PHOTO SET UP	0700-0800	Set-Up and Breakfast
	0815-0830	Campers Arrive, Staff Briefing
	0820-0825	Morning Jodie/PT
	0900-0945	First Rotation
	1000-1045	Second Rotation
	1100-1145	Third Rotation
	1200-1230	Lunch
	1230-1315	Fourth Rotation
	1330-1415	Fifth Rotation
	1430-1515	Sixth Rotation
	1515-1600	Graduation Prep (Start Demob)
	1600-1620	Graduation
	1620-1630	Photos
	1630-1645	Certificates
	1700-1800	What's Next
1830-2030	Dinner: Crooked City Cider 206 Broadway	

4.0 ADMINISTRATION PROMPTS: Unit names, locations, contact names, phone no's, timings, duties/tasks, routes, suppliers

Stations:	Station 1: CPR-Chin (Classroom) Station 2: Multi-Company-Erhardt (Alpha Side) Station 3: Auto Extrication-Koshman (Bravo Charlie Corner) Station 4: Aerial Ladder Climb-Mau (Charlie) Station 5: Non-Traditional Fire Jobs - Petty Station 6: Small Tools - McCall
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REHAB/MEDICAL	MEDICAL-Julie Green/Vena Sword
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SAFETY	Kris Larson
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5.0 CONTROL, COORDINATION & COMMUNICATION

Version date: 10 Sept. 2022

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