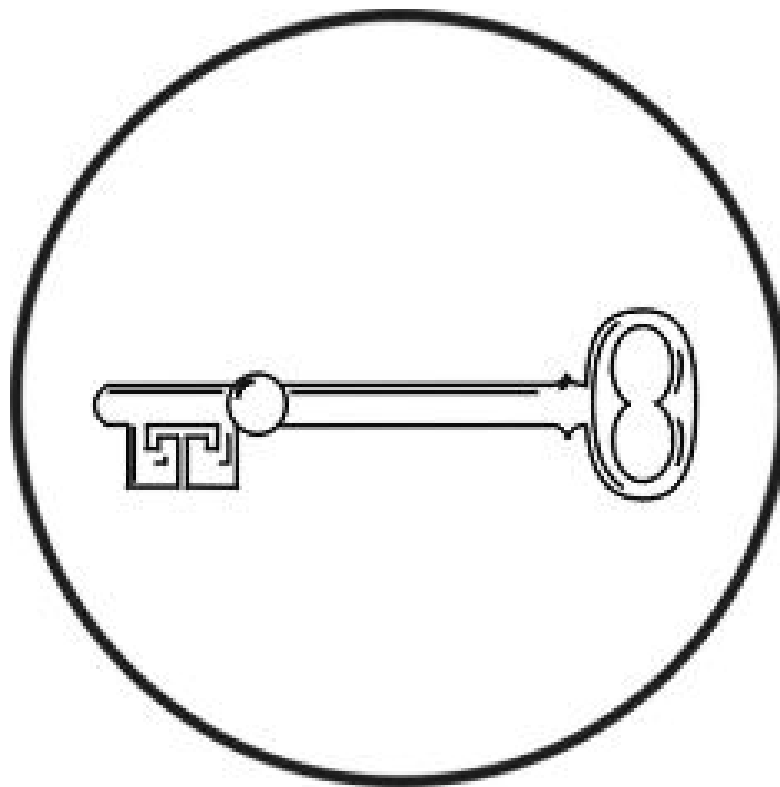


the society for creative anachronism, inc.



Seneschal's Handbook



October 2005 Edition

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Introduction

Whether you are reading this for general interest, are considering becoming a Seneschal, or are currently one of those we are fortunate to have in service as a Seneschal, this handbook has a great deal of valuable information for everyone in the SCA. The policies herein are specifically noted as policy and have been approved by the SCA Board of Directors.

This handbook is a living document, and as change to policy or procedure is needed, the Office of the Society Seneschal will issue policy statements, policy interpretations, and implementation guidance. As these are upheld by the Board of Directors, we will issue changes as necessary

While the Seneschal is a very important position in any branch, it is essential to remember that the position is a part of a larger team of branch officers who make the SCA happen. The Seneschal is a facilitator of policy and procedure from local level to corporate activity. The most successful Seneschals will avail themselves of good interpersonal skills, diplomatic skills, attention to detail, and objective issue management. It was once quoted to me that when issues arise, always assume the best possible intent of all concerned—until shown otherwise. This method has saved me many impromptu meals of shoe leather later.

This handbook is an official document of the Society for Creative Anachronism, and as such delineates policy, procedure, and recommended best practices for SCA branch operations.

Functions under the purview of the Seneschallate at this writing include, but are not limited to:

- Seneschal and deputies
- Event Stewards and event staff
- Inter-Kingdom events
- Society-level Collegia, Symposia, and Anniversary events
- Chatelaine and Hospitaller
- Demo activities
- Public relations
- Media relations
- Risk management
- Official investigations and execution of due process for sanction activity
- Interpretations of these policies, as well as the governing documents of the SCA
- Compliance with modern era law, regulations, codes, and statutes

Suggestions for changes, enhancements, corrections, or clarifications to this document may be addressed to the Society Seneschal at seneschal@sca.org.

Aaron faheud, Baron Swiftrunner of the Stone Keep, OL OP, *et al.*

George L. Reed II, Society Seneschal/Vice President of Operations

Seneschal Policy - Responsibilities

I. First Principles

- A. Corpora and other relevant governing documents of the Society are the main policy manuals for Kingdom Seneschals. It is your responsibility to obtain copies and become familiar with the documents listed in Section I.B. and the Financial Policies of the Society and your Kingdom.
- B. Within the Society, if there is any conflict among the provisions of the following types of corporate rules, those higher on the list will govern over those lower:
 - The By-Laws of the Society
 - The Corporate Policies of the Society
 - The Corpora of the Society
 - Society Officers' Policies approved by the SCA Board of Directors (this includes Kingdom Financial Policies)

Reference for the above section: Corpora, I.A

- C. Local jurisdictions like Kingdoms, Principalities, and Baronies can add local guidelines to govern the running of their lands. These local guidelines apply in the specific Kingdom, Principality, or Barony, but do not apply in other SCA lands. They may be used to "add to" the procedures and restrictions defined in a document "higher up" in the precedence, as long as they do not contradict or overrule the higher-level rules. Again, if there is any conflict among these listed rules, those higher on the list will govern over those lower:
 - Kingdom Law
 - Decisions of the Crown
 - Kingdom Officer Policies
 - Principality Law
 - Decisions of the Coronet
 - Principality Officer Policies

Kingdoms and Principalities must publish changes to Kingdom and Principality Law and officer policies in their Kingdom newsletters, and the full version of these documents must be available from the Seneschal of the relevant branch.

Reference for the above section: Corpora, I.A, IV.F.2

- D. If they find it useful to codify their customs, branches, and organizations such as orders, guilds, et cetera are permitted to create charters. Charters are primarily administrative tools that can help the group to define structure and procedures. Unless written into Kingdom or Principality law, organizational charters do not have the force of law. Branch charters may not be written into law.

Reference for the above section: Corpora, I.A

II. Kingdom Law

- A. The Kingdom Seneschal is responsible for making sure that the Kingdom's laws are in line with the Society's governing documents, including checking when changes are made to the governing documents to ensure that the Kingdom's laws are still in compliance. For more information see "Kingdom Level Work."

Reference for the above section: Corpora, VII.B

- B. The Kingdom Seneschal, working in conjunction with the Crown, is ultimately responsible for creating and maintaining event-scheduling policies within a Kingdom. The Kingdom Seneschal is ultimately responsible for making sure that Crown, Coronation, and other events the Kingdom has designated as "Kingdom events" happen.

III. Deputies & Replacements

- A. All Kingdom Seneschals must have an emergency deputy at all times and must provide the Society Seneschal with this individual's name and contact information.
- B. The Society Seneschal must approve candidates for the office of Kingdom Seneschal before they are put into office.

IV. Legal

- A. Minors (defined as anyone who has not reached the age of legal majority. As of this writing, in most jurisdictions this is 18 years old; however, this does vary between states and other jurisdictions. Please be sure you know the age of majority in your area.)
 1. Branch and regional Seneschals, Marshals, Marshals-in-Charge, and Exchequers must be at least the age of majority for their state. Be aware that the age of majority does vary between states; these officers must be old enough to serve in **each** area that they serve.
 2. Minors 15 years of age or older may serve as officers, except for the offices of Event Steward, branch Marshal, Exchequer, and Seneschal, only with the express written approval of the parent or legal guardian and their Kingdom superior, who must first be notified of the age of the minor.
 3. Minors less than 15 years of age may not serve as officers.
 4. Minors less than age 15 may not serve as Head Gatekeeper, Reservationist, etc., for an event. Such minors may assist at the gate collecting funds, making change, etc., under the oversight of an individual permitted by SCA Corporate Policies to serve as an officer, who will be ultimately responsible for the accounting of the funds passing through the gate. Individual Kingdoms may be more restrictive should they choose.

Reference for the above section: Quarterly Meeting Minutes 4-15-00, IV.G.1-2-3;
Corporate Policies II.C.2

B. Contracts & Agreements

1. No Seneschal may commit higher levels of the SCA to any action, and no agreements may extend the use of the SCA name to an outside group or individual.
2. Only Seneschals, or their specifically authorized delegates, may sign contracts in the name of the Society. Only a paid member of the SCA may be delegated for this duty. Kingdoms or branches may involve other officers in discussing or approving contracts, but may not remove the Seneschal from the process. Seneschals must execute this delegation of responsibility in writing via a formal warrant of their deputy in accordance with the process for warranting officers in their respective kingdom(s).

Reference for the above section: Corporate Policies of the SCA, III.B

3. By definition, Event Stewards are considered appointed deputies to the Seneschal of the branch hosting the event. Signatory authority can be delegated to adult Event Stewards per B.2 above, but the branch Seneschal remains responsible for the result.
4. When a person other than the warranted seneschal is needed to sign facility use agreements in order to enjoy organizational use or discount privileges, the warranted seneschal for that branch will review and initial the contract prior to it being signed.

C. Modern-Era Laws & Rules

1. When a person presents himself or herself as the victim of a crime to event staff or the supervising Seneschal, they should be encouraged to go straight to the authorities. If the reporting party refuses to summon the authorities, the incident will be noted and no further action will be taken.
2. When a person is brought to event staff with wounds that appear to be the result of a violent felony, the event staff will summon the authorities at once, and not question the alleged victim beyond determining that the wounds did not occur as a result of a mishap.
3. When crimes involving minors are made apparent, either by the minor presenting themselves for assistance or being found incapacitated in some way, the event staff should effect aid via on-site professional medical staff or summoning the same, pull the medical waiver if such applies, and locate

the parent/guardian. If the minor appears to have been the victim of a violent crime, the authorities must be summoned

4. SCA staff will not put themselves in the position of investigating criminal acts or interviewing alleged victims. If modern authorities assume control and responsibility for the matter, this does not preclude the SCA from taking other measures as may prove appropriate.
5. It is the policy of the Society Seneschal that the SCA, Inc., is not an administrating body for modern-era court orders, and as such Seneschals and Event Stewards will refer participants to modern-era authorities for the enforcement of the same.

Reference for this section: Corpora, II.E.3

V. Financial

- A. Seneschals are required to be voting members of the branch financial committee. Seneschals must receive copies of the branch's financial reports. Seneschals may not also hold the office of Exchequer. Seneschals are required to review the reconciled bank statements for double-signature accounts.

Reference – Society Financial Policy

1. The SCA and its branches, offices, and subdivisions shall not engage in the business of selling fireworks.

Reference for the above section: Quarterly Meeting 4-15-2000, VI Section E Policy Decisions 1, Society Financial Policy

2. SCA funds shall not be used to purchase alcohol.

Reference for the above section: Corporate Policies of the SCA – VIII

3. The SCA shall not require the acceptance of privately minted coinage.

Reference for the above section: Corporate Policies of the SCA – XI

VI. Regular Communications

- A. Each Kingdom Seneschal must send a report to the Society Seneschal according to the following schedule:
 1. Quarterly reports on the 15th of March, June, September, and December.
 2. Kingdom Domesday (annual) Reports for the previous year are due by March 1 of each year.
- B. Kingdom Seneschals must immediately notify the Society Seneschal via telephone or preferably email of the winners of the Crown Lists along with their full contact information.
- C. Refer to the Reporting Index in Appendix G for a quick-reference guide.

VII. Special Communications

- A. Kingdom Seneschals must immediately notify the Society Seneschal of any impending sanctions at any level and of pending Kingdom Seneschal administrative sanctions.
- B. Kingdom Seneschals must immediately notify the Society Seneschal about any occurrences that made it necessary to call the modern authorities (law enforcement, fire department, emergency medical) to the site of an SCA activity or event. Such emergencies include injuries in which the victim is transported by EMS or ambulance.
- C. Kingdom Seneschals must immediately notify the Society Seneschal, President of the SCA, and the Executive Assistant of any threatened lawsuits or any incidents that may produce a claim on SCA insurance.
- D. Kingdom Seneschals must immediately advise the Society Seneschal of any suspected thefts, embezzlements, or other financial irregularities, and must ensure that the Kingdom Exchequer notifies the Society Exchequer. Kingdom Seneschals are not to attempt to 'make a deal' with the alleged perpetrator. The procedures set forth by the Society Seneschal for what to do in case of a theft from the SCA must be followed. See the "Legal and Financial Matters" section of this handbook for more information.
- E. The Kingdom Seneschal must notify the Society Seneschal at once if he or she believes that the Crown's actions or the actions of other Great Officers are violating the rules of the Society or the laws of the jurisdiction under which the Kingdom falls.
- F. Refer to the Reporting Index in Appendix G for a quick-reference guide.

VIII. Membership

- A. Proof of membership for holding office or participating in Crown Tournay may only come from the Registry. To establish membership, a person needs a current valid membership card, a current newsletter label, an entry on the Registry membership printout, or a postcard, letter, or electronic message/online membership receipt from the Registry confirming that the membership has been received. Fax receipts and cancelled checks are specifically not acceptable as proof of membership.
- B. It is the interpretation of the Society Seneschal that the phrase, "or letter from the Corporate Office confirming that the membership has been received" would include a downloaded form received from an online membership sale from the SCA website or an electronic notice from the Society Registrar of membership confirmation.

Reference for the above section: Corpora, I.D.1 & 2

IX. Branch Management

See "Establishing New Branches" for more information.

- A. In order for a new branch to become official, the following steps must take place:
 - 1. The Kingdom Seneschal must approve the petition.
 - 2. The Crown must recognize the new branch in Court.
 - 3. The Society Seneschal must be informed of the branch's existence.
 - 4. The branch's status must be recognized by the Board of Directors.
- B. The Kingdom Seneschal must ensure that local branches maintain the minimum requirements for branch status and that local officers understand the requirements their group must maintain to retain their group status.
- C. The Kingdom Seneschal may suspend a branch for just and stated cause. Kingdoms may decide the consequences of being placed in suspension or abeyance, and the conditions under which such a sanction will be lifted should be defined in writing for the group at the time the sanction is imposed. Whenever possible, a status review date on which the sanction will be reconsidered should also be defined and announced to the group. In no cases should suspension or abeyance last longer than 6 months without a review of the suspension. A branch that has been put into suspension or abeyance for financial reasons may not handle money in the name of the SCA until the problems are corrected.

X. Waivers and Event Sign-In Sheets

For the current waiver text and information on waivers used outside of the U.S., please see Corpora and Corporate policy. Citations can be found at the end of this section.

- A. When are waivers required?
 - 1. According to SCA Board policy, any person attending any SCA event or participating in fighting activities at a fighter practice (including Chirurgeons, Marshals, Heralds, and Water Bearers), must either be a paid member of the SCA with proof of membership (a blue card) or must sign a waiver to gain admittance to the event or participate in the fighting practice. The waiver text must be that which appears on the current membership form and cannot be altered.
 - 2. SCA members who do not have their blue cards with them, or who have a non-blue membership card indicating that there is no signed waiver on file for them in the SCA Corporate Office, must sign a waiver to attend an event or participate in fighting activities at a fighter practice.
 - 3. Individual Kingdoms or site owners may impose additional or more stringent requirements at their discretion.
 - 4. Minors (persons under the age of legal majority in the state, province, or country in which the SCA function occurs) are welcome to participate in the activities of the SCA, subject to the following rules:
 - a. Any minor attending an SCA event must have a Minor Waiver completed and signed by their parent or legal guardian. (Minors with blue cards indicating a waiver in Milpitas that is signed by a parent are treated the same as adult blue-card attendees with regard to waivers.) Roster waivers are not acceptable for use with minors. It is **suggested** that groups make copies of the minor waiver form on colored paper to easily distinguish them from adult waivers.
 - b. Minor waivers need not be executed at fighter practices, unless the minor is participating in fighting activities. Fighting activities include armored combat (heavy weapons), fencing, combat

archery, marshalling, scouting, youth combat, water bearing, or banner bearing in combat. In this case, parents should be carefully informed of what is going on. Corpora (Rules of the Lists) requires that parents “witness the activity, discuss it with a witnessing marshal, and execute a waiver for the minor.” Witnessing marshals must be explicitly authorized to perform this function by the Kingdom Earl Marshal.

- c. Authorization for combat in any of the forms listed above by minors can be performed only by the Kingdom Earl Marshal or those explicitly authorized to the task, with the exception of rapier combat, which may be authorized by the Kingdom Rapier Marshal or those explicitly authorized to the task.
 - d. In order to be authorized for armored combat or the marshalling of armored combat, a participant must be at least 16 years of age. The eligible age for authorization in all other adult combat-related activities is 14.
 - e. From Corpora (Rules of the Lists): “Any minor involved in SCA combat-related activities at an event MUST have a parent or properly executed Medical Authorization Treatment Form for Minors designating some adult person present at the event as able to authorize medical treatment for that minor in case of any emergency.” This document should stay with the parent or temporary guardian during the event. They will need quick access to it in case of an emergency.
5. According to SCA Board policy, any person participating in SCA period equestrian-related activities, including riding or authorization check rides, horse handling, ground crew, mounted games, and combat, marshalling, or being present at equestrian activities as an observer, is required to sign a Society for Creative Anachronism Waiver and Informed Consent to Participate in SCA Equestrian Activities form or roster. Equestrian waivers are available in the *The SCA Equestrian Handbook*.
- B. How do we determine whether an activity is an event at which waivers must be signed?**
- 1. An event, for purposes of the waiver policy, is any SCA activity announced in the branch, Kingdom, or Principality newsletter, or at which combat-related activities will occur. Business meetings, demos where there are no combat-related activities, guild meetings, dance practices, and the like are not included in the waiver policies. If, as Kingdom Seneschal, you are in doubt about whether a specific function falls under the waiver policy, you may make that determination for yourself and report it to the Society Seneschal at the next opportunity.
 - 2. Kingdoms may require all attendees at an event to sign waivers, if they wish. As Kingdom Seneschal, you may make the determination of whether an SCA function falls under the waiver policy or not. In general, those that do not are those where no combat-related activities will take place. It is also not required that spectators at demos sign waivers, as long as they don't become participants.
- C. Can we use a roster-style waiver?**
- 1. A roster-style waiver must include the full text of the waiver with absolutely no changes. In this case, there will be space for many signatures under the waiver text, which will be reduced in size. List the event name and date at the top, and use two columns for signing: printed name on the left, signature on the right. Only legal names are to appear on the waiver. Waivers may be re-typed as long as the wording is not changed at all.
 - 2. All of the waiver text must appear on the same side as the signatures; you may not use the back unless the text appears there also.
- D. What do we do with the waivers after an event?**
- 1. Waivers will be collected and sent to the Waiver Secretary (Deputy to the Kingdom Seneschal) for storage. Kingdoms must create laws or Seneschal policy to implement this requirement.
 - 2. The Waiver Secretary shall ensure that waivers for each event can be located and provided to the appropriate officials in the event a specific waiver is required.
 - 3. Adult waivers shall be maintained for 7 years and minor waivers for 20 years.
- E. Sign-In or Attendance Sheets**
- 1. Sign-in or attendance sheets are not required; however, if your Kingdom typically uses them, they become a part of the waiver package that must be sent to the Kingdom Waiver Deputy
 - 2. If your Branch Financial Policy requires that the sign-in sheet be kept, a legally accepted facsimile can be sent to the Waiver Deputy.

Additional Policies of the Society Seneschal's Office

I. Society-Owned Trailers

See Appendix B for the complete details of this policy.

II. Known World Event Policy

See Appendix C for the complete details of this policy

A. There are three major types of Known World or Society-level events. These are Society Anniversary Events, Known World Collegia/Symposia, and Known World Summit Meetings. Each one of these events, once approved, is a separate project. Each project is not complete until all required reports are completed, received, and approved by the appropriate Society Officers. Local or regional events cannot, by definition, style themselves as Known World Events.

1. Society Anniversary Events

These events occur at a minimum every 10 years and in some cases 5 years. These events are large-scale events with a general focus and open to general attendance and participation by both SCA members and non-members. Proposals for these events are collected by the Society Seneschal and accepted by the Board of Directors.

2. Known World Collegia/Symposia

Collegia/Symposia are large-scale events focused on specific areas of interest, (artistic, martial, or administrative) and open to general attendance and participation by SCA members and non-members. Proposals for these events are collected by the Society Officer in charge of the focused area of interest. Proposals are accepted by both the Society Seneschal and the Society Officer involved.

3. Known World Summit Meetings

Known World Summit Meetings are those events dedicated to a specific administrative venue and are restricted in attendance to Kingdom Officers, Kingdom-level deputies, and Society-level deputies. Summit meetings are focus groups of officers and/or subject matter experts that get together in person for the purpose of improving the overall issues, efforts, and effects of the area of interest. These events are not open to the general membership and participants of the SCA. Proposals for these events are collected by the Society Officer in charge of the focused area of interest. Proposals are accepted by the Society Officer involved and copied to the Society Seneschal for tracking in the Society Event Calendar.

B. Solicitation of Proposals

1. Society Anniversary Events

The Society Seneschal will advise the Board when an anniversary opportunity exists and request a call for proposals be sent to the membership for action. The call for proposals should be submitted to the Board of Directors no less than 1 year before the date the proposals would be due. The initial due date for event proposals should be no less than 18 months and not more than 24 months before the desired event date

2. Collegia/Symposia Events

Each Society Officer will make a policy regarding how and how often events focused on their joint or several venues are to be solicited, and as to what the content of these events can or cannot be. The subject area sponsor (Society Officer, Deputy Officer, etc) may decide to schedule a symposium and invite the membership to proposal on the same, or a local person, branch, or organization may seek Society Event Sponsorship by proposing the same to the appropriate Society Officer.

3. Known World Summit Meetings

Proposals as such are not solicited for summit meetings, but event plans are prepared by the appropriate Society Officer or their project manager for the meeting.

III. Known World Calendar

See Appendix C for the complete details of this Policy.

- A. Once approved, all of the events outlined in the previous section will be recorded and scheduled on a master Known World Calendar. It will also include calls for proposals.
- B. This calendar will be published at least quarterly and will be made available in some of the official publications of the SCA and via the SCA Announcements list.

IV. Media Relations and External Publicity

See Appendix D for the complete details of this Policy.

- A. The general purpose of this policy is to have a unified, professional approach to informing the media of our purpose, activities, and, when necessary, a position on relevant topics and events. This policy crosses into both the “game” side of the Society and into modern-era operations.
- B. Each Kingdom will have a designated representative responsible for compliance to this policy. This person may or may not be an existing officer; this is left to the Kingdom to decide and manage. This person should meet the criteria contained in the section “Image to the Outside World” found in Appendix D of this handbook.
- C. When appointing this official, the Kingdom Seneschal should route the candidate information to the Society Seneschal and Deputy Society Seneschal for Media Relations. In the event a Kingdom has no appointed representative, the responsibility for compliance lies within the office of Kingdom Seneschal.

V. Demo (Demonstration) Policy

See Appendix E for the complete details of this Policy.

- A. In order to be covered by SCA insurance, demos must be approved by the sponsoring group’s Seneschal and the branch may restrict who may represent them to the public. Restricting participation should be done with extreme caution and care. A demo may also be an “event” if it meets the requirements for an event as outlined in Corpora.
- B. Demonstrational activities must be in compliance with the detailed limitations described in Appendix E.

VI. Religion and Events

- A. It is the policy of the Society Seneschal that performing a religious or magical ceremony as a part of a formal A&S competition inherently makes it an official authorized function. As such, the ceremony would be in violation of Corpora II.F.

Reference for this section: Corpora II.F

VII. Uniform Sanction Procedure

See Appendix F for the complete details of this Policy.

- A. The Uniform Sanction Procedure is designed to be followed with any sanction lasting longer than a single event. A failure to follow this procedure can result in the sanction being overturned and the parties responsible may be subject to sanctions themselves.
- B. Society Officers may impose Administrative Sanctions within their area of authority, in accordance with Corpora X.B (Administrative Sanctions).
- C. Kingdom and Principality Officers may impose Administrative Sanctions within their area of authority, in accordance with Corpora X.B (Administrative Sanctions).
- D. It is the interpretation of the Society Seneschal that sanctions imposed by a Peerage Order or Kingdom-level Polling Order on one of its members is considered to be “Harsh criticism of the behavior of individuals or groups.” Section B.13.a. of the Society Chronicler’s Policies therefore prohibits publication of said sanctions in the Kingdom’s newsletter.

Should the Order feel that the magnitude of the offense merits such publication, they may petition the Crown to sanction the individual on behalf of the Order. Such Crown sanctions may be published in the Kingdom newsletter provided that this publication is handled similarly to a banishment announcement—the reason for the sanctions may not be published.

- E. Sanctions at or below the Kingdom level against members and/or participants of the SCA may not be published in an official publication of the Society unless issued by a Crown or Kingdom Great Officer of State. All published sanctions must adhere to all strictures, guidelines, and established review procedures in Kingdom law and Society governing documents, policies, and procedures. Society officers may not publish or distribute the reasons for sanctions except to the individual being sanctioned and those officers who need the information for the performance of their duties.
- F. Removing an officer via leaving them off a Kingdom Roster Warrant is considered an administrative sanction and requires formal notification in accordance with this policy.
- G. It is the responsibility of the Kingdom Seneschal to ensure that any sanction activity in their kingdom is conducted in accordance with the governing documents of the SCA, Inc., and this policy.

VIII. Children's Activities

See Appendix A for the complete details of this Policy.

- A. For all organized SCA functions for minors, a minimum of two adults (at or above the age of legal majority in the state, province, or country in which the activity occurs), unrelated to one another by blood, marriage, or relationship, must be present. This policy does not relieve parents or guardians from their primary responsibility for the welfare of their children. This policy is not subject to granting of variance or grandfathering of existing activities.
- IX.** Fire Arts as Official SCA Activity. Fire Arts, which include but are not limited to fire-walking, fire-breathing, explosives, and pyrotechnic displays may not be conducted as an SCA sponsored activity at events, demos, practices, or formally recognized gatherings. Variances must be requested of the Society Seneschal in writing and only take effect when granted in writing by that office.
- X.** In order to minimize the financial impacts of publishing high-volume, lengthy treaties/policies/law changes/inter-kingdom event conventions, a policy is hereby established to ensure accessibility of this information to the membership. When formal policy changes, inter-kingdom treaties, inter-kingdom event conventions are to be published, it is considered to meet publication requirements within a primary/affected kingdom if:
- a. The entire text of the changes/policies/treaties are published in the primary Kingdom Official Newsletter **OR**
 - b. The entire text of the changes/policies/treaties are published on Primary Kingdom Websites with the following additional stipulations:
 - i. The same text, in unchangeable formats is published on the websites of all primary kingdoms
 - ii. The full text of the document is available in hardcopy format at no charge to paid members on request
 - iii. All substantive changes, as well as a URL to the location on the websites of all primary kingdoms are published in Official Kingdom newsletters.
- XI.** Branch seneschals are required to review branch financial reports and banking documents.
- XII.** Parental Responsibilities for Children at SCA Events
- a. Parents or legal guardians (or temporary guardians as recorded on the "designated adult in charge of a minor form") are responsible for children brought to an event. Parents/guardians should be aware of their children's location and activities at all times while attending SCA functions.
 - b. Parents must not expect other adults to supervise or control minors who are wandering unaccompanied at events.
 - c. Because different levels of supervision are necessary for different age groups:
 - i. Children below the age of 5 should not be left unsupervised by the parent/legal guardian at SCA functions, even at planned children's activities.
 - ii. In some Kingdoms, a "Sight and Sound" rule is in effect at all SCA functions. Generally, this states that children less than 12 years old should be in eyesight/earshot of the parent or a designated adult or teenager (as determined by the parent). As a guideline, it is suggested

that children in this age range are supervised and not be allowed to wander freely at official events (to include demos, meetings, etc.), and if in the care of an adult besides the parent/guardian (designated babysitter, attending activities, etc.), the children should be checked on periodically by the parent/guardian to ensure their safety and suitable behavior.

- iii. Children 12 years old and younger are not considered suitable babysitters for younger children.

Day-To-Day Business

I. Job Description

- A. The Kingdom Seneschal is the only officer at the Kingdom level who is defined as a corporate officer as well. Your official job title is Regional Vice-President of the SCA, Inc. This means that you are your Kingdom's legal representative for any issues that impinge on the world outside the SCA.
- B. There is often much confusion about the separate lines of authority of the Kingdom Seneschal and the Crown. Basically, the Crown has all ceremonial responsibility and authority. They make all decisions regarding Kingdom courts, awards, etc. They are in charge of the 'game side' of the SCA in your Kingdom--within the confines of the governing documents, of course. You, however, are the legal representative of the SCA within your Kingdom. You are the one responsible for real-world matters: sites, contracts, waiver policy, and making sure the SCA governing documents are followed. You delegate some of this authority to local Seneschals and Event Stewards as appropriate. This is a case where authority may be delegated, but responsibility for success or failure remains in your hands. Ultimately, the buck still stops with you, the Kingdom Seneschal.
- C. Of course, none of the above means that you should not keep your Crown informed of your actions and decisions. In reality there is a great deal of overlap between these two areas of authority, and to be successful and manage your Kingdom's affairs smoothly you will have to work as closely with the Crown as possible. The Society Seneschal also needs to be kept informed of what's going on, and can be of great help when the lines of authority get blurred, as they sometimes will.

II. Assuming Office

- A. One of your first orders of business must be the acquisition of a warrant of office, the document that makes you officially and legally the Kingdom Seneschal. Ideally, your predecessor initiated this process. Requirements for your warrant are:

- 1. It must be an individual form.

Kingdom officers may not simply appear on rosters. Corpora specifies that officers whose appointments require confirmation at the corporate level must have individual warrants. Seneschals use the Executive Warrant form.

Reference for the above section: Corpora, VII.K.1 and Governing Documents Appendix B

- 2. It must be completed as prescribed in Corpora.

The Crown should sign first, and then you or they send it to the Society Seneschal. Remember to keep a copy in case it gets lost in the mail. Refer to yourself as Acting Seneschal until you have a fully signed warrant, but don't wait for your warrant to get to work! Check with the Society Seneschal to make sure the form you have is current; copy it as needed for yourself and other offices.

Reference for the above section: Corpora, VII.J.1

Current versions of the warrant form may be found at <http://www.sca.org/docs/govdocs.pdf>

- B. Kingdom law and custom will control your term of office. Within broad limits, the length of your term, the application of a period of probation, and the availability of renewals are all left to your Kingdom.
- C. The Society Seneschal recommends 2-year terms, renewable yearly after the first term. Kingdoms need not follow this pattern, but the ones that do so seem to work most smoothly. The first year is the hardest; once you learn the ropes, things go well until you start to burn out. Three or 4 years in a volunteer job seem to be enough for most people. If you start to feel that you are losing your impartiality, sense of judgment, or temper, there is no shame in stepping down early, provided your successor (see Section VI) is prepared to take office.
- D. When your term of office ends, don't let your warrant expire without replacement. Get a new warrant for yourself or your successor before your current one ends. The 45-day grace period mentioned in Corpora is designed to protect the Kingdom in case of unavoidable delays in the paperwork, not to provide a guaranteed extension to your term.

III. Emergency Deputy

- A. As soon as you are established in your office, you should select an Emergency Deputy. This person should be someone who can hold things together until a successor is chosen, if you are suddenly unable to fulfill your role as Kingdom Seneschal. It does not have to be someone who is interested in the position or someone you feel should be your successor. In fact, a good emergency deputy for the beginning of your term would be your predecessor (if he or she is not too burnt out). Your emergency deputy should not be someone who regularly travels with you. Give your emergency deputy a key to your home, a tour of the files, and an occasional update on the state of the Kingdom.

IV. Benefits of the Job

- A. Corporate periodicals.

You get newsletters from all the other Kingdoms as well as the Board Minutes. After 3 months you will be asked to decide which newsletters you do not want so you will continue to receive only those that are of interest and value to you.

Reference for this section: Corpora, VI.A.2.b

- B. A Copy of Tournaments Illuminated
- C. The Society Seneschal's Board newsletter, membership in the Kingdom Seneschals email discussion list, and other rumor-control notes as needed.
- D. The Inter-Kingdom Directory, listing corporate staff and Crowns, Royal Heirs, Seneschals, Exchequers, and Chroniclers for all Kingdoms.
- E. Electronic Membership Listing

This is provided by the Registry to allow you to manage membership requirements in your Kingdom. You also have access to an online membership verification tool that is especially helpful at Crown Tournament time.

- F. "Big Book of Banishments"

This is a document that shows all persons subject to lasting sanctions of any kind.

V. Tools

- A. Inter-Kingdom Directory (www.sca.org)
- B. Big Book of Banishments (from Society Seneschal)
- C. Online FAQ (www.sca.org)
- D. Known World Calendar

VI. Choosing Your Successor

- A. Please copy the Society Seneschal on any applications or resumes received for the office. By and large, the Society Seneschal will acknowledge any reasonable choice the Crown proposes for Seneschal. However, it is possible that a warrant may be refused. Grounds include:
 1. Failure to meet membership requirements as specified in Corpora. (See citation below.)
 2. Being married or otherwise closely related to certain other officers.
 - a. Corporate Officers' Manual II.D.1.g.1.b prohibits close personal ties between the Society Seneschal and a Kingdom Seneschal, and also between a Kingdom Seneschal and either the Chronicler or Exchequer of the same Kingdom.

3. Failure to meet the Society Seneschal's requirements for the job. These include:
 - a. The ability to write Standard English.
 - b. A phone and a fixed address.
 - c. The demonstrated ability to steer clear of controversy and obvious factional politics.
 - i. A Seneschal has to be able to serve all sides, and be prepared to help people see corporate policies in a reasonably favorable light. In general, the Society Seneschal will support the Crown's choice, even if the proposed candidate has a perceived tendency toward factional orientation. However, it remains grounds for question and possible non-confirmation of any appointment.

Reference for the above section:

Corpora, I.D.2

Corpora, VII.K.3

- B. While at least basic access to e-mail is required, as it is almost impossible to do job the without it. There are many Kingdom and inter-Kingdom discussion lists that may be useful for the Kingdom Seneschal to monitor, and the Web can provide quick access to information (such as the Seneschal of a branch in a different Kingdom, etc.
- C. Some thoughts on working with your successor.
 1. Ideally you'll work with the current or incoming monarchs and the Society Seneschal to choose a designated successor. If you choose too far in advance, you run the risk that the monarchs who are on the throne won't approve your candidate when it comes time to actually warrant them, but chances are, if that person has been acting as your deputy/designated successor for some time, they won't throw away that training.
 2. That period of training and cooperation (6 months or so is good) is very useful and should be utilized if at all possible. There may be special projects you can hand off to that deputy (new group applications, ZIP code coordination, a handbook, the website, etc.) to familiarize them with the situations and issues that are likely to arise during their term in office. As a start, they should become familiar with this Handbook, the flow of communication (down to local Seneschals, across to other Kingdom officers and the Crown, and up to the Society Seneschal and Board), Kingdom Financial Committee responsibilities, reporting requirements, and your filing/record system.

Kingdom-Level Work

I. Coordinating the Realm

- A. Play a major role in Kingdom officers' meetings or curias. Try to ensure that they occur regularly—once per reign is a good minimum. Prepare an agenda before the meeting—this helps keep the discussions on track and keeps meetings from being too long. Discuss the agenda with the Crown in advance of the meeting, and make sure any items they wish to discuss are included on the agenda. Preside if you can. If law and custom give this job to the Crown, make sure you sit near the Crown, and take an active interest in the entire meeting. Don't be obnoxious about it; just stay awake, make sure topics that affect several offices get addressed by all the officers involved, and that the branch-administration impact of any proposal gets dealt with satisfactorily. Try to keep things moving and bring the discussion back to the topic at hand when it strays.
- B. Arbitrate disputes where possible. Encourage people to come to you with feuds they can't settle for themselves, and help them find solutions that save face on all sides. Stay out of feuds yourself. Your office's influence is too fragile to survive being used in support of personal or household aims. If your Kingdom has an email discussion list, it is probably a good idea to subscribe in order to know what is going on (forewarned is forearmed)—but resist the urge to jump into the arguments! If you feel it would help, post clarifying facts and the like, but do not sling the mud yourself. Your office must stay above the fray.
- C. Establish yourself as a source of reliable advice. Collect all the SCA reference materials you can find, and familiarize yourself with their contents. At a minimum, your collection should include the *Organizational Handbook*, any manuals available for other officers, and the *Known World Handbook*, plus your Kingdom law, Kingdom financial policy, and the handbooks published by your office and other offices in your Kingdom. Laws and handbooks from other Kingdoms are also useful to have around.
- D. Become the Kingdom's "Fix-it Minister" to whatever extent you can. Answer all questions cheerfully and patiently, with as much substantive information as you can, plus a referral to the officer in charge of the area if there is one. This takes some time, but it makes it much easier to get action when you decide the Kingdom needs something. And developing a (deserved) reputation for being helpful, pleasant, and knowledgeable is one of the best ways to preserve and increase your office's influence.
- E. Keep the official Kingdom Calendar. You can delegate the maintenance of the calendar to another officer or to a deputy, but the policies about scheduling and conflict resolution belong to you. The Crown can override you for an event or a reign, in which case you administer the Crown's policies rather than your own, but the default position should be that the calendar is your job and that you are the one who resolves any disputes with it. The rationale for this is that Society events are conducted by Society branches, and branches act on the authority of their Seneschals—who work for you and the Crown. The policies for scheduling events should come from you and the Crown. Your job can be made easier if you have clear-cut published scheduling policies that spell out what takes priority when proposed events conflict, etc.
- F. Watch for things that need to get done. Keep an eye on the Kingdom as a whole, and look for things that the royalty or any of the officers might initiate to improve the general quality of life in the Current Middle Ages. Drift these ideas into the Kingdom's thought processes gently, without applying pressure if they don't get done right away. If they're really needed and ready to happen, someone will take them and run with them!

II. Working with the Crown

- A.** Treat the Crown with deference in public. This is part of the game, as is the glamour that invests everything the King and Queen do—uphold that image, because it's part of what makes the Society appeal to the populace. Most members don't care greatly about the workings of the Kingdom; they want to pursue the activities that interest them and suspend disbelief in the virtue and authority of their rulers. Interfere with that, and you spoil the show. No matter how you feel about the people on the thrones, your role in our shared drama requires you to behave as though these points are always true:
1. The Crown is powerful.
 2. The Crown is worthy of respect.
 3. The Seneschal is a true vassal of the Crown.
- B.** Treat the Crown with courtesy in private. Ruling a Kingdom is an appalling strain. The royal personas have their own reality, made up of the expectations of the populace if nothing else. Your best buddies will be unusually irritable whilst on the throne; your worst enemies will be making some attempt to play the hand they've been dealt without causing a memorable explosion. Address the Crown (instead of the person wearing it) even when no one is watching, and avoid invoking your prior relationship with the people serving as royalty. There will be times when you can let your hair down, especially with old friends, but let them make the first move!
- C.** Make the royal lives as easy as possible. Being royalty is hard both physically and socially. If the heirs don't have their own support group, help them organize a court to make sure that their physical comfort gets looked after while they are on the thrones. Set up and/or maintain an owner's manual to help new royalty get oriented to the job, so they don't have to ask the most basic questions about what people will be expecting them to do. Provide this to the new Heirs as soon as the coronets hit their heads, if possible, and encourage them to read it at their leisure and to ask you whatever questions they might have.
- D.** Work with the Kingdom Exchequer to make sure the Heirs are informed regarding financial and budget matters as soon as possible. The new Crowns need to understand their fiscal responsibilities, what will and will not be paid for under your Kingdom's financial policies, the workings of the Kingdom Financial Committee, and so on. Avoid nasty surprises later by clearly explaining the financial rules right from the start.
- E.** Keep your royalty and royal heirs well informed regarding happenings in the Kingdom, including reactions to things they've said and done—very few people take the throne intending to ruin the game and/or make people angry, but it's disastrously easy for royalty to do so, and it's your job to help them save face and get out of trouble.
- F.** Deal with disagreement calmly. If the Crown seems determined to do something you regard as dangerous for the Kingdom or the Society, start by talking privately with the royal couple. Learn what they really plan—second-hand reports are often misleading—and explain why you believe the action is unwise. If it's against the rules as you read them, quote the specific citation and point out that you will have to consult the Society Seneschal about it—which may lead to corporate intervention. Try to find an approach that will accomplish the royal goals without the ill effects you predict. Do note, however, that if you believe that something against the rules of the Society or real-world laws is going on, and the Crown will not be deterred, you **must** contact the Society Seneschal at once!
- G.** If you can't deflect the Crown from something you regard as unwise but not against the rules, focus on damage control. On one hand, look for explanations to help people accept the idea, and on the other hand, follow the commands in as neutral a fashion as you can, hoping they'll die at the end of the reign. And if the Crown does impose a law that causes problems, you can have faith that future reigns will correct it!
- H.** Even ill-judged awards have a place, because they establish the reality of royal power. The Crown would be a farce without the leeway to make mistakes, so the SCA has no intention of making the system fair. Advise the Crown as clearly and soberly as you can, but don't worry too much if you don't like the results, and don't let it affect your subsequent relations.
- I.** Remember that it is an important part of your job to make the Crown look good! Keep the Crown informed about impending problems they may be asked to address so they are prepared to address the issues when they are approached.
- J.** The Crown may suspend a territorial Baron and/or Baroness for the duration of a reign, for just cause stated in writing and presented only to the Baron and/or Baroness. Suspension would prohibit the use of the baronial titles and arms, the conduct of baronial courts, and the presentation of baronial awards.

Reference for the above section: Corpora, V.A.2

- K. The Crown may remove a territorial Baron and/or Baroness for just cause stated in writing and presented only to the Baron and/or Baroness; however, the Crown must request a written opinion from the populace of the barony before taking such action.

Reference for the above section: Corpora, V.A.3

III. Reviewing Kingdom Law

- A. Keep yourself informed about changes made to Corpora and about requests that the SCA Board of Directors makes for commentary on proposed Corpora changes. Once a change to Corpora is approved, you are responsible for explaining these changes to your Crown and other Kingdom Officers and making sure your Kingdom Law and Kingdom Officer Policies are modified so they align with new Corporate guidelines. Keeping up –to date on the Board of Directors minutes, subscribing to the SCA Announcements mailing list, and remaining in touch with the Society Seneschal will allow you to keep current on these issues.
- B. Work closely with the Crown on proposed kingdom law changes. Look for compliance with Society rules—not your own preferences. Try to separate your own views from what the governing documents say, and keep your formal written opinion as Seneschal to stating whether or not the required points are covered. You may make recommendations to them regarding changes you think are appropriate, but theirs is the final decision, subject to your evaluation of the legality of the proposed change. Remind the Crown that they should begin work on things they know they want to change early in the reign to ensure time for review and publication before the end of their reign.
- C. It is a good idea (and your job or that of a designated deputy) to go through Kingdom Law every once in a while to check for items that are redundant to Corpora or which may have been affected by recent policy or Corpora changes, and bring your Kingdom Law into alignment with same. Redundancies aren't necessarily bad, but they do make law longer and more complex without adding anything of substance.
- D. In reviewing a law change, make sure Corpora is still covered. Corpora is a framework, not a shell. Kingdoms can build on it, but they can't leave anything out. A valid law can require more of something than Corpora does—more members for a branch, longer membership for an office, etc.—but not less (and not a higher class of membership; the governing documents put eligibility for office under the control of the Corporate level). Likewise, it can give influence or duties to people, but it can't take them away. For example, the law can require the Crown to consult with the Curia before enacting changes, but it cannot require the Crown to obtain the Curia's approval because that would contravene Corpora, which vests the power to make law with the Crown alone. As Seneschal, you **cannot** refuse to sign a law that is legal, regardless of whether or not you agree with it! You do not have veto power over the Crown's decisions unless what they want to do is contrary to Corpora, SCA policies, or Kingdom or real-world law.
- E. Do not allow SCA law to encroach on the real thing. The SCA cannot forbid anything it does not have the legal right to permit. If we try, it implies that we think our laws are more important than the real ones. It also implies that these illegal things would go on if we didn't make our own laws against them, and that other illegal things are acceptable to us.

Reference for the above section: Corpora, I.A

- F. Remember that law must be proclaimed and published. New laws must be both proclaimed at an event publicized in accordance with the provisions in Corpora and published in the Kingdom newsletter before they go into effect. This is a time-consuming process, but ensures that people don't show up at an event and find the game has changed without warning. Make sure that changes are published and sent to the Society Seneschal as they're introduced, and that the entire law is re-published often enough for people to have easy access to it—at least every 2 years; annually is better. Remember, Kingdom Law must be signed by the King, Queen, and Kingdom Seneschal.
- G. Proclamation need not involve reading every syllable of the new law, if the changes just refine the language. You can advise the Crown that the law may be summarized in court as long as there are copies on site for people who wish to see the details. The more substantive the change, the more information about it should be given in Court.

- H. Double-check Principality law. Insist that Principality Seneschals review Principality law first for compliance with Corpora and Kingdom law. However, while this is good training for them and may save you some work, you are responsible for advising your Crown as to whether or not the laws should be permitted. Principality Law must be signed by the Prince, Princess, and Principality Seneschal, as well as the King, Queen, and Kingdom Seneschal.

Reference for the above section: Corpora, IV.F.1,2,3

- I. Use your Kingdom Chancellor wisely. If your Kingdom has a High Chancellor—an officer designated as advisor on modern law—make use of the resource. However, you should continue to think about the law for yourself, because you will have to stand by whatever advice you give. The responsibility stays yours, and if something goes wrong, you won't be able to avoid involvement by saying, "The Chancellor said we should do it that way!" And remember that the Kingdom Seneschal is the interpreter of Kingdom law and of Corpora within the Kingdom.

IV. Working with the Kingdom Financial Committee

- A. The Kingdom Seneschal serves as one vote on the Kingdom Financial Committee, and may also be required to sit on other Financial Committees for your Kingdom's large inter-Kingdom events (e.g., Estrella War, Gulf Wars, etc.). All SCA Financial Committees are required to include at least one Seneschal. The role of the Seneschal on these committees is an important one.

Reference for the above section: Society Financial Policy

- B. Remember that the Kingdom Seneschal is responsible for signing all contracts approved by the Kingdom Financial Committee. While this responsibility may be delegated, final responsibility rests with you.
- C. The Kingdom Seneschal is responsible for ensuring that Corpora guidelines, and the deadlines, event requirements, and officer policies defined for the Kingdom, are considered and followed by the Kingdom Financial Committee.

V. Working with Other Kingdom Officers

- A. Keep track of the other Kingdom officers. Your own status is at risk if another office blows up and you have not been trying to avert the problem. Make sure you get copies of their routine reports to the Crown and branch personnel. Send them yours in exchange. However, keep your interactions informal as long as things are going reasonably well. Do **not** take active steps to second-guess another Kingdom officer unless there is a clear violation of Corpora or a complete loss of function in the office.

Reference for the above section: Corpora, VII.B

- B. Make sure the offices stay filled. Keep track of all the Great Officers' warrants (ask them to give you a copy of their signed warrant for your files), and be prepared to help find a replacement if another officer fails to do so. Most offices have less need for vast expertise in their field than for general reliability and ability to work with people, and you can spot those qualities. You can also test a potential officer—without mentioning what you're doing—by assigning a useful but non-critical project with no fixed deadline, and watching how long it takes to get done.
- C. Encourage them to talk to each other. The Marshal and the Chirurgion need each other. The Chronicler needs everybody, and everybody needs the Chronicler. The Kingdom needs all of its officers, and it's up to you to head off feuds and clear up miscommunications so the Kingdom's work is done. Regular meetings are one way to ensure that communication happens. As Seneschal, you can also help facilitate communications by reporting regularly (monthly is suggested) to the Kingdom Officers, informing them of breaking news and summarizing what they have reported about the goings-on in their offices. Include the Crown on the routing list for this report. It's also a good idea to include the territorial ruling nobles.

VI. Deputies to the Seneschal's Office

- A. Depending on how your Kingdom is organized, you may have several officers who report directly to the Kingdom Seneschal and are, in effect, deputies to your office. The most commonly found ones are the Hospitaller or Chatelaine and/or Gold Key (the name varies from Kingdom to Kingdom), the Minister of Children, the Kingdom Media Officer, and the Constable or Sheriff.

- B.** Each Kingdom shall have a single responsible officer (“Waiver Secretary”) as a deputy to the Kingdom Seneschal to ensure that all required waivers, rosters, and sign-in sheets are collected and safely stored within a reasonable time after each event. The Waiver Secretary shall ensure that waivers for each event can be located and provided to the appropriate officials in the event a specific waiver is required.
 - 1.** Each Kingdom shall store all original executed waivers, roster, and sign-in sheets, or legally accepted facsimiles, in such a manner that a responsible party can easily retrieve any needed waiver.
 - 2.** Local groups need not maintain copies of these records. Kingdoms shall maintain the adult waivers for 7 years and the minor waivers for 20 years.

Reference for the above section: Quarterly Meeting Minutes 12-20-01, IV.E. & F

- C.** You may have additional deputies; they are warranted by you and the Crown (use the same form you used for your own warrant). It is your responsibility to monitor these officers’ activities and to work very closely with them. These officers may be designated as Lesser Officers of State in some Kingdoms.
- D.** In addition to these officers, you may also have a wide variety of deputies to assist you in the performance of your duties. The nature of the jobs of these deputies varies from Kingdom to Kingdom; if any of these are new to you, evaluate whether they would be useful to have, and if so, find someone to fill the position! You must have an emergency deputy; this one is not an option. Other possible duties for deputies include (but are not limited to): maintaining the Kingdom Calendar, coordinating the development of new groups, coordinating sites, coordinating Kingdom events, assisting local officers in setting up events, and a Chancellor or Advocate who acts as a legal advisor to you and to the Crown. In Kingdoms that take in several states, it may be useful to have a Legal Committee with attorneys from each state.

Service to the Membership

I. Society Events

- A. Royal lists must be conducted at a tournament announced in the Kingdom newsletter as being for that purpose. Crowns or Coronets who wish to conduct a Royal List in a manner other than individual combat must obtain the prior approval of the Board of Directors. Work with Royal Heirs early to ensure their desired format is within the confines of Corpora and Kingdom Law.

Reference for this section:

Corpora, II.C

Corpora, IV.A.1.

- B. Keep track of things that need Kingdom-level publicity. The Society no longer makes a distinction between official and unofficial events, but certain things—the installation of Kingdom great officers or a new territorial baronage, the granting of awards, the announcement of law changes, and, of course, Crown or Coronet tournaments or investitures—can only occur at events that have been publicized in advance in the Kingdom newsletter. This means both on the Kingdom calendar and in a detailed announcement or flier—the calendar notice is not enough on its own. Make sure your Crown and your local Seneschals are aware that this is required by Corpora.

Reference for this section: Corpora, II.C

- C. Awards cannot be given at locally publicized events, but promises can. If the Crown decides to attend an event that was only publicized locally, make sure that they remember that no awards can be presented at that event. However, the Crown can call forward deserving members, praise them in front of their friends, and announce their intent to present thus-and-such award at the earliest opportunity. You may permit branches to mention local events on their published calendar without printing fliers for them, but make sure they understand that the calendar entry doesn't make the event eligible for royal action.

Reference for this section: Corpora, II.C

- D. SCA events and event announcements need to enhance our reputation. Our events are supposed to be enjoyable and lighthearted, not debauched. By and large, the events themselves are just fine, but inverted humor in notices and chronicles is an ongoing problem. Keep an eye on the Kingdom and local newsletters, and use whatever persuasion you need to get people to maintain a reasonably seemly approach to the world. If you need a specific citation, you can quote the July 1986 Board Minutes (available from the Corporate Secretary), which state that the "lady and gentleman" clause of Corpora can and should be used to put a stop to games involving inappropriate activities. Remember that all events announced in the newsletter should support our organizational purpose. This excludes, for example, events based around live-action fantasy role-playing games and activities involving consumption of alcohol.

- E. Seneschals are reminded that all SCA events must be sponsored by an official branch of the SCA. Unofficial special interest groups wishing to host events, such as households, ships, guilds, or clans, should obtain the sponsorship of an official branch before proceeding.

Reference for this section: Corpora, I.E

II. Pulling Sanction on an Event

- A. "Pulling sanction" means the Seneschal declares that the SCA is no longer associated with an event, and that people who choose to remain on the site are on their own. This is a very serious step, and the Society profoundly hopes you never have to take it. Pulling sanction is a last resort. Use it **only** if the Society's rules are being broken in ways that seriously endanger the populace or the organization. Before pulling sanction, be sure to explain to the Event Steward and the ruling nobles present what the problems are, and give them the opportunity to take corrective action. Explain the consequences that will follow if you are forced to pull sanction. Then, do it only if they refuse to work with you to correct the problems.

- B. Once you have pulled sanction for an event, no further official SCA activities may be conducted, and people who choose to remain on the site are on their own. If the property is owned or rented by the SCA, people should leave at once. If it's unreserved public property, announce that the SCA and its insurance will not provide protection for anyone, regardless of what happens from there on. Besides announcing the decision throughout the site, you must make a serious attempt to notify the site owner, and you must file a full report with the Society Seneschal and your Board ombudsman—and your Crown, if they weren't there—as soon as possible. If you reach the site owner, describe the problem and ask whether he wants you to get assistance from the civil authorities in clearing the site; if you can't reach the site owner and it's not a public park open to anyone, call the police on your own if people don't depart. Expect that the Board will consider revoking memberships on the basis of your report—possibly yours, if they feel your action was frivolous.
- C. It is desirable to take some time in Kingdom Officer meetings and local Seneschals' meetings to make sure other officers understand the implications of pulling sanction, both for the organization and for themselves.

Reference for this section: Corpora, II.E.2

III. Event Sites

- A. Make sure that all Kingdom-level events have suitable sites. While some Kingdoms make the Seneschal directly responsible for selecting sites and finding Event Stewards for Kingdom-level events, others use site coordinators, require bids, or use a regular rotation. Whatever system is the custom in your Kingdom, remember that when Crown Tournament is a month away and there is no site, it will be your fault and your responsibility. It is always and ultimately your responsibility to make sure that Crown, Coronation, and other events designated Kingdom events in your Kingdom have a place to happen.

Reference for the above section: Corpora, II.D

- B. Do not permit Event Stewards to mislead site owners. We are good, safe tenants, and should have no problem finding places for events. However, to maintain our reputation, we **must** do whatever we promise with regard to site rules. In particular, if the owner has a no-alcohol policy, the site can be billed as permitting discreet use of alcohol only if the owner has cleared such use (and it is wisest to get such clearance in writing). If we say we're going to run a dry event, the event had better be dry. Policies on animals, number of people on-site, or other restrictions should also be publicized well in advance and adhered to.

IV. Contracts

- A. Seneschals sign contracts. The By-Laws give the President the authority to sign contracts and to delegate that authority to others. The President defines that authority as belonging also to the Society Seneschal, and thence delegates it to the Society Seneschal's line of officers, the Seneschallate. The Kingdoms may involve other officers in discussing or approving contracts, but may not remove the Seneschal from the process. Minors may not sign legally binding contracts; therefore, Seneschals must have reached the age of majority for their area.
- B. **No Seneschal may commit higher levels of the SCA to do anything.** The main limit on delegated contracting authority is that a Seneschal may only sign a contract for his or her own branch. For example, a Shire Seneschal can bind the Shire to support a civic activity, but cannot promise that the Kingdom will show up to back the group.
- C. A Seneschal may further delegate contracting authority. A Seneschal may direct someone to negotiate for a site (within the means of that Seneschal's branch) and then sign for it. However, specific prior authorization is always required, and the delegated person must meet the membership requirements for officers as defined in Corpora and be a formally warranted deputy seneschal of the sponsoring branch..
- D. Do not permit contracts or activities extending the SCA name to an outside group. Some communities allow nonprofit organizations with 501(c)(3) status like ours to run bingo games or other fundraising events, which are otherwise prohibited, and people who want to hold such events look for qualified sponsors. The SCA forbids such arrangements. It is too easy to get burned, and we can raise enough money for our needs without going outside our formal educational purpose and our field of study.

V. Membership Requirements

- A. Publicize the membership rules for Crown and Coronet Lists. If you put a notice in the newsletter 2 months before each List reminding people that it's time to check their memberships and renew if necessary, you'll find you get far fewer distraught phone calls. Corpora provides the membership requirements and the rules on how membership is defined and enforced. Corpora specifies that "any

officer of the SCA or representative of a Kingdom found responsible for allowing a non-member to participate, as an entrant or prospective consort, in a Royal List will be subject to sanctions.” Make sure your Royalty and list officials are aware of this fact!

- B. Accept proof of membership only if it comes from the Registry. The SCA has been burned by people offering cancelled checks from Stock Clerk orders as proof of membership, and will no longer accept such checks as proof of membership. To establish membership, a person needs a current valid membership card, a current newsletter label, an entry on the Registry membership printout, or a postcard or letter from the Registry confirming that the membership has been received. Also acceptable are confirmations of valid membership from the on-line membership application. Fax receipts are no longer considered acceptable proofs of payment of membership. Protect yourself; check memberships for Crown entrants and consorts carefully! Document your membership verification. Printouts may be ordered from the registry.
- C. Be generous in the face of conflicting information. If things are weird—say, somebody has a card showing one date, while the Registry listing shows another date or misses the name entirely—you may accept whichever is more favorable to the member. However, you **must** send photocopies of both to the Registry immediately after the Lists, because these conditions indicate a potential problem in the computer system.
- D. You may accept suspended memberships for Crown participation only if all of the following apply:
 - 1. The problem involves the member's address, not a bad check.
 - a. The Registry must be informed of the proper address immediately. If it is a bad check, the membership lists will say “BAD CHECK” under the expiration date, and that is how you can tell the difference.
 - 2. The membership must not have been in suspense beyond the end of its term. You can find the original expiration date on the membership card or an old mailing label. Failing that, ask the Vice President for Corporate Operations to check the master list for you.
- E. If the membership would still be good if it hadn't gone into suspension, you can allow the person to participate as soon as he or she gives you evidence that the Registry has been told to reactivate the membership. If the membership would have expired before the tournament in question, the suspended membership cannot be accepted as valid until the Registry actually reactivates it—which will almost certainly be a month or even 2 months after the tournament, given the processing schedule.
- F. Check membership on people serving as officers. All officers must be paid members of the SCA. This includes all Royalty, Territorial Barons and Baronesses, and Event Stewards. Once a year, take the Registry printout and look at the listings for your local Seneschals and your fellow officers at the Kingdom and Principality level. You need only issue a reminder about renewal, unless, of course, you were hoping for a clear ground to get someone out of office. Unlike the strictures on Crowns and Royal Heirs, Corpora does not state that officers lose their jobs the instant their memberships lapse. However, any officer with a lapsed membership has only the most tenuous hold on the job. Alternatively, you can request that officers provide a proof of membership at some point (with year-end reports, etc.).
- G. Make sure your Crown is aware of any Kingdom laws requiring membership. Corpora permits the Kingdoms to set membership requirements for awards and some other aspects of SCA activity. If such laws exist, the Crown must either follow them or change them—there's no option to say the law really doesn't matter, unless the law itself provides for royal discretion. Note that it is preferable to phrase membership laws in terms of "receiving" awards rather than "granting" or "accepting" them, to avoid involving either the Crown or the recipient in potential penalties if an error is made.

Reference for the above section: Corpora, I.D

Insurance and the Event Steward

I. Insurance

- A. Most site owners require some sort of evidence that the SCA, Inc., has liability insurance. To provide documentation, the "Proof of Insurance" certificate is distributed to Kingdom Seneschals toward the end of each year. Promptly distribute the new form to your branch Seneschals, and have them destroy the old forms.
- B. An "Additional Insured" Certificate may be requested for those site owners who require a higher level of protection. It specifically names the site/owner/managing organization as additionally insured on the SCA, Inc.'s, policy. An "Additional Insured" certificate can be obtained from the Insurance Coordinator at the SCA national office—place your order at least 6 weeks in advance of the event. As of this writing (September 2005) the fee for the certificate is \$50.00, and a significant, additional late fee may apply if you do not order in a timely manner. It is preferred that this fee be paid with a branch account check.
- C. A special insurance fee must also be paid to activate the SCA Equestrian Policy whenever equestrian activities are scheduled for an event. The fee and request should be sent to the Insurance Coordinator at the SCA national office 6 weeks in advance of the event. If you also need an "Additional Insured" certificate for the site owner, an additional insured certificate is also required. As of this writing (September 2005) the fee for activation of the Equestrian Policy is \$50.00, with another \$50.00 required for an Additional Insured. A significant, additional late fee may apply if you do not order in a timely manner. It is preferred that this fee be paid with a branch account check.
- D. Try to avoid claims. We have insurance because we cannot get sites without it—and it is expensive even with a very good claims record. Call the President and the Society Seneschal if it looks as though a claim may need to be filed and remember that there is a \$500 deductible.
- E. Remind people that the SCA insurance does not cover participants for injuries to their person or damages to their personal property. This is why the SCA requires waivers, which offer protection for the corporation and its officers. However, a site owned by an SCA member is covered for property damage the same way any other site is covered.

II. The General Liability Policy

- A. Our General Liability Insurance covers the negligent acts of the SCA for third-party bodily injury and property damage, **excluding participants**, subject to policy conditions, exclusions, and limitations. Please note: vandalism is not covered by our policy. If damage to someone's person or property was willful or otherwise intentional, the SCA is not covered.
 - 1. Here are some examples:
 - a. If a branch of the SCA rents a feast hall, and a fire breaks out and damages the kitchen, we (the SCA, Inc., the branch, and the members) are covered for damages if the SCA is found liable.
 - b. If a branch of the SCA holds a tourney in a public park, and a non-SCA passerby happens to get too close to the list, and a sword flies out of the hand of one of the fighters and strikes that non-SCA passerby, we are covered for damages.
 - c. If a branch of the SCA holds a tourney in a public park, and an SCA participant happens to get too close to the list, and a sword flies out of the hand of one of the fighters and strikes that SCA participant, we are not covered for damages. This is why we require waivers from everyone who attends an event at which these activities occur.

III. Directors' and Officers' Liability Insurance

- A. The purpose of Directors' and Officers' Liability Insurance is to provide the SCA and its officers and agents with insurance coverage for legal defense required to respond to lawsuits that name the SCA or its officers. Specifically, our Directors' and Officers' Liability Insurance covers insurance when actions are filed for wrongful acts, defined as, "...any actual or alleged act, error, omission, misstatement, misleading statement, neglect or breach of duty by the organization or by the individual insured in the discharge of their duties..."

- B. The important factor is that all warranted officers and their agents are covered by insurance, and not just the Board of Directors and the officers at the corporate level—all officers of the SCA at all levels are covered. This insurance is one of the reasons why Kingdom, Principality, and local officers should be warranted, and warrants should be kept current.

IV. Host Liquor Coverage

- A. Our General Liability policy provides coverage for claims relating to the incidental use of alcohol at events, but not if we go into the business of selling or serving alcohol. Specifically (and these are the "five deadly sins"), the SCA cannot manufacture, distribute, sell, serve, or furnish alcoholic beverages. Hence, SCA-sponsored taverns are prohibited. Further, SCA funds may **not** be used for the purchase of potable alcohol, except for that needed for use in cooking.

Reference for the above section: Corporate Policies VIII

V. Equestrian Coverage

- A. The SCA corporate office must be informed each time the Equestrian Insurance Policy is to be activated for an SCA event, and a special insurance fee must be paid. The fee and request should be sent to the Insurance Coordinator at the SCA national office 6 weeks in advance of the event. If the site owner also wishes to be named as an additional insured, an "Additional Insured" certificate is also required. As of this writing (May 2005) the fee for activation of the Equestrian Policy is \$50.00, with another \$50.00 required for an Additional Insured. A significant, additional late fee may apply if you do not order in a timely manner.
- B. Once the equestrian insurance coverage is activated, the following must be done for the insurance to apply for an event:
 1. Any person participating in the SCA equestrian-related activities, including riding or authorization check rides, horse handling, ground crew, mounted games and combat, marshalling, or being present at equestrian activities as an observer, is required to sign a Society for Creative Anachronism, "Waiver And Informed Consent to Participate in SCA Equestrian Activities" form or roster.
 2. The special equestrian signage explained in *The SCA Equestrian Handbook* must be displayed where the equestrian activities are conducted.

VI. FAQs

- A. Do I need to do anything to get liability coverage for my branch's event?

No. Our coverage applies equally to all SCA-sponsored activities. You do not need to do anything unless the site owner requests proof of insurance and refuses to accept the Society's letter describing the policies. Exception: If it's an open equestrian event, you must notify the Insurance Coordinator so she can activate the policy (there is a fee for this).

- B. Should I offer to have the site owner named as an additional insured?

No. Owners of sites are protected automatically. Adding them to the policy just makes it a bit easier for them to file claims. If you make the offer, they're likely to accept even if they had not meant to ask. There is no need to spend the money for an "Additional Insured" certificate if you do not need to.

- C. What should I tell a site owner about our insurance?

As little as possible. Be cheerful and cooperative, but don't rush to cause yourself and the SCA extra trouble and expense. If you're asked if we have coverage, say "yes." If the site owner wants something from the broker, cooperate and tell him you will provide a "Proof of Insurance" certificate, and do so. A certificate naming the site owner as additional insured can be issued, but wait for them to request it.

- D. How do I avoid last-minute panic about insurance?

When you reserve a site, ask about all the details you will need to know even if insurance is not a factor: How and when you get the keys, if any; how and when you pay the fee; whether there is extra time for set-up and clean-up. Read the contract if there is one. If insurance has not been mentioned, ask, "So that's everything we need to do..." or "Is there anything else you need from us?" Most of the time, that will bring out any insurance questions.

- E. If you need an "Additional Insured" certificate from the SCA office, it is best to request it at the same time you send your flier to your Kingdom newsletter.

- F. How do I order an Additional Insured Certificate?

If a site owner wishes to be specifically named as additional insured, you can order an insurance certificate for a processing fee. The fee must be sent at the time the certificate is requested. Processing will not begin until the fee is received.

Whenever horses will be present at an event, whether there is an additional insured or not, there is another fee required to activate the SCA equestrian insurance.

(See next section for fees.)

1. In order to facilitate prompt response when ordering insurance certificates, please follow the steps outlined below. Always include your legal name and your daytime phone number.
2. Allow at least 30 days, and preferably 6 weeks, for the request to be processed. A late ordering fee will be charged for certificates requested fewer than 30 days before the event. If you can supply a letter from the site owner, on letterhead, stating that the reason for the delay is due to late notification by the site, you may get a refund of the late fee at a later date. However, the late fee must still be paid along with the certificate fee.
3. Provide the following information, on a separate sheet of paper for each certificate requested. Please use only the format listed below. If you have questions, call the Corporate Office for clarification.
 - Name and physical address of the site
 - Dates and times of the event or events
 - Certificate holder's name and address (this is not your local group, it is the church, park department, or other site owner who is requesting the certificate)
 - Additionally Insured Wording (the exact wording that the site owner wants on the certificate—the site owner will provide this to you)
 - Fax number if the certificate is to be faxed
 - Routing name for the fax (if applicable)
 - Event Coordinator (steward or branch Seneschal): legal name and daytime telephone number

VII. Ordering Fees

A. General Liability Policy

If someone is to be named as Additional Insured, as of this writing (September 2005), the fee is \$50.00. If no additional insured is requested, the certificate is free. The fee must be received with the request. Processing will not begin until the fee has been received. It is preferred that this fee be paid with a branch account check.

B. Equestrian Policy

Each time the Equestrian Policy is activated, whether there is additional insured or not, there is a fee. As of this writing (September 2005), the fee is \$50.00. If the site owner wishes to be named as an additional insured, there is another \$50 fee (total \$100). The fee must be received with the request. Processing will not begin until the fee has been received. It is preferred that this fee be paid with a branch account check.

C. Late Fee

If you do not adhere to the 30-day ordering period there will be a late ordering fee charged. As of this writing (September 2005) the fee is \$100. Occasionally, the site will delay requesting a certificate and the fee may be waived by providing the Corporate Office with a letter from the site owner (on letterhead) detailing the cause of the delay. However, the late fee will still need to be sent with the certificate fee, and will be refunded after the site owner's letter has been reviewed.

- D. A single "Additional Insured" certificate or equestrian policy activation can cover a range of dates at a particular site (e.g., fighter practices). Consult with the Insurance Coordinator for more details on how to make use of this feature.

E. I have more questions. Who do I ask?

Try your Kingdom Seneschal first, then call on the Insurance Coordinator. If you cannot reach either of them, the SCA Secretary or the Registrar may be able to help. Please do **not** try to get in touch with the broker, as he prefers to work with a limited number of SCA representatives.

Legal and Financial Matters

I. The Kingdom Seneschal and Financial Policy

- A. As Seneschal, one of your duties is to be aware of the financial status and operations of your Kingdom and to make certain your Exchequer is fulfilling his or her reporting duties as required. Your Kingdom has a financial policy, which must be approved by the Board of Directors and must comply with the SCA Financial Policy.
- B. You should carefully review and understand the SCA Financial Policy. You can find an up-to-date copy online at www.sca.org.

II. Theft Procedures for Seneschals and Exchequers

- A. These procedures should be used as soon as a theft is suspected. Please remember that many things which look like thefts are actually bad bookkeeping procedures or failure to comply with stated procedures and timeframes for a variety of reasons. Malfeasance (theft) is intentional, misfeasance is not.
 - 1. If a local Seneschal or Exchequer suspects a theft from a local account or any other fiscal wrongdoing, they should immediately report it to both the Kingdom Seneschal and the Kingdom Exchequer. Kingdoms can determine whether they want Principality/regional officers in the reporting chain or not in these matters. Immediate reporting to the Kingdom officers applies whether the suspected thief is an officer, an Event Steward, or a beloved peer—all suspected thefts must be reported immediately. The Kingdom officers or their deputies will confirm whether a theft has occurred. Do not have local officers try to confirm whether a theft has occurred or try to negotiate with the person involved, because this can muddy the waters if a criminal or civil suit becomes necessary. In fact, please warn local officers not to contact a person suspected of theft unless directed to by the Kingdom Officers.
 - 2. If a Kingdom Seneschal or Kingdom Exchequer suspects a theft, these procedures also apply. Please keep in mind that both of these offices will be involved throughout this process, so both should be involved from the beginning. Good communication between the Seneschal and Exchequer is critical in this situation. Each must know what the other has done or is doing at all times when there is an investigation. Do not assume that the other officer is being kept in the loop by anyone else.
- B. For amounts under \$250:
 - 1. The suspected theft should be reported to the Kingdom Exchequer and Kingdom Seneschal immediately. The local officers should not contact the person implicated. It is not unusual for the group to think at first that there has been a simple error—as long as that is the case, speaking with the person involved is permissible. However, if it is clear from the start that the problem is theft rather than error, do not voice those suspicions to the suspected thief. If the suspect has been spoken to, be sure to let the Kingdom Officers know.
 - 2. The Kingdom Exchequer or their deputy will verify whether the suspected theft has occurred, either by reviewing the documentation provided by the group or by performing an independent investigation. If the Kingdom Exchequer is satisfied that there has been a theft (rather than an error in bookkeeping), they will work with the Kingdom Seneschal to resolve the matter.
 - 3. The Kingdom Officers will direct the local Seneschal (as legal representative) and Exchequer (as financial officer) to file a police report with the appropriate jurisdiction. State to the authorities that the SCA does not wish to press charges at this time, but wishes to make a report in case further investigation turns up additional problems. Obtain a copy of the report when it is available and keep it with the documentation of the case. If the local jurisdiction won't file a report for any reason, make and sign a note that you did speak with the authorities, including names, titles and dates.
 - 4. The Kingdom Officers acting together will contact the person involved regarding their investigation, and give the person the opportunity either explain why the suspicions are unfounded or incorrect, or to replace any stolen money/equipment. Note that a simple denial of guilt is not a sufficient explanation.

5. Once the Kingdom Officers are satisfied that a theft has taken place, they should include a full accounting of what occurred in a report to their Society superior officers and confer with the Crown about appropriate sanctions. Depending on the circumstances, this may include banishment at some level and/or a request for revocation/denial of membership.
- C. For amounts between \$250 and \$1000:
1. The suspected theft should be reported to the Kingdom Exchequer and Kingdom Seneschal immediately. As above, the local officers should not contact the person implicated.
 2. The Kingdom Exchequer or their deputy will verify whether the suspected theft has occurred, also as above. If the Kingdom Exchequer is satisfied that there has been a theft, they will work with the Kingdom Seneschal to resolve the matter.
 3. Once the Kingdom Officers are satisfied that a theft has taken place, they should inform their Society superior officers immediately by phone or email, giving a complete report of what has occurred. The Society officers will oversee subsequent steps.
 4. The Kingdom Officers will direct the local Seneschal and Exchequer to file a police report with the appropriate jurisdiction, again as above. Obtain a copy of the report when it is available and keep it with the documentation of the case.
 5. Do not contact the suspected thief until and unless the Society Seneschal and the Society Exchequer direct you to do so. Follow the procedures given above in any discussion with a suspected thief.
 6. The Society Officers will direct the Kingdom Officers to confer with the Crown about appropriate sanctions. Depending on the circumstances, this will at a minimum include a request for banishment from the realm, and may include a request for absolute banishment and revocation/denial of membership. Copies of all documentation should be sent to both Society Officers.
- D. For amounts above \$1000:
1. The suspected theft should be reported to the Kingdom Exchequer and Kingdom Seneschal immediately. As above, the local officers should not contact the person implicated.
 2. The Kingdom Exchequer or their deputy will verify whether the suspected theft has occurred, also as above. If the Kingdom Exchequer is satisfied that there has been a theft, they will work with the Kingdom Seneschal to resolve the matter.
 3. Once the Kingdom Officers are satisfied that a theft has taken place, they should inform their Society superior officers immediately by phone or email, giving a complete report of what has occurred.
 4. The Kingdom Officers should direct the local officers to contact the local police in the appropriate jurisdiction, file a police report, and investigate what is necessary to press charges. This contact should be made by the local Seneschal (as legal representative) and Exchequer (as financial officer). If, for any reason, the local group should not be involved in filing the police report, the Kingdom Officers will report the theft to the police. Remember to obtain a copy of the police report for the file, and stress that the SCA will work with the police in any necessary investigation.
 5. Do not wait indefinitely for the police to decide on whether or not they will prosecute a particular case. Call them regularly if it is necessary, and make it clear to the officer in charge that the SCA would like rapid prosecution if possible.
 6. As soon as possible, consult with a local attorney to get their opinion on possible courses of action. Many SCA members who are attorneys will take a case like this on a pro bono (without charge) basis, or can refer you to another attorney who may donate all or part of his time. If the police decline to prosecute, or if recovery of funds can happen only with a civil action, a suit may have to be filed. Most likely, this will be a Small Claims Court action, but that will vary by state—or other jurisdiction. Remember that SCA policy is to pursue redress in all cases of theft—see Corporate Policies VII. If a pro bono attorney cannot be obtained, the Kingdom may have to pay for legal services.
 7. Once either a criminal or civil procedure is underway, ask the police liaison or the attorney if the SCA can implement banishment and revocation/denial procedures—in other words, ask them if the SCA can remove the suspected thief from our club without imperiling any investigation. Follow their advice in terms of what steps to follow. Call or email your Society superior officers to let them know what the police/attorney recommend as soon as possible.
 8. If prosecution or court action is decided against, whether because of expense, because the evidence is compromised, or for any other reason, the Kingdom Officers should contact the Society Officers and discuss contacting the suspected thief regarding their investigation (as above).

9. The Society Officers will direct the Kingdom Officers to confer with the Crown about appropriate sanctions. This will usually include a request for absolute banishment and revocation/denial of membership. Copies of all documentation should be sent to both the Society Seneschal and the Society Exchequer. The Society Seneschal will be dealing with any banishment or revocation/denial issues, and the Society Exchequer may need to interpret financial documents for the Board and may be called as a witness in any trial, especially for information about any internal fiscal investigations.
- E. Adjust all these procedures as necessary if the theft is on the Principality/Regional or Kingdom level. If the Kingdom Seneschal or Kingdom Exchequer suspects that a Crown is misappropriating funds, call both the Society Seneschal and the Society Exchequer **immediately**. If a Kingdom Seneschal suspects a Kingdom Exchequer, or vice versa, call the Society Seneschal and the Society Exchequer **immediately**.

III. Grants

- A. Make sure you're informed of grant applications before they're filed. Check to see whether statements about the SCA and the group submitting the bid are true, and that the project really does belong to the SCA. It's much easier to stop a problem in this area than to fix one! If people question your authority, inform them that a grant application is a contract promising to perform something in return for the money or goods involved in the grant. Grant agencies are generally too big to concern themselves with a single chapter of the SCA if they get unhappy—the Kingdom will surely be drawn in, so you can insist on being involved from the start.
- B. Confirm that the Kingdom and Society Exchequers have approved the accounting. Anyone wishing to apply for a grant in the name of the SCA must work out satisfactory accounting procedures, and must get written authorization from both the Kingdom and Society Exchequers before filing the grant application.
- C. Do not permit grant applications on behalf of non-SCA people or groups. Many grant agencies will disburse money only to 501(c)(3) organizations, and so groups or individuals without that status often look for groups that do have it (like the SCA) to "stand fiduciary" for them, apply for the grant, and pass the money to them. Such arrangements are absolutely forbidden! Grant agencies can show up long after the money was spent and demand 'to the penny' accounting, which is bad enough if you spent the money yourself, and almost impossible if somebody else spent it.

State Registration and Legal Agents

I. State Registration

- A. The SCA registers as a foreign corporation in all U.S. States except California. State registration is generally a matter of paper pushing, without much in the way of benefits for either the registered organization or the state (except the revenue generated). To date, most states charge between \$10 and \$50 per year for registration, and the SCA, Inc., pays those fees. Contact the SCA Secretary if you believe there may be problems or issues with this procedure.

II. Local Incorporation

- A. Outside the U.S., registration or incorporation needs careful consideration on a case-by-case basis. There are Canadian corporations that cover SCA branches in individual provinces without intervention from the SCA, Inc. Ontario has a reciprocal agreement with California, which permits SCA branches there to function without any additional paperwork, and the possibility of a similar arrangement should always be explored before we make any move towards incorporation. Other corporations have been formed to comply with legal requirements in other countries. Separate incorporation is not currently an option within the U.S. Get in touch with the SCA President and the Society Seneschal if you have any questions. **The presence of local incorporations does *not* free the branch or branches within from SCA rules, policy, procedure, or reporting requirements except as specifically stated by the affiliation agreement.**

III. Legal Agents

- A. A Legal Agent is the person named to receive legal papers in the event of a suit. The SCA is required to have a single legal agent registered in each state, even if more than one Kingdom has lands in that state. This is NOT the same as "legal representative" (the person who can speak for the SCA in an area). The legal agent's only job is to accept service of papers on behalf of the SCA if the need arises.
- B. Know who your legal agent is in each state where your Kingdom holds lands. Ensure they know they are to contact you at once if they are served with any papers of any kind. You are then to contact the SCA immediately. Call the Corporate office, President, Society Seneschal, and Chairman of the Board.
- C. Keep track of legal agents in your Kingdom. Appointing a legal agent is always part of the state registration process. As noted above, you should know who the designated legal agents are and where they live. If they change their addresses, notify the SCA Secretary or Corporate office (they should do so as well, as it is better to hear twice rather than not at all).

IV. Issues Concerning the Handicapped

- A. The SCA, Inc., will not discriminate against any member or participant on the basis of race, sex, religion, national origin, age, or disability. The SCA, Inc., will comply with all laws of the nation in which the meeting or event is held. For any meeting or event held in the United States, the SCA, Inc., will comply with the Americans with Disabilities Act. The SCA, Inc., will provide reasonable accommodations to qualified individuals with disabilities to enable all participants to fully enjoy the events whenever it is possible to do so. The SCA, Inc., will at all times attempt to provide reasonable accommodations, while preserving the fundamental nature of the SCA event.

Reference for the above section: Corporate Policies XIV

V. Nonprofit Status

- A. The Society is recognized by the IRS under Section 501(c)(3) and 509(a)(2) of their statute, and this legal standing entails both benefits and burdens as a public benefit nonprofit educational corporation. The former far outweigh the latter, and both categories may include some surprises. Here is a summary:

1. Taxation

- a. The SCA pays no U.S. federal taxes on any of the revenue donated to it, or raised in the course of performing its "exempt purpose" (the reason it was given tax-exempt status, that is, research and recreation in the field of pre-Seventeenth Century Western culture). In addition, anyone who donates money or goods to the SCA may deduct the amount or value on their personal income

taxes, and people who work on behalf of the group may calculate deductions for their out-of-pocket expenses based on Federal and State rules for service to charitable organizations.

- b. However, any income from "unrelated businesses" is potentially taxable. The main point at which this applies to the SCA is in advertising, because the IRS regards sales of advertising in our publications as being in competition with advertising in for-profit media. We have to report this income in great detail (or face ferocious fines), but have not actually paid any taxes on it, because the amount owed is calculated according to a formula that charges a full-page share of the cost of producing a publication against the advertising income for that page before any profit accrues. (The IRS auditor who explained the rules told us that the National Geographic Society never seems to owe any taxes on the advertising in its publication, either.) The reports are so cumbersome that the SCA prohibits advertising in any publication below Kingdom level without permission from both the Kingdom Exchequer and the Kingdom Chronicler.
- c. Remember that we are NOT exempt from paying sales tax on merchandise we buy, or charging it on merchandise we sell. Such exemptions are usually reserved for human-welfare nonprofit corporations, and not made available to the educational variety, although some organizations will waive sales tax with the proper documentation. Feasts count as exempt-purpose activities, rather than as sales of food. When SCA branches exchange goods for money, they should where possible describe the transaction in terms of premiums and donations, instead of sales.

2. Profits

Nonprofit status is NOT the same as a vow of poverty. We are allowed to accumulate capital like any other business. However, that capital must be devoted to the furtherance of our exempt purpose, and not distributed as dividends or profit-sharing. If a nonprofit organization disbands, the assets of the group must be passed on to another registered nonprofit organization, not distributed to anyone associated with the group that is going out of operation.

3. Postage

The United States Postal Service (USPS) has a special bulk rate for nonprofit organizations clever enough to work through the labyrinth of regulations. The minimum mailing is 200 pieces, which puts it outside the scope of most SCA branches below Kingdom level, but is very helpful for those who qualify. These permits must only be used for SCA-related mailings; any other use is a serious violation and can lead to stiff fines and loss of the bulk mailing privilege. Further information about bulk mailing in the SCA can be found in the Society Chronicler's Manual and at your local USPS Bulk Mailing Unit.

4. Politics

A nonprofit organization may not participate in partisan politics. The resources of the SCA must not be spent on any attempt to influence real-world elections. Legislative lobbying is also a tricky question, and best avoided. Do not permit any political advertising or agitation in the name of the SCA, and check with the Society Seneschal before making any attempt to influence legislation.

5. Other benefits

Banks and merchants sometimes give nonprofits special discounts. Our Federal ID number, 94-169 8556, may be used to qualify for these, IF the transaction is on behalf of an SCA branch. Further benefits are sometimes available in some states to registered foreign corporations. We are now registered in all 50 states.

Communications

I. Regular Reports to the Society Seneschal

- A. This is not an activity that needs to be a burdensome part of your job. Each Kingdom Seneschal must send a report to the Society Seneschal on the 15th of March, June, September, and December. It should include the following information:
 - 1. The fact that the Seneschal is still alive and functional
 - 2. Whether your Kingdom is still alive and functional
 - 3. Any changes in branch status (new branches, Baronial/Provincial elevations, dissolutions of branches) that the Board must take note of
 - 4. Any changes planned for your office (including all contact information for your successor as soon as one is selected, any information on deputies, etc.)
 - 5. Formal notification of names and full contact information on any new Crown Prince and Princess
 - 6. Any problems you are facing and how they are being handled
 - 7. Anything particularly great (or nice, or interesting) that happened in the last month
 - 8. Any questions you have for the Society Seneschal
 - 9. Answers to any informal survey questions asked in the Society Seneschal's report from the previous quarter (that is, answers to questions asked in June are due in your September report)
 - 10. Responses to any call for comment or special projects required by the Society Seneschal
 - 11. Anything else you want to add
- B. In your first quarterly report when you assume office, please include your full contact information: SCA and legal names, address(es), home telephone number (and any restrictions on calling times), work phone (if you are able to receive calls at work), cell phone number, pager number, fax number, and email address (any or all that apply). Please remember also to notify the Society Seneschal any time any of this information changes.
- C. These quarterly reports should be sent to the Society Seneschal via email or postal mail. If it is sent via email, receipt will be acknowledged. If you do not get this acknowledgment, resend it. If you send in information for a baronial advancement and it is not specifically acknowledged, then **call**. Nothing deflates a new group more than having their act together and waiting because we did not finish the process.

II. Special Reports

- A. Some things cannot wait for your next quarterly report. In these cases a prompt telephone call or email to the Society Seneschal is necessary.
- B. Kingdom Seneschals must immediately notify the Society Seneschal via telephone or, preferably, email, of the winners of the Crown Lists along with their full contact information.
- C. Immediately notify the Society Seneschal of any impending Royal or administrative sanctions (all levels) as soon as possible. If the Kingdom Seneschal tells the Society Seneschal before the Royalty pronounces the sanction, people can work together to make sure that the paperwork is all in order from the beginning.
- D. Immediately notify the Society Seneschal about any occurrences that made it necessary to call modern authorities to the site of an SCA event or activity, or any similar emergencies.
- E. Immediately notify the Society Seneschal, the President and the Executive Assistant of any threatened lawsuits or incidents that may produce a claim on SCA insurance.

- F. Immediately advise the Society Seneschal of any suspected thefts, embezzlements, or other financial irregularities, and make sure your Kingdom Exchequer notifies the Society Exchequer. Do not attempt to 'make a deal' with the alleged perpetrator and hope the situation will go away. These acts are crimes and must be handled as such.
- G. Always provide the Society Seneschal with a copy of law changes, and be sure an updated copy of law is sent to the Society Seneschal after each law change.
- H. Always notify the Society Seneschal when ZIP code assignments are adjusted for your groups, and be sure an updated copy of the ZIP Code assignments in the Kingdom are sent to the Society Seneschal when changes are implemented.

III. Year-End (Domesday) Reports

- A. Domesday Reports covering the just-completed calendar year are due to the Society Seneschal by March 1. A paper copy (sent via postal mail) is required. Additionally, an electronic copy on disk is required. The following information is required in these reports:
 1. Names (modern and medieval) of all required Kingdom Officers (Seneschal, Herald, Marshal, Arts and Sciences Minister, Exchequer, Chronicler, and Chirurgeon) and a brief (one or two sentences) statement of your opinion of their job performance. If more than one person has held an office in the course of the year, list each of them along with your performance assessment.
 2. Names (modern and medieval) of all Royalty for the calendar year, along with a brief evaluation of how each managed the Kingdom and how they got along with their officers.
 3. The number of paid SCA members in your Kingdom. Please estimate the number of non-member participants as well.
 4. Short descriptions (one paragraph or so) of any problems faced during the year and how they were handled.
 5. Short descriptions of anything you did in the past year that went off particularly well or that you are especially proud of.
 6. Overviews of the following subjects: Kingdom events, demos, guilds, special projects, collegia/universities.
 7. Anything else you feel it is important for the Society Seneschal to know.
 8. A short report on any Inter-Kingdom events hosted by your Kingdom.
 9. Summation of the Domesday reports of all Principality/Regional Seneschals, and a short paragraph on the state of the Principality/Region and how the Principality/Regional Seneschal is doing in the job. If the Seneschal changed during the course of the year, report on both.
 10. A paragraph on the state of each local group in the Kingdom, especially those with problems. This should also include population estimates (members and participants), and the name of the local Seneschal of each group.
 11. An attachment giving any changes in the postal codes assigned to the groups in your Kingdom during the past year.
 12. Your final report should consist of approximately one solid paragraph on each local group (more if there have been serious problems), a page or so on each Principality/Region, and no more than a few pages on the Kingdom.

IV. Reports and Communications to the Kingdom Seneschal

- A. You need to know what is going on within your Kingdom in order to do your job. Ask the other Kingdom officers for a courtesy copy of their warrants and of their reports to the Crown and their superiors. You need this information so you can know whether they're doing their jobs or not, since it's your responsibility to make sure that they are. But be careful not to make it appear as though you are trying to micromanage their offices.
- B. Your branch Seneschals should be reporting regularly to you, as well. You are free to set the format and frequency of these reports, just try not to kill more trees than necessary. You may find it useful to use a form or format. This is helpful for those who don't quite know what to write, and can serve as a template for the things you expect them to monitor in their groups (officer warrants, number of members, events held, etc.), and as a template of the information they will be expected to track for their annual Domesday reports. Remind them about the Domesday reports well in advance, and set a deadline that won't make

you crazy in trying to finish your own Domesday. Provide them with a list of things they need to include in their Domesday, which should include the things you, in turn, need to pass on to the Society Seneschal in yours.

V. Reports and Communications to Other People

- A.** Internal reporting requirements will vary according to your Kingdom's law and custom. Look over what you've inherited, and see if it makes sense. If too much or too little is frozen into law, start negotiating to get it changed! Here are the points you need to cover during the year—though you certainly don't need and don't want them all reflected in Kingdom law:
1. The Crown needs a general update on the state of the realm plus points where the law is chafing the populace. If there are changes in SCA-wide policy in the works, assess their meaning for your Kingdom. Mention people deserving of reward. Share (very privately!) information on things the Crown has done to set the rumor mill going, and to please or displease segments of the populace. The Crown should see all letters with policy implications.
 2. The heirs to the Crown (and Coronet, if any) need up-to-date copies of the governing documents as soon as possible after their victory. You can get these from the Stock Clerk for free, in batches of 10 copies, to distribute to royalty, Kingdom officers, and to Seneschals of new branches—these can also be downloaded off the SCA website, located at www.sca.org, free of charge. (Please direct others to buy or download their own copies.) You may wish to send a letter to the winners of Crown Tournament and include things they will need to know in the next few months.
 3. The other Kingdom officers need general news on policy and the state of the realm as you see it. They also need to get something back so they don't feel they're dropping copies of their own reports into a black hole when they give them to you, but be very careful not to let your acknowledgment look like an attempt to take over their policy-setting responsibility.
- B.** The branch Seneschals need guidance, praise, and listening ears. Share SCA-wide news and tips from other branches. Help them get in touch with each other, and make them aware of the requirements to maintain or advance their branch status. Write them as often as you make them write to you, so they find it worthwhile instead of only mandatory to give you information.
- C.** The general populace needs an occasional word in the Kingdom newsletter on the state of the realm and the Known World. This is partly to share SCA news and policy, and partly to give people a sense of your character and to remind them that you're working on their behalf. This is a good place for those reminders about membership requirements for Crown, notices about elevations and suspensions of groups, reminders to the populace to comment on Board of Directors candidates and issues, attaboys to local groups, and changes to internal policies.
- D.** Your Board ombudsman needs to get acquainted with you and your realm, before disaster strikes. Write and say hello, and ask if he or she has a copy of your Kingdom law. Send that—and keep it current—and also supply copies of reports and letters with policy overtones. This will give your ombudsman enough background to react sensibly when needed.

VI. Electronic Mail

- A.** Following is the SCA policy on electronic communications.
1. Formal communications to and from SCA officers may be directed through electronic means (email) as well as through postal or fax systems. However, messages posted for general attention on any public system may not be regarded as formal communications to an officer, whether or not that officer is known to participate on the bulletin board system in question.
 2. Formal email correspondence with an SCA officer is acceptable and official only when the officer has offered to communicate electronically by placing his or her email address in SCA publications, by releasing it for individual use, and by initiating email correspondence for official business.
 3. Formal email correspondence from an SCA officer is appropriate only as a reply to incoming email where electronic communication is clearly invited and welcomed by the recipient.
 4. In any official email correspondence, it is the responsibility of the sender to make sure that a hard copy, unless waived by the recipient, is sent out by a known and working path. A hard copy must also be sent to those individuals indicated as receiving a copy of email correspondence, unless they too have waived the need for such a hard copy. The 'default' path is any established postal delivery service.

5. Official electronic correspondence must be treated like any other piece of official correspondence. Any policies or procedures governing the handling of official correspondence, such as the maintenance of file copies for correspondence with lasting effect, apply equally to official electronic mail.

B. So what does this mean to you?

1. If you and your local Seneschals or other Kingdom officers wish to do so, reports may be sent via email. You do have the right to request a backup copy be sent via US mail. If you choose to waive the hard copy, be sure to print out a copy of the email to be kept in the permanent files.
 2. If someone sends you an email 'off the record' and states that it is 'unofficial,' you should treat that message as informal; don't put it in the files.
 3. No messages posted to bulletin boards or general email lists can be considered official communications. Therefore, these messages do not belong in your permanent files. However, it may be wise to keep copies of some messages if they could help to document a problem.
 4. Do not use general email lists or bulletin boards to make official pronouncements from your office.
 5. You may use an email list to post clarifications of policy if it would help clear up a topic under discussion on the list. If you choose to post to the list, make it very clear whether you are speaking in your capacity as Kingdom Seneschal or as yourself, an individual. And remember that, even if you're 'speaking for yourself only,' many people will always take what you say as Official Policy!
- C.** For some reason, otherwise rational people seem to lose their minds, or at least their sense of propriety, when writing by email. Do not succumb! In composing email messages, be every bit as careful with your word choice and tone as you would with a mailed letter.

VII. Internet Websites

- A.** For an Internet site to be recognized by the SCA, it must represent an established branch of the Society and must have a warranted web minister responsible for its content. The SCA will not recognize sites for households or guilds. Group officers with a website are responsible for ensuring that the site complies with Society guidelines.
- B.** Personal information will not be published on any SCA recognized Internet site without first gaining permission from the individuals involved. Permission must be received in writing.
- C.** E-mail permission to electronically publish personal information is acceptable.
- D.** Permission to electronically publish the contact information of an individual is in effect until that same individual revokes permission.
- E.** Event Stewards may grant permission in writing to electronically publish the personal information of persons serving as event staff. In this case it is understood that individuals volunteering to be event staff have granted this permission to the Event Steward.

VIII. Working with Local Branches

- A.** Part of the job of the Kingdom Seneschal is the care and feeding of the local branches of the SCA within the Kingdom's borders. This includes helping new branches get established, watching over the ones that are already established, assisting with status changes as necessary, and occasionally, requesting via the Society Seneschal that the Board dissolve a branch.

Establishing New Branches

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II. Setting Branch Borders

- A.** Branches should have physical justification—not political expedience. Branch spacing varies a lot among Kingdoms, generally following local perceptions of how far it is reasonable to drive on a work night. Do not allow a branch to set up too close to—or intermingled with—an existing branch just because people in the area don't get along with each other.
- B.** Territorial branches must have clear borders. ZIP or postal codes are the way we define branch areas in most places. Whatever you come up with should look reasonable on a map, regardless of postal code lines. Look at traffic patterns, town and county lines, and geographic features like rivers and mountains, and try for a unit that will make sense to the authorities the branch will be approaching for site rentals. Enlist the aid of local Seneschals in establishing or refining the area definitions for their branches. In the event of a dispute over which group has jurisdiction over a geographical area or postal code, check the membership listing for the area in question and learn the wishes of the members who reside there before making an assignment decision. Remember that cantons and ridings are by definition inside the borders of their parent baronies and provinces. However, even cantons and ridings should not produce 'doughnuts'—if a subsidiary group should become independent, it should not be surrounded by another branch.

Reference for the above section: Corpora, III.B

- C.** Institutional branches must be based at real institutions. That is, Colleges must be based at institutions of higher learning and Strongholds at military institutions. This should be documented in the branch's annual Domesday report. The SCA encourages establishment of institutional branches wherever appropriate, but the structure is not to be used as a way to get around territorial requirements for affinity-groupings of members. If most of the people in the branch are unaffiliated with the real-world institution which is its supposed base, the group should be designated a Shire (or Canton/Riding, if applicable).

The reason for this is that an institutional branch is a shell that exists independent of its population, so people can follow the demands of their studies or employers while the branch stays in place for members who move in as a result of similar transfers. It also provides a clear contact for the institutional authorities, which simplifies accounting for funds donated by the institution and allows the branch to adapt to institutional rules without affecting any larger SCA branch in the area. In addition, the institutional branch may make it easier to schedule SCA events in halls or grounds owned by the institution.

Any branch, from a canton to a Kingdom, can hold and administer an institutional branch if a suitable institution falls within its immediate boundaries. If there's no geographical branch holding the land, an institutional branch can exist independently—but it automatically becomes part of any geographical branch that later develops in the area. It's simplest to regard an independent institutional branch as operating similarly to a shire and one within another branch as similar to a canton/riding, with flexible population requirements in each case.

Reference for the above section: Corpora, III.C.7

- D.** Basic financial reporting units may not usually cross state lines. The Society has to be able to report its financial results on a state-by-state (or international) basis, so Corpora prohibits any branch below Principality level from crossing a state line without a specific variance from the Society Seneschal. The Society Seneschal is extremely reluctant to grant such variances, but they're not impossible to get. Existing interstate branches are grandfathered until and unless reporting regulations change, at which point they may have to split up.

III. Territorial Claims

- A. Respect existing land claims when supported by activity. If a branch holds a piece of land for the SCA, it has to be consulted before a new branch can be formed there. However, a branch should have members and activities throughout the area it holds. If a town has no meetings or other SCA services within a reasonable drive and there are people there who want to organize them, give the branch that "owns" the town the choice between helping the locals or turning them loose. If the established branch is a barony or province, it may help to point out that creating a canton or riding does not affect the old branch's population total, since the smaller branches remain part of it.
- B. Be generous about recognizing existing land claims. "Claimed territory" is whatever the branch application says, if one can be found. If this cannot be found, go by the memories of long-term members and notes on meetings and events in old newsletters. It may well cause trouble if you ignore old claims, even if they're supported only by oral tradition. However, it is not necessary that every postal code in your Kingdom be assigned to an established group. It may be best to leave unpopulated, distant areas unclaimed in order to allow for future growth.

IV. Care and Feeding of an Incipient Branch

- A. Appoint the primary organizer as a Deputy Seneschal for the area. The job may be defined as your own deputy or as a deputy to whatever branch or regional organization your Kingdom has placed in charge of the general area where the new branch will be located. However, until the branch has official status, there isn't an entity there for its officers to be officers of. Encourage the rest of the Kingdom officers to take the same approach.
- B. Make sure they have lots of information about the SCA. Kingdom law, the SCA Governing Documents, *The Known World Handbook*, and the Local Officer's Handbook are essential, and beyond those there's almost no limit to what might be useful in a new branch. The organizers need personal contact with established branches and officers as well. If you leave them to reinvent the SCA, the results are likely to bear very little resemblance to your Kingdom's version of it. It may be valuable to appoint a special Deputy Seneschal for Incipient Groups expressly to deal with the needs of new groups.
- C. Set and enforce consistent event sponsorship policies. Incipient branches may not sponsor Society events. You can authorize the warranted deputies-for-the-area to hold local meetings in the name of the supervising branch, but do not let them put events on the Kingdom Calendar on their own. They need to find a sponsoring branch, and the sponsor needs to offer more than just their name; if at all possible, they have to provide a person to cover the event and make sure it follows SCA rules and procedures, and offer some financial support as well since incipient branches may not hold SCA funds. If necessary, a Kingdom or Principality can sponsor events for an incipient branch, but it is better for one of the neighboring branches to do so. Incipient status provides a training period for the new branch, and it will work best if they have a consistent presence. Remember that only a branch with a Marshal can sponsor a fighting event, and waivers must be signed, collected, and sent in to the Kingdom! If the most practical sponsor doesn't have a Marshal or the paperwork and manpower to comply with waiver requirements, the incipient branch needs to go further, if need be to the Kingdom or Principality, to line up the appropriate coverage. An incipient branch need not be exclusively sponsored by a single established group. Sponsorship could put a severe strain on the established group, both financially and in terms of personnel workload. Different events of an incipient group can be sponsored by different nearby groups. This not only spreads the work out, but it also enables the incipient group to become acquainted with more of its neighbors in the Kingdom.

Reference for the above section: Corpora, I.E, Society Financial Policy

- D. Keep the incipient period short. An incipient branch shouldn't be left hanging any longer than necessary. It is a good idea to use 6-month warrants for the people doing the organizing. If they come up for renewal as organizing deputies more than two or three times before the branch is ready for full status, you should give some serious thought to the question of whether or not they've got a branch with the potential to survive. If a branch is not ready to leave incipency after two years, you should actively investigate why they are not ready.

V. Petition Review and Approval

- A. You must review all branch petitions before they can be approved. Per Corpora, you have the basic responsibility for deciding if a group meets the requirements for a branch and for advising the Crown accordingly. The Crown may refuse to establish a branch you have recommended, but may not establish one you have not approved. If the Crown wants to approve a branch against your recommendation to the contrary, refer the matter to the Society Seneschal—preferably before the alleged elevation takes place!

Reference for the above section: Corpora, III.D.1

- B. Consult the Society Seneschal before making any change in existing borders. Land claims can be tense enough that it helps to slow things down and take a second look before making changes. You should poll the members affected by the change to determine their wishes before proposing a change. If the change involves creating a canton, college, stronghold, or riding within the borders of an existing barony, and everyone is agreeable to this, you can proceed on your own. In fact, any boundary change that is generally agreeable to everyone affected can be done at the Kingdom level, provided you promptly inform the Society Seneschal of the change. However, if the change is controversial, you need to send it on to the Society Seneschal to look over. Also, remember that elevations to barony always require the Society Seneschal's approval.
- C. Your presentation to the Society Seneschal should include the following materials:
 1. Your view of the situation.
 2. A clear description of the old and new boundaries, with a map if appropriate.
 3. Letters from the Seneschals of the branch or branches involved in the action. (Note: If any of them maintain they can't live with what you propose to do, you need very strong justification as to why it's necessary anyway!)
- D. If the change involves nothing more than reassigning a postal code from one branch to another, and both groups involved are amenable, or if you want to add a previously unassigned postal code to a branch's defined area (so long as it is geographically contiguous with the existing boundaries), then you can make this change without consulting the Society Seneschal. Each year, include any changes in postal code assignments over the course of the year in your Domesday report to the Society Seneschal.

VI. Paperwork for New Branches (Below Barony/Province)

- A. Make sure each branch organizer has clear instructions. Look online at www.sca.org for an additional article written to help organizers of new branches get started. Use it or revise it as you see fit to suit the particular circumstances applicable in your Kingdom.
- B. Keep detailed records on each new branch. Future Seneschals will need to know what territory the branch has, who started it, and when it achieved official status. It may be helpful to make branch organizers draw their borders on a map, as well as giving you a list of postal codes.
- C. Make sure the College of Arms has approved the branch name. According to Corpora, an incipient branch can use a tentative name, but it can't get full status until the name is registered. Be sure incipient groups are aware of this requirement, and encourage them to begin work on their name and get it submitted as soon as possible. Be sure also that your Kingdom Principal Herald and/or submissions herald are aware of the requirement, and advise them to expect submissions from the incipient group. Encourage them to work with the incipient group's herald so that their submissions have a good chance of success. Note that only Baronies, Provinces, Principalities, and Kingdoms need have both their name and device registered in order to become official; other groups (Shires, Cantons, Colleges, Strongholds, Ridings) need only register a name.
- D. This rule is designed to make sure every group finds an acceptable name, and the SCA is prepared to let people argue with the heralds as long as it takes to agree on something suitable. However, if you can show a consistent good-faith effort by a group to register a name over a long period of time, and the College of Arms has rejected their every attempt, you can apply to the Society Seneschal for a variance to allow the group to become official without a registered name.
- E. Give the branch a detailed record of its territory. When you decide that a branch is ready for official status, make any necessary adjustments to the borders and postal codes shown on their branch application. Note the date the Crown declares them a full-status branch of the SCA, and give them a signed copy for their records.
- F. Notify the Society Seneschal of new official branches. Please use the following format: Branch name (modern location), branch type, month and year of status. Send this notice after the deed is done. Plans

are subject to change, so the Society Seneschal has no interest in an incipient shire that is probably going to be made official next month. It's not real until its existence has been read into the record at a Board meeting.

- G.** The Branch has full status (and full responsibilities) once the Kingdom Seneschal has reviewed the documents submitted, approved the change in status, had it confirmed by the Crown in writing, and communicated the decision to the branch. That status must be announced by the Crown in court at an official event.

Reference for the above section: Quarterly Meeting Minutes 7-22-2000, VI Section B, Policy Interpretations: 1

H. Here's a summary of what must be done in order for a branch to become official or full-status. These things are usually done in the order listed.

1. The Kingdom Seneschal must approve the petition. At this point, the branch must start functioning as an official group, with officers, reports, etc.
2. The Crown must recognize the new branch in Court.
3. The Society Seneschal must be informed of the branch's existence.
4. The branch's status must be recognized by the Board of Directors.

VII. Branch Status Changes

A. Lateral Conversions

1. Lateral conversions include those between shire or canton and institutional branch and vice versa, and those between barony and province. They also include changes between shire and canton, with the added wrinkle that the latter will change the borders of the affected barony as well. You should consult the Society Seneschal regarding any questionable lateral conversion. If you support the move and explain the reasons, you probably won't have any difficulty getting approval.

Reference for the above section: Corpora, III.C.3

2. You must at a minimum poll the membership (paid members in good standing) of the affected area prior to a lateral change. Especially at the baronial or provincial level, you need to be as sure of the wishes of the membership as you would be for an elevation to that status. Kingdoms may also elect to create policy that allows polling persons who participate in the branch but are not paid members living within the confines of the branch. The polling must reflect that a compelling majority of the paid membership within the boundaries of the affected area are in favor of the proposed change.
3. Try other alternatives before making a barony into a province, unless the branch actively chooses this change. If a barony runs into trouble selecting new ceremonial heads, the Crown can appoint a vicar as an interim measure or take over as Baron and Baroness directly for a while. Before you agree to propose an outright status change, make sure that the people of the barony understand that baronial awards will be closed while the branch is a province—this may give them the incentive to resolve their differences. (Existing provincial awards were grandfathered when the 1989 Corpora was adopted. That privilege does not extend to provinces formed after that time, whether established as provinces or converted from baronies.)

B. Creation of a Barony (or Province)

Reference for the below section: Corpora, III.C.6

1. The formal minimum requirements for baronial or provincial status are given in Corpora. This is a description of what a Kingdom Seneschal has to do to make sure that the Board will not overturn a baronial/provincial creation for lack of paperwork or improper procedure.
2. Baronies and provinces are large branches within and subject to the administration of a Kingdom (and Principality, if any). They are alike in status and in the ability to administer other branches within their borders, but differ in that baronies possess ceremonial representatives appointed by the Crown and therefore have the ability to create and administer awards, while provinces do not. (See VII.B.4.) A branch or contiguous group of branches may petition for baronial or provincial status at the members' option, subject to the approval of the Crown and (if applicable) the Coronet, if the resulting entity meets the requirements listed below.
 - a. At least 25 paid members in good standing.
 - b. A set of officers acceptable to the Crown (and Coronet, if applicable).
 - c. A name and device registered with the College of Arms.

- d. Consensus favoring advancement in branch status, and favoring the type of branch (barony or province) specified in the petition. (Note: If the branch is to be a barony, arrangements shall have been made with the Crown at the time of application for baronial status to select and appoint a Baron and/or Baroness in accordance with Kingdom law and custom.
 - e. A strong record of activity in a variety of fields of Society endeavor.
3. At least 25 paid members in good standing would seem to mean just what it says. However, the 'at least' part makes it tricky. You see, the idea is that there be enough more than the minimum of 25 to ensure that the group has sufficient diversity and adult participation to be sustainable moving forward. Here are some questions to ask when considering whether membership is strong enough to sustain a new SCA group:
 - Are the paid members from different families, households, areas of the ZIP codes being claimed? Will the branch lapse below 25 if one family moves and another lets its memberships lapse?
 - Do the paid members have a diversity of SCA activities and interests (arts and sciences, service, combat, archery) or will the branch lapse if one area of interest is discontinued?
 - Do the officers of the group come from different families and households?
 - How long have the members been playing?
 4. A set of officers is generally considered to consist of the Great Officers required to run the group: Seneschal, Exchequer, Herald, Marshall, Chronicler, and Minister of Arts & Sciences. A Chirurgion may not be required for any branch below the status of Principality. Other offices may be required at Kingdom option. The key item in evaluating the group's officers is whether the group has a successful history with each of the required offices functioning and reporting, and whether their superior officers feels the officer position is working in the group. As stated before, it is also important to know whether the officers come from different families and households so the group status is not threatened if one family leaves the area.
 5. Unless the story is really good, the requirement for a registered name and device will not be waived for baronial/provincial advancement. And the story will have to be documented to the teeth.
 6. A strong record of activity means that there are regular meetings and practices, that the branch does not cater only to the fighters or only to the arts types, that demos are done as appropriate, that the branch holds events on approximately the same frequency as other baronies/provinces in the Kingdom, and that people from the branch participate in other branches' events. A branch whose residents never venture outside their own area is not ready to be advanced.
 7. And then there's the consensus part. The usual way to determine whether there is consensus is by polling the area. This can be done by a mailing to the members, or by passing a petition around a meeting. The entire paid member population of the area must have a chance to comment (generally, in writing) on the proposal. The petition or poll must be unambiguous. Each page of signatures or each letter must include a preprinted explanation of what the signatures mean. This may take the form of a heading declaring that the undersigned all want a certain stated course of action, or it may involve columns for noting support, opposition, or indifference for a stated course of action.
 8. Make sure that the people who signed the poll knew what kind of branch they were petitioning for, and in the case of a barony, that they knew how the first baron and/or baroness would be selected. It is best if this information is included on the petition or polling letter. Make sure that the petition or poll indicates membership status, which must be checked against a Registry list.
 9. The Corporate Office can provide labels for a polling mailing. The Kingdom Seneschal should either order the set on behalf of the poll organizers or email or fax an authorization to the office authorizing the release of the labels to a specific person. There is no charge for the service. The request should specify the postal codes (in numeric order, giving ranges rather than individual 5-digit codes where possible) to be included in the label set. Branch pollings as a rule **must** include all paid members in good standing of any type within the boundaries of the area being polled, and the Corporate Office requires that the labels be used within 10 days after they are issued. Persons who actively play in the area but live outside it may be polled at the discretion of the Kingdom Seneschal.
 10. The populace must understand that a petition or polling is not a vote! It is merely a way for the Kingdom Seneschal to assess the opinions of the people. The Seneschal will decide whether to recommend advancement of status. When you evaluate a poll, look for the following points:

- a. A substantial majority of the Society members in the area must have responded to the poll. If any of the branch's officers, resident peers or other opinion-shapers are missing, make sure they've been fully informed of the polling process.
 - b. A substantial majority of the response must be favorable. You want general support from the people in the area, not a household power trip.
 - c. The opposition must not be convincing. If there are more than two or three people against the change—that is, negative instead of neutral, find out what their reasons are and consider them carefully before forming your own conclusion. One person with a really good reason for their opposition can sink an otherwise unanimous polling. With rare exceptions, the proposed postal codes must be geographically contiguous. When they are not, compelling reasons for the exception must be stated, and have strong support within the proposed branch membership.
 - d. Non-member support can't replace member indifference or opposition. While non-members may be allowed to express an opinion, they can't be allowed to drown out the voice of the paying members. If people complain, refer them to Corpora Article I.
11. The Kingdom Seneschal should also poll the other Kingdom officers, the royalty, and the Seneschals and ruling nobility in adjacent branches for their feelings on the proposed branch elevation. Especially ask the superior officers whether they feel that the branch officers are capable of handling the changed responsibilities.
12. As Kingdom Seneschal, it is your responsibility to prepare a detailed package for the Society Seneschal's review. Give the Society Seneschal your considered opinion as to whether or not the branch is ready for advancement, plus at least the following items:
- a. A statement from the Kingdom Seneschal that the membership thresholds have been met.
 - b. A summary of the petition/polling process, with a copy of the petition or letter and a breakdown of the voting, separated into subscriber/other member/non-member.
 - c. A list of the proposed postal codes, especially if there are any changes being made.
 - d. Statements from local and Kingdom officers, the royalty, and the neighbors supporting the advancement. The Kingdom officers should also give their opinions of the local officers.
 - e. The branch's own explanation of why it is ready to advance, along with a brief summary of activities in the area.
 - f. A plan for selecting the first Baron and/or Baroness, if the branch will be a Barony.
13. Occasionally a group will express a desire to become a Palatine Barony. A Palatine Barony is a barony that selects its baron and/or baroness periodically via some sort of competition: a tournament, an arts competition, or sometimes some combination of competitions. Palatine Barony status is used for groups that are remote enough from the rest of their Kingdom that they are unlikely to be able to participate regularly in the Kingdom's pageantry. If a group wants this status, consult the Society Seneschal before proceeding.

C. Principality and Kingdom Elevations

Reference for the below section: Corpora, III.C.4

1. Principalities and Kingdoms are like baronies, only more so. They're too rare and individual for specific procedures to be useful, but you need to make sure that they include a comprehensive polling and review process (see instructions under Baronial elevations). Any minority opinion must be addressed—the smaller group is not necessarily wrong, and a serious attempt to deal with their objections will do a lot to draw them into the life of the new realm. For a Principality or Kingdom polling, the Registry will prepare a set of labels at your request. Just specify the ZIP codes to be included. You may release these labels to the poll organizers, with the warning that they are to be used only for the poll itself, and that they must be used within 10 days.
2. Prepare a really detailed package for the Society Seneschal's review. Give the Society Seneschal your considered opinion as to whether or not the group is ready for advancement, plus at least the following items:
 - a. A description of the polling process, including dates and copies of the information sent out to explain the poll.
 - b. The detailed results of the polling, including any areas where opinion runs strongly counter to the rest of the proposed Kingdom or Principality.

- c. A map showing the borders of the proposed Principality or Kingdom.
- d. A list of postal codes to be assigned to the new realm. Where possible, these should stick to 3-digit (known to the post office as SCFs) breaks. You must list all SCFs to be included in the new Kingdom, and all individual ZIP codes so affected if the new Kingdom is not claiming the entire SCF regardless of whether anyone lives there at the moment or not!

Note: If all or part of the proposed Principality or Kingdom lies outside the United States, you will need to work with the Society Seneschal to determine the appropriate way to designate territory.

- e. Statements from officers supporting the change in status. For a Principality, include letters from at least the Earl Marshal, Kingdom Exchequer, Principal Herald, Chirurgeon, Minister of Arts/Sciences, and Chronicler, indicating their confidence in the area's ability to operate at the new level. All the parent Kingdom's officers should comment on a proposed Kingdom elevation.
 - f. Draft Law to be presented to the victors of the first royal Lists. (Note that the victors may choose to adopt different laws than the draft presented; this is their right as royalty.)
 - g. A date (or a range of dates) for the first Coronet or Crown Lists, and a statement regarding the plans for establishing the first set of royalty. Some realms choose a field-side investiture immediately after the Lists, while others prefer to hold a separate event. Either approach is acceptable, but the choice should be made well in advance, so no one is taken by surprise.
 - h. For a Kingdom, statements from the Crown and Coronet supporting the transition plan, and the entry conditions for the tournament—or your explanation of the reasons why they weren't able to reach an agreement.
 - i. For a Kingdom, a plan for the transition of the newsletter from 'unofficial' status to that of a newsletter covered by SCA membership. This includes getting the necessary mailing permits, etc.
3. Some further explanation of points (vii) and (viii) may be in order. To avoid outside adjudication, Crown Lists and Coronation plans must be acceptable both to the new Kingdom and to its parent. The Crown and the last Coronet should settle on a format for the tourney and the release of the new Kingdom. Their Seneschals, Marshals, and Heralds should all contribute to a smooth and gracious agreement—and you are a key player in the process. If there's no resolution, Corpora gives the final choice to the Society Seneschal and the Board.
 4. Use "Crown Principality" status to recognize regional development. Where an area is obviously suitable for eventual Principality status, a Kingdom can reward and encourage the trend by declaring the area to be a Crown Principality. A Crown Principality is exactly and only a region with a fancy name and a line in the Coronation ceremony—the King and Queen also become Prince and Princess of the pseudo-Principality when they assume the thrones. It has no laws but the Kingdom laws. Its officers are regional deputies to the Kingdom officers. However, the name lends it extra emotional reality. The Kingdom can allow it to have a champion and to develop some usages of its own, and these steps will smooth the eventual transition.
 5. All the procedures for creating a Crown Principality are under Kingdom control, as long as the Kingdom doesn't attempt to hand over functions reserved to the royalty or officers of SCA Principalities. (That is, the ceremonial representatives for the Crown within a Crown Principality may NOT warrant subordinate officers, proclaim banishments, or bestow armigerous awards without specific Crown approval for individual recipients.)
 6. Please be cautious with the idea, and do some enthusiastic straw polling before advising your royalty to establish a Crown Principality—imaginary though it is, a Crown Principality develops enough personality that it would be very painful for an area if the Kingdom later decided to take the status away.

D. Branch Demotion or Dissolution—and Variances There From

1. Remember that while a Kingdom Seneschal can dissolve an incipient branch for cause, all other branch demotions and dissolutions must go to the Society Seneschal (and be upheld by the Board) for approval. Once a branch has advanced beyond incipient and gained official status, only the Board upholding a decision by the Society Seneschal can lower that status or take it away, per Corpora.

For Example, a Kingdom Seneschal can remove recognition from incipient branches if they fail to develop sufficient membership or if they become estranged from the Kingdom and the SCA. Such dissolutions may be appealed to the Society Seneschal or the Board, but there would have to be serious grounds to override you. If you dissolve an incipient branch, you and the Crown may ask the College of Arms to release any name or armory registered for the incipient branch—and you should do so unless the branch has made itself so odious that the items would poison any future group to use them.

2. Demotion or dissolution of an SCA group that has gained official status is a last resort. The Society would rather carry a branch for an extra year or so than leave people feeling they were dumped as soon as they fell on hard times. Work with the people in a branch as long as it looks like there's any chance of saving it. Warn them before you recommend dissolution, and listen to the justifications they offer for staying in operation. In isolated areas, it may be possible to sustain a branch's status with fewer members than normally required—check with the Society Seneschal if you think a variance might be desirable.
3. Once you have decided that dissolution is the proper course of action, you will need to present the reasons, in writing, to the Board and the Society Seneschal. When you set up the case for the Society Seneschal to give the Board, include good reasons, and the efforts already made to correct the problems. If population is low, give numbers at intervals to show that it's been low for a good while and is unlikely to recover. If the problem is lack of interest, define it in terms of inability to fill offices or file financial reports. If interpersonal problems have seriously damaged the SCA reputation, describe specific incidents, and include letters or news stories from the area if you have them.
4. In order to be this specific, you have to know what's been going on. Dredging up old records in order to reconstruct population and reporting history is very difficult. Count your branches every year or so from the current ZIP code list, and keep a central tally of how they're doing. (Do 6-month counts for the ones that are low.) That way, you'll know who needs help before real trouble develops and you'll have the information to support whatever you need by way of action either for dissolution or for long-term variance for a branch.

VIII. Supervising Branches

- A. A good portion of your job involves monitoring the health of the local branches in your Kingdom. You may end up delegating portions of this task to regional deputies, but there are still some things you need to remember and attend to.
- B. Local Seneschals are your people. Advise them, listen to them, let them operate on their own as long as things are going well, intervene before a branch blows up if the members get unhappy with their Seneschal. If you can act like a sort of ideal modern super-parent, you'll come close to fulfilling the role you inherited with the Kingdom Key.
- C. Make it a rewarding experience to work with you. Talk to your people—answer their letters and e-mails—make sure they're the first to know the facts behind the rumors. They're all volunteers, so you need to compliment the praiseworthy in public, urge on the fainting with helpful suggestions in private, and keep watch for signs of burnout. Try to help people get out from under the job before they destroy their pleasure in the SCA and damage their branch in the process.
- D. Don't try to run your own local branch. It's difficult, but you must avoid acting on information you know only because of where you live. Your home branch must be treated just like any other. Insist that the Seneschal report to you in writing, and that people who aren't happy with conditions in the branch try to fix them on their own, and then go through channels if they need help. If you're not getting formal complaints, let the Seneschal take the initiative when it comes to discussing local problems with you. And don't hesitate to point out that you're hearing too much, if the local Seneschal starts trying to foist the management of the branch onto you.

IX. Appointing Local Seneschals

- A. Avoid elections. Encourage branches, instead, to extend the consensus process into the choice of officers. Elections don't fit the Society's management philosophy (your own successor won't be elected!), so don't let people fall into the habit of using them at the local level. Sometimes elections are the only choice if the local atmosphere has curdled to a point where only win-or-lose will settle things down, but they should be discouraged.
- B. Endorse the person proposed by the outgoing branch Seneschal if you can. The ideal is that the outgoing Seneschal and the branch will find someone suitable for the job, and all you and the Crown need do is approve the choice. If you're getting complaints from the branch about the proposed candidate, talk to everyone before placing the person on a roster. You want someone who can get along with the people of the branch and keep the members' attention on the real activities of the SCA—the exploration of the culture and technology of our historical period—and away from personal conflicts. A suggested procedure is to have the outgoing officer write you a letter of resignation in which he or she also names a recommended successor, and at the same time require that the new officer write you a letter of introduction in which he or she indicates willingness to accept the office. Such a paper trail ensures that everybody involved is on the same page.
- C. Strategies for dealing with difficult or contested appointments:
 - 1. Ideally, each local Seneschal should select a deputy (acceptable to the Kingdom Seneschal) who can intervene in the event of an emergency vacancy. However, if the outgoing Seneschal leaves without proposing a successor or having an emergency deputy, you need to get the job filled as smoothly as possible. Depending on the local circumstances, either of the following steps may work:
 - a. Ask the baron/baroness or another branch officer to hold a meeting to find somebody. Pick a suitable person, and suggest he or she volunteer.
 - b. Announce that you (or your regional deputy) will act as branch Seneschal until a suitable candidate comes forward . . . or until you get tired of fronting for the branch and decide to recommend its dissolution. (This is definitely a last resort! And, of course, it is not to be used if you actually live in the branch in question.)
- D. Contested appointments: If the outgoing Seneschal and/or the branch propose a successor you don't regard as suitable for the job, proceed very carefully.
 - 1. If it's a matter of relations between your personal household and another or a personality conflict between you and the candidate, with no glaring problem in the candidate, sign the warrant.
 - 2. If you've got reservations about the candidate's communications skills or tact, issue a short-term warrant.
 - 3. If it's a total disaster, ask for another name, and run the no-candidate procedure if you don't get one.
- E. Keep the local warrants up to date. You may use rosters or individual warrants, but both need royal signatures. Per Corpora, rosters must include the following information for each officer: legal and Society names, address, telephone number, and appointment and expiration dates. A roster must be signed by both the appropriate Royalty and by you, and it must contain the statement that it is the current roster of the Seneschal's office of the Kingdom of (your Kingdom name here) of the Society for Creative Anachronism as of the current date. It is best to update this and have it signed once per reign. The other Kingdom (and Principality) officers can use the same system for warranting their local subordinates as well.
- F. Help new Seneschals get oriented to the job. Serving as local Seneschal is often a member's first big step behind the scenes. Even other officers may think events happen spontaneously (except perhaps their own small parts), but the Seneschal knows for sure how much work there is! It's a good idea to send a job-description letter to every new Seneschal to be sure they have an idea of what they're supposed to be doing in their new office. Try to make some personal contact; it may come as a surprise to you, but newer members and newer officers will sometimes regard you as a VIP whom they have no business bothering! Combat these tendencies—make sure you're approachable.

X. Things Local Seneschals Need to Know

- A. All local Seneschals should be encouraged to read Corpora, Society policies, and Kingdom Law. They are the local corporate and Kingdom representatives, so they need to know how things work and what the rules are.
- B. Local Seneschals and Exchequers must be a part of their local Financial Committees. Each committee needs only one other person to make the required minimum of three members. The minimum for approval is a simple majority.
 - 1. Any other branch members who are interested may be a part of the financial committee, but it is not required.
 - 2. Any other branch members or officers who the rest of the branch thinks should be a part of the committee may be a part, but it isn't required and the person can decline. If the branch does not want any person who is not the Seneschal or Exchequer to be on the financial committee, that person does not get to be on the committee.
 - 3. Only paid members in good standing may be on the financial committee.

Reference for the above section: Society Financial Policy

XI. The Local Seneschal and Other Branch Officers

- A. Help local Seneschals understand their role as coordinators. Local Seneschals can't hire and fire the rest of the branch staff, any more than you can do so at the Kingdom level. Make sure they understand this. If they write to you to complain about another local officer, first see what you can do to guide them into a productive working relationship. If that doesn't work, have them write to the appropriate Great Officer, with copies to the local officer, the Crown, and you, explaining the problem.
- B. Avoid concentrating local offices in one family or household. It is very dangerous for a branch to become an arm of one social unit. Work with the local Seneschal and your fellow Kingdom officers to divide things up as much as possible. The offices of Seneschal and Exchequer may not normally be combined in one house. The Seneschal and the exchequer CANNOT be the same person! If for some reason a group cannot meet these requirements, they can apply to you and the Kingdom Exchequer for a variance. Use your own good judgment in deciding whether to grant it. Very small branches may need to load all the administrivia onto one back, and can do so reasonably safely, but larger ones must spread these jobs around as much as possible.

XII. Local Events

- A. Emphasize the difference between Society events and private parties. Local Seneschals play a key role in determining the SCA responsibility for events. Make sure they know what they're doing! A Society event must fulfill the requirements in Corpora—that is, it must be recorded with the local Seneschal, publicized at least to the membership of that group, and conducted in keeping with the SCA purpose and rules. Seneschals are reminded that all SCA events must be sponsored by an official branch of the SCA. Unofficial special interest groups—such as households, ships, guilds, or clans—wishing to host events must obtain the sponsorship of an official branch before proceeding
- B. SCA money may not be spent on private parties. The Society doesn't control its members' outside lives, and has no beef if they want to hold parties of their own, even medieval-theme parties. However, our officers must make sure that our tax-exempt resources and our place in the community are used only on behalf of real SCA events.
- C. SCA insurance will not cover private parties. This includes household functions. If the event, revel, etc., is not sponsored by an officially recognized branch of the SCA, our insurance may not be used.

XII. Membership Drives

- A. Membership drives should stick to encouraging people to join the SCA. Branches are welcome to hand out forms, discuss benefits of membership, and provide lower site fees for members (beyond not paying the NMS), if Kingdom law and custom allow the difference. They can even offer memberships as prizes **if the funds to buy the prize memberships are donated and are not SCA funds** (It is not allowed to use SCA funds to buy personal memberships). However, except with special authorization, no one but the Registry is authorized to sell memberships in the SCA! Tell your local Seneschals not to collect membership forms and payments to be forwarded to the Registry, and have them try to stop anyone in the branch from doing so. Such collections are often subject to delay or even outright loss, and the Registry always gets blamed for the trouble

When Things Are Not Going Well

I. Removing Local Seneschals

- A.** Treat dismissal as a last resort, but be prepared to do it. If a local Seneschal is in trouble, look for a way to salvage the officer first. Find out what's really going on, and give the Seneschal a chance to clear up any PR problems and any real ones short of outright illegal activity. On the other hand, blind support does no one any good. If the Seneschal is adding to the trouble, even if the attacks are largely unwarranted, it may be best to let someone else (but NOT one of the attackers) try to smooth things out. Per Corpora, any dismissal requires royal approval, unless Kingdom law specifies levels of inactivity or non-reporting that are equivalent to resignation.
- B.** Note that the Society's grievance procedure does not apply to removal of an officer for cause (at any level). However, in a non-emergency situation, it is best to give the officer a warning and a chance to 'fix' the problem. Good management practices dictate trying to resolve problems with the person who is the problem. Don't wait until it is time to drop an anvil to speak to the person with problems.
- C.** Local officers can be suspended on the same terms as Kingdom officers. You can suspend a local Seneschal for up to 90 days, and the Crown can do so for the duration of the reign. The warranted deputy (if one exists) steps in to fill the office. Suspension is a quick way to put someone out of play while you figure out if dismissal is in order and reach agreement with the Crown, but it should be applied only after careful thought and communication with the officers concerned and with the branch.
- D.** Grounds for dismissal should be concrete and not related to personal relations with you and/or the Crown. Examples include:
 - 1.** Repeated complaints from the branch. Two or three letters should make you start investigating, especially if they cross the branch's usual lines of alliance. And one letter is enough if the writer has already followed recommended complaint procedures, or if the allegations made would warrant removal and the facts presented have borne scrutiny. Consider the allegations carefully, no matter how undiplomatic they may be, and determine whether the Seneschal is actually overstepping the bounds of the office and attempting to use the branch against its members' interests. It is also entirely possible that the people with complaints either don't understand the consensus-management theory of the SCA or are launching a power play of their own, in which case you need to support the Seneschal and educate the attackers. Encourage people to use orderly complaint procedures. If your Kingdom has a written complaint procedure, refer people to it; otherwise, refer them to the one in the Organizational Handbook.
 - 2.** Encouraging activities detrimental to the SCA. The Seneschal should be leading branch opinion towards constructive activity, and away from anything that would call our reputation into question.
 - 3.** Lack of judgment in dealing with the media. Anyone can be misquoted, but a Seneschal who habitually makes silly jokes to the press is potentially damaging to the Society.
 - 4.** Inability to organize branch activities or let anyone else do so. Classic burnout can hit local Seneschals, too. Be prepared to replace someone who used to be an effective officer--as a service to both the officer and the membership of the branch.
 - 5.** Failure to communicate. This isn't just a matter of assigned reports. Be relatively gentle with someone who manages to make sure you know enough to keep track of the group even if he can't write regular reports, but drop on someone who claims things are fine when the branch is in flames.

II. Suspending a Branch

- A.** Suspension is better as a threat than as a penalty. A branch very rarely goes into suspension because of a problem caused by all its members. When you apply penalties to a whole branch, you may reduce the quality of life in the Current Middle Ages for a group of innocent members and potential members because of the carelessness or ill fortune of a few officers. You need to have sanctions to apply to a branch--but they should be a last resort, used only when reminders, replacement of officers, and offers of help have all failed to locate someone who can meet the requirements. If your Kingdom suspends one or another branch every year, there is probably a problem with its overall administration...which is your responsibility.
- B.** Kingdoms may put a branch into suspension for just and stated cause. The conditions under which such a branch sanction will be lifted should be defined in writing for the group at the time the sanction is imposed. Pick things that will be noticeable to the members of the suspended branch, but not a complete drag. For example, a group may not be allowed to bid on Kingdom-level events, or have calendar events for six months--that sort of thing. If you get too ferocious, the branch can appeal to the Board, so be reasonable. Whenever possible, a status review date on which a sanction will be reconsidered should also be defined and announced to the group. In no cases should suspension last longer than six months without a review of the suspension.
- C.** You must not allow a suspended branch to handle money. If a branch fails to turn in its financial report in time to be included in the Kingdom report, the SCA report for the year is affected. The sanctions must prevent them from receiving or spending funds in the name of the SCA until they are restored to their full place in the Kingdom. Work with your Kingdom Exchequer to be sure that you have a procedure for keeping track of their prior assets, and for helping them survive the period of suspense. Note that the Exchequers' Year-End Reports (for branches within the U.S.) are compiled to form the SCA annual report to the IRS, and failure to file this report (by any branch) can imperil the SCA tax-exempt status. Such failure needs to be treated seriously.

Hints for the Smooth Running of Your Office

I. Organizing the Office

- A. You may be a naturally organized person, or it may be something with which you struggle. Either way, you are going to need to run your office in an organized fashion both in terms of the physical environment in which you work, and in terms of the mental framework within which you operate. If you don't, you'll go crazy. Everyone is different in their needs and wants, and systems which work for one person may completely bewilder another, so this section will stick to general hints. The main thing to remember is you will need a system that helps you stay on top of things, gets the work done in a timely fashion, and keeps you sane.
- B. If you possibly can, designate an area in your house that will be devoted almost exclusively to your SCA office. It needn't be a large area, though in an ideal world you'd have a room to use as your office. Just a corner will do, however, if that is what you have. You should have easy access from there to phone and computer, and preferably to file storage at least for the current files and things that need frequent access. Set your workplace up so you never lose anything! Do whatever works for you shelves, hanging file folders, envelopes; three-ring binders but do some advance planning. You want to avoid, at all costs, having to put anything down in a random pile.
- C. If your space is under control, it's easier to control the time you put into the office as well. It also helps to have a mental structure for the job. Keep a calendar (or more than one!) and a list of things that need to happen, and check regularly to see that nothing's slipped past you.
- D. Some things happen at the same time every year. If your predecessor doesn't give you a master schedule of these things, consider making one up and posting it on a year-at-a-glance calendar. This would include a month-by-month list of such things as when your Kingdom's Crown Tournaments and Coronations are held; when reports are due (yours and other people's); when you need to send in your membership list request to the Registry in time for Crown Tourney; and other major recurring dates. Pass this on to your successor; he or she will appreciate it!
- E. A week-by-week calendar on your desk can also be useful. It's got room to write more detailed notes, and you can make a to-do list for the week on it. Transfer the major dates, such as the newsletter and report deadlines, to this calendar and you can see at a glance at the beginning of the week what regular occurrences are cropping up in the next several days.
- F. Do keep up with the work. Answer letters and email promptly, return phone calls, take care of tasks and requests in a reasonable time. If you let things pile up, you'll feel as though you'll never dig out! Also, if you keep up with the correspondence, reports, etc., you don't have to worry about explaining why it took you so long.
- G. Keep track of what you've done. This way you don't have to store in your head what's been dealt with and what hasn't. Whatever system works for you is fine, but do have a system. Don't rely on your memory—you've got too much to store up there already!
- H. There are certain information sources and references that should always be within easy reach. At a minimum, these include the Organizational Handbook and your own Kingdom's financial policy and current law (and probably the last few editions of it). But you should try to have answers to as many as possible of the questions you're likely to get asked. Any current officer handbooks your Kingdom uses, the Branch Financial Policy, this book, recent Board minutes and Society Seneschal mailings, copies of your and other Kingdom officers' most recent reports, and a copy of your latest Kingdom newsletter should all be conveniently at hand. The more solid information you have available, the better! This does more than shorten the time you'll spend answering specific questions—the faster and more reliable your replies, the more accustomed people will grow to looking to you for facts and advice. Information really is power. There are very few situations where you (or anyone) can enforce an order in the Society, so the more people get into the habit of doing what you say because you know what you're talking about, the easier it will be to keep your Kingdom running smoothly. Remember that you don't have to know everything if you do know where to find out!

II. Human Resources Management

- A. You'll find that a great many people want to talk to you, regardless of what you're doing or what you may be able to do for them. Listening to their troubles and plans and dreams can eat a lot of time, especially at events. However, it's a good investment to give an ear to what people have to say to you. It brings you far closer to the reality of life at the local level, and it lets people know that you care what's happening to them. This predisposes them to accept your suggestions and directions when you find it necessary to intervene in their affairs. Listening is time consuming but not nearly as so much as trying to settle a firestorm that got out of hand because you chased away the person who came to warn you about the spark!
- B. In addition to listening to those who seek you out, you'll find it worthwhile to reach out. Call, travel to an event, and/or email people to notice work done well. Remember to thank people; try to find something positive to say even when you feel you've got to correct something. Your job magnifies the impact of everything you say or do. A new local Seneschal, struggling through a crisis, will glow because you told her she's handling it well. Likewise, the reverse is also true: the least hint of insult or condescension will convince some members of your Kingdom that you're out to get them, and then they'll never listen to you long enough for you to help.
- C. Develop a network of reliable contacts throughout the Kingdom. You should try to have at least one person in every branch on whom you can rely for inside information. These people should be separate from the Seneschallate; in fact, they don't have to be officers or peers or movers and shakers in any way. They just have to be knowledgeable, truthful, and able to identify their biases. They will be worth their weight in gold!
- D. Unless you're really a deity in disguise, you will make mistakes while in office. The best way to deal with something your office botched is to fix as much of it as you can as quickly as you can, and apologize where appropriate. Don't waste time trying to fix exact blame or make excuses—it's rarely a useful exercise. If one of your people made the mistake, deal with them in private, but don't feel compelled to make absolutely clear to the injured parties that it was your deputy, not you, who did this thing; your office is still responsible. The buck stops with you!

III. Avoiding Burnout

- A. No matter how much you like being Seneschal, you are in danger of burning out. The rewards are internal and intangible, and the costs in time, money, and peace of mind are great. If you tell yourself that you're different, that you can work full-speed for your Kingdom indefinitely, one morning you will wake up and find the job clutching you like a black cage. The phone bell will howl curses in your ear, your mailbox will be full of spiders, and your keyboard will freeze so that you need a hammer and chisel to depress each key. No offer of help or advice will be anything but a thinly concealed plot. And nobody anywhere will be capable of handling the job of Seneschal but you.
- B. This is classic burnout. The sufferer finds his job intolerable and impossibly dear at the same time, so he can't do it properly and can't bring himself to accept help either. The full syndrome has only two resolutions, both ugly: the victim either quits without finding a proper successor or gets fired, leaving the job in a shambles behind him. And it CAN hit anybody—many an officer has made an ash of himself after shining with joy and enthusiasm for years.
- C. Once you accept the possibility, you can protect yourself. Conserve and refresh yourself from day to day, take breaks, and start training a successor while you still feel strong enough to go on. Here is a three-part strategy:
 - 1. Constructive selfishness.
 - a. While applied-group-dynamics is one of the major activities of the Current Middle Ages, it probably isn't the one that drew you into the fold. What do you really LIKE doing at events? Dancing? Fighting? Shopping? Watching the tournament? Analyzing the quality of the clothing passing your pavilion? Whatever it is, make time to do just that. No need to announce it at court; just ask anyone who comes to you with a Seneschal-type problem during time you've reserved to yourself to try again later. Anything short of fire, flood, or police on the site can be deferred for a few hours—even a royal request can often be delayed, though you should go find out exactly what's wanted before you decide to put it off. (The King and Queen are under even more pressure than you are on any given day, so defer to their schedule as much as possible.)
 - b. Make time occasionally for small local events, and when you get to them, announce that you are on vacation. Enjoy yourself the way you did when you first joined the SCA, and completely ignore

any 'Seneschal business' that tries to come your way. (Short, of course, of a major immediate emergency!)

- c. Between events, also, pace yourself so that you're not doing more than you can afford. If there's so much administrivia that you can't get around to real research and recreation, delegate some of the load or redesign the procedures to get rid of it. Block out some time for yourself one evening a week, one hour an evening, whatever you need within reason, and do something totally non-SCA-related during that time.
- d. Own your own time. If you let people treat you like a slave, you'll wind up feeling like a slave, with sullen rebellion growing in your heart. The job is going to require some of your attention—if you don't want to give it anything, it's time to get out! But you owe it to yourself and your Kingdom not to blow everything on an orgy of labor that will leave you unwilling to lift a finger for the rest of your life.

2. Mini-vacations.

If life in the Known World starts to lose its luster, take a break. Take a break from the SCA, and either stay home with the phone turned off, puttering around the house, or go somewhere enjoyable and relaxing for a weekend or a few days. When you come back, you're likely to find that you have more energy and an improved outlook on life in the SCA.

3. Quitting while you're ahead.

It is better to regret leaving an office than to keep it so long you regret the day you took it! As soon as you're comfortable with the job, start thinking of possible successors. Try to find someone who could take over in an emergency. About halfway through your term, decide whether you're likely to want and get an extension. (Most Kingdoms will give a successful officer a second term; some will offer a third. By and large, four years seems to be the most one can endure in a volunteer job—and that's probably too long for most people.) As soon as it looks likely that you'll be leaving office, pick a successor and get him or her oriented so you can leave the Kingdom in good hands. Graceful disengagement is part of the job; you can't consider that you've really served your Kingdom well until you've presided over a smooth turnover—and you'll find you enjoy the SCA far more as a private person if you don't have to brood over memories of disaster.

Appendix A: Ministry of Children

The guidelines presented here exist to provide a means of structuring youth programs within the Kingdoms of the Society for Creative Anachronism.

The Children's Office, frequently known as the Ministry of Youth/Children/Minors, exists to provide safe, fun, and educational activities during scheduled and structured sessions at events, meetings, and/or other SCA functions. Children's Officers are not babysitters, but instead are coordinators or teachers who offer age-appropriate means for learning and involvement within the scope of the SCA.

Some information included relates to other officers (specifically, parental responsibility for children at events and waiver requirements), but is added here due to Children's Officers often being consulted or included in such decisions or discussions. Children's Officers are not responsible for mandating crossover policies or determining consequences for infractions of said policies.

For the purpose of this document the following definitions apply:

- Minor: persons who **have not** achieved the age of legal majority in the state, province, or country in which the function is being held.
- Adult: persons who **have** achieved the age of majority in the state, province, or country in which the function is being held.

I. Parental Responsibilities for Children at SCA Events

- A. Parents or legal guardians (or temporary guardians as recorded on the "designated adult in charge of a minor form") are responsible for children brought to an event. Parents/guardians should be aware of their children's location and activities at all times while attending SCA functions.
- B. Parents must not expect other adults to supervise or control minors who are wandering unaccompanied at events.
- C. Because different levels of supervision are necessary for different age groups:
 1. Children below the age of 5 should not be left unsupervised by the parent/legal guardian at SCA functions, even at planned children's activities.
 2. In some Kingdoms, a "Sight and Sound" rule is in effect at all SCA functions. Generally, this states that children less than 12 years old should be in eyesight/earshot of the parent or a designated adult or teenager (as determined by the parent). As a guideline, it is suggested that children in this age range are supervised and not be allowed to wander freely at official events (to include demos, meetings, etc.), and if in the care of an adult besides the parent/guardian (designated babysitter, attending activities, etc.), the children should be checked on periodically by the parent/guardian to ensure their safety and suitable behavior.
 3. Children 12 years old and younger are not considered suitable babysitters for younger children.

II. Waivers and Parental Consent Forms

- A. In most Kingdoms, two forms are used for parents who allow their minor children to attend an event without them. Minors may **not** attend SCA events alone, so paperwork transferring parental responsibility is necessary.
 1. A "designated adult in charge of a minor" form (temporary guardianship) allows a responsible adult to act for the parent on behalf of the child. In some Kingdoms, this form must be notarized, and in all cases, it must be signed by the parent.
 2. A "medical authorization" form allows medical treatment to be provided in the event of an emergency.
- B. These forms, as they concern entry to the event and not children's activities, are generally available at the gate or via the website. They can be requested, depending on the Kingdom, from the Seneschal's office or constabulary.

III. SCA Children's Officers

- A. Children's activities are offered as a positive means of encouraging children's participation in the SCA and encouraging fun learning about the Middle Ages and our organization. Children's Activities are NOT a baby-sitting service for members of the populace. It is expressly forbidden for any officer in the SCA to accept responsibility for minors other than their own children or those for whom they are temporary guardians as recorded on the minor waiver.
- B. Children's officers should encourage, organize, and/or implement activities and encourage others to include minors in all SCA activities where appropriate. They should advance classes, guilds, page schools, and other opportunities for young people to get involved in the SCA. Children's Officers should demonstrate an ability to work well with all ages of children, in addition to possessing the people skills necessary to work with parents, event coordinators, and other officers or volunteers.
- C. Local children's officers must maintain a yearly membership in the SCA (sustaining, associate, or family), and should meet all rules or laws as outlined by their home Kingdom. Some Kingdoms require warrants and/or specific applications for the office, and most require regular reporting. Please speak to your Kingdom Children's Officer or Seneschal for specific information.
- D. Kingdom children's officers also must be paid members and follow rules or laws as outlined by their Kingdoms regarding warrants, applications, and reporting (quarterly reporting is recommended). In some Kingdoms, the Kingdom Children's Officer is also responsible for overseeing planning and/or implementation of Children's Activities at Kingdom-level events. Reporting to the Deputy Society Seneschal, Children's Officers Coordinator, is not a requirement but is encouraged, as is participation in the Kingdom Children's Officers email discussion list. Please do keep your contact information updated with your Society Officer.

IV. SCA-Sponsored Children's Activities at SCA Events

- A. Official SCA groups must ensure all SCA children's activities are approved by the local group Seneschal and/or Event Steward and by the Children's Officer, where applicable. If the group has no children's officer and a volunteer plans and implements the activities, it is the responsibility of the Seneschal to ensure that volunteer is fully aware of all relevant policies and guidelines concerning minors and the running of activities.
- B. SCA Children's Officers or other adults supervising children's activities have no authority to discipline or restrain children other than their own, unless the children are in immediate danger of hurting themselves or others. Children's Officers will not be held responsible for correcting the conduct of children attending activities. Likewise, as parents and children must follow rules attendant to participation in events, Children's Officers are not responsible for children who leave activities unsupervised.
 - 1. Children exhibiting lewd, violent, or otherwise severely problematic behavior at organized activities should be returned to parents. The Event Steward and/or Seneschal should be notified of the problem if such actions must be taken.
 - 2. Official SCA groups must follow the "Two Deep Leadership" model of supervision at all SCA Children's Activities as outlined in a Society Seneschal policy:

"For all organized SCA functions for minors, a minimum of two adults (persons who have achieved the age of majority in the state, province, or country in which the function is being held), unrelated to one another by blood or marriage or relationship, must be present. This policy does not relieve parents or guardians from their primary responsibility for the welfare of their children. This policy is not subject to granting of variance or 'grandfathering' of existing activities."
- C. Children's Officers must ensure that sufficient leadership is provided for all activities, and have the right and responsibility to cancel activities if requirements cannot be met.
- D. Children's Activities should be located as near to main activities as is possible and practical, and where consideration can be given to minimizing noise, traffic, and safety issues. Caution should be exercised when activities are hosted in a private room of an event facility.
- E. An SCA Children's Officer should not accompany an individual child to the bathroom. Groups of children may be escorted to the facility building by the Officer. Parents are ultimately responsible for seeing to the physical needs of their children. Additionally, children who are ill must remain in the care of their parent, guardian, or designated caretaker and should not be brought to Children's Activities.

V. SCA-Sponsored Children's Activities Away from Events

- A. When planning Children's Activities for fighter practices, meetings, workshops, or any other official SCA function, parents and officers should be aware that these activities are subject to all SCA policies, Kingdom laws, and the above guidelines, and are covered by SCA waivers. Any activities planned "unofficially" at private residences are discouraged, as they reach beyond the jurisdiction of the SCA.
- B. If exceptions are made and official activities must be held at a private residence, the permission of the local Seneschal (and in Kingdoms requiring it, the Kingdom Seneschal) must be obtained. The following guidelines must also be implemented:
 1. Children younger than the age of 12 must attend the activity with a parent or guardian.
 2. Children 12 years and older may attend at the parents' discretion.
 3. The Two Adult Leadership model is still to be followed, with two unrelated adults in attendance as long as the children are present.
- C. Parents should be cautious when offered activities away from events that are not SCA sponsored or don't meet with above guidelines. Unofficial activities are not regulated or mandated by the SCA, and thus, are not protected by waivers or regulations.

VI. Other Activities

- A. Children should be encouraged to participate in a variety of age-appropriate activities within the SCA, not only structured children's activities. Depending on age and maturity, children may enjoy helping in kitchens, serving feasts, water bearing, youth combat, archery, and more. Policies vary by Kingdom, so parents will need to check supervision requirements (whether parent or designated adult should attend with the child) and any other rules related to the activity.

VII. Planning and Running Organized Children's Activities

- A. Children's Activities vary in nature, and can include classes, hands-on activities, games, and more. Depending on the size of an event, activities may be only an hour or two, a day-long adventure, or even a week's worth of learning and fun (as at larger wars). Children's Officers and Activities Coordinators should consider resources, such as volunteer assistance, funds for supplies, and available location when determining size and structure of activities, and should try within those means to meet the needs of a given event.
- B. Some idea of the type of activities, along with a tentative schedule, should be determined before the event for better planning and for purposes of publishing the information. Determining whether or not to attend a particular event may be an easier decision for parents who know in advance that there will be opportunities for their children to participate, so adding information to your Kingdom newsletter event flyer or to your group's website will be very helpful for attendees.
- C. Also, if possible, include Children's Activities information and times to your event's program/site book. A schedule, basic details about classes or individual activities, and any applicable rules will be beneficial for everyone.
- D. Work with your Event Steward concerning location and resources. The best location for activities is near enough to the main activities to be convenient for everyone in attendance, with considerations such as available water and bathrooms in mind, and attention given to safety factors. Be sure to plan in advance for needs such as tables and chairs, art supplies, and gaming equipment.
- E. Children's Officers, when planning, don't limit your creativity! Don't presume you must stick to a list of "typical activities" when there are so many learning opportunities available. Some possible ideas are listed below to illustrate variety, but please feel free to expand on examples or try new things!
 1. Outdoor games can include activities such as bocce, blind man's bluff, quests, scavenger/treasure hunts, running games, and archery. These outdoor options can provide a fun opportunity for children to enjoy their boundless energy between indoor or stationary activities. Indoor games like chess, checkers, or mancala provide great opportunities for socializing and offer a nice change of pace from more structured activities.
 2. Volunteering opportunities can be a lot of fun, especially when children can offer services collectively. Some ideas are water bearing, list running, kitchen help, feast service. Ideas for younger children include planning entertainment for feast, making decorations for high table, or making gifts for the Crown.
 3. Performing Arts make for wonderful activities but can also provide entertainment for an audience. Kids may enjoy basic music classes, such as learning the recorder or drums, European or Middle

Eastern dance classes, learning to sing period songs, puppetry, theater (which can be expanded to building sets and props, costume making and performance), or story-telling.

4. Static Arts and Sciences in the SCA are nearly limitless. Young people can make jewelry, learn calligraphy and illumination, embroider and cross-stitch, try their hands at leatherworking, woodworking, or sewing, or learn age-appropriate variations of mosaics or stained glass.
 5. SCA-appropriate or medieval history classes can easily be juiced up with fun activities. Kids can learn the different areas and functions of a castle while building a scale model, learn precedence and protocol through play-acting or by creating “crowns” and other regalia, or study a culture through specialized activities (Viking classes could include making a model longship, playing the Viking game Hnefatafl, or enjoying a “pillage” quest, for example).
- F.** Don't be shy of asking other individuals who enjoy teaching all adults to share their knowledge with your young attendees—guest teachers may be able to offer new learning experiences in their particular area of expertise.
- G.** Plan for volunteers ahead of time, when you can: ask for help on e-lists (Kingdom, local, or for other children's officers), talk to your local group, advertise in your local group's newsletter, or work with parents who are willing to help. Older kids may want to help out with the younger ones, so consider letting them plan an activity, offer ideas, or provide some hands-on help. Also, you can ask parents to give some time in assistance if their children are attending activities.
- H.** Finally, be flexible, prepared, and easy-going—the key element is to have fun! Bring back-up activities along in case one or two don't last as long as you had planned, and be open to allowing an activity to run longer if the kids are really enjoying themselves (just keep in mind the end time for the session so parents know when to retrieve their children).

Yseult de Montagu (Audrey Epple), Society Children's Officers Coordinator

Contributions/Resources:

Duchess Katerina O'Callaghan, CP, Lady Sorcha ni Dhonnghaile, and the Kingdom Children's Officers of the SCA

E-list for Children's Officers & Deputies: http://groups.yahoo.com/group/society_youth_forum/

Appendix B: Procedures for the Maintenance of SCA-Owned Trailers

I. Maintenance of Records

Each local branch/group/office/guild/whatever (hereafter referred to as a "group") of the SCA that owns a trailer that is registered in the name of any group of the SCA must:

A. Follow these procedures when the vehicle is purchased:

1. Retain the original of the title and a copy (a copy, not the original) of the current registration in their group Exchequer files.
2. Retain copies of the title and the current registration in their group Seneschal files.
3. Retain copies of the title and the current registration in their group Regalia Officer files (if applicable).
4. Follow the procedures listed below to activate the SCA corporate insurance for the vehicle.

B. Follow these procedures when the vehicle is sold:

1. Retain the bill of sale in their group Exchequer files.
2. Retain a copy of the bill of sale in their group Seneschal files.
3. Retain a copy of the bill of sale in their group Regalia Officer files (if applicable).
4. Follow the procedures listed below to report the sale of the trailer to the SCA Corporate office so SCA insurance can be cancelled for the vehicle.

II. Procedure for Insuring SCA-Owned Trailers

Each branch/group/office/guild/whatever (hereafter referred to as a "group") of the SCA that owns a trailer or any other vehicle or watercraft that is registered in the name of any group of the SCA, must send a copy (a copy, not the original) of the current registration to Patricia LaChance (patricia@sca.org) at the SCA office. She, in turn, will make a copy for our files and send a copy to our insurance carrier. Our carrier will then provide the necessary coverage.

SCA Office Address for Trailer Registrations:

Patricia LaChance, Insurance Certificate Coordinator

Society for Creative Anachronism, Inc.

P.O. Box 360789

Milpitas, CA 95036-0789

(800) 789-7486 or (408) 263-9305 (*Mon–Thurs 9 am–4 pm*)

III. Frequently Asked Questions

A. Must a copy of the registration be sent to SCA HQ without exception?

When they became aware that a potential liability exposure exists, some groups and/or individuals have registered their group's trailer in the name of an individual or an officer of the group; that way, the individual's insurance covers the trailer. In such a case, if the trailer continues to be registered to an individual, and not to the SCA in any way, we do not need a copy of the registration.

B. What is the cost?

We expect the cost to be about \$50 per trailer per year. At this point, the costs will be borne by the corporation. If the number of trailers to be insured becomes substantially larger, or if the cost increases dramatically, the Board may decide to invoice each group owning a trailer. The groups will be notified before any changes are made.

C. What is covered by the insurance the SCA will obtain?

Coverage will consist of liability insurance only. If a third party's person or property is damaged as a result of an accident involving a trailer owned by the SCA or one of its groups, the SCA and the group will be covered. We are not covered for damage or loss of the trailer, nor are we covered for theft of the trailer itself, or the group's property inside the trailer.

D. If the group wants theft insurance, what can be done?

Contact the SCA President, president@sca.org. He or she will try to arrange additional coverage on a case-by-case basis, but the group will need to pay the additional cost.

E. Some groups own a trailer that is used for storage only; it never moves from the storage site. Does the group need to send in any paperwork? Does insurance need to be obtained?

If there is a registration with the state with the name of the SCA or any SCA group, insurance needs to be obtained; hence, a copy of the registration is required. The reasons for this are, if the state requires registration of a trailer used for storage, the SCA should follow the state's lead and insure the trailer. In addition, a trailer that is registered may legally be used on the road and should be covered for that reason. Lastly, a trailer used only for storage may be under maintained, and if it is ever taken on the road, it is more likely to be involved in an accident versus a trailer that is in regular use.

IV. Other Questions?

If there are any other questions, please contact the SCA President, president@sca.org.

Appendix C: Known World Event Policy

For a complete description of the events included in this section see Chapter II.B. in this handbook. Additional information regarding this policy can be found at: <http://www.sca.org/docs/kweventpolicy.pdf>.

I. Proposal Content Requirements for Society Anniversary Events

Only include those elements appropriate for any given event opportunity.

A. Site location

1. Full address, including State/County/Municipality of the site
 - a. Contact person at site for questions
2. Distance to closest major airport
 - a. Shuttle service availability and rates
 - b. Public transportation availability and rates
3. Relationship to highway system
4. Location of closest hospital
 - a. EMS response time to site
 - b. Trauma level
 - c. Walk-in clinic or urgent-care center available nearby
5. Distance to closest town or city
 - a. Grocery stores
 - b. Hardware stores
 - c. Laundry facilities
6. Distance to nearest hotel(s)
 - a. Average single- and double-bed room prices
 - b. Availability of group rates
7. Other tourist attractions in the area

B. Site facilities

1. General description of site (open fields, heavy woods, rolling hills, etc.)
2. Size of site
3. Site capacity
4. Parking lot capacity (permanent structure types and count)
5. Water source on the site (municipal, well, or other)
6. How many spigots at what distances apart?
7. Number of toilets
 - a. Flushing
 - b. Portable
 - c. How often will they be serviced (emptied)?
8. Number and description of showers (indoor, outdoor, primitive, heated, solar, etc.)
9. Are non-camping accommodations available on site?

- a. If yes, what and how many beds?
- 10. Trash pickup arrangements
- 11. Equestrian facilities
- 12. Handicapped facilities provided by the site
- 13. List any other facilities available on site.
- C. Site permissions and restrictions
 - 1. Alcohol policy for the site
 - 2. General pet policy
 - a. Is coursing of hounds permitted?
 - b. Is equestrian activity permitted?
 - 3. Other shelter options (such as rental tents) available
 - 4. Grounds use limitations
 - 5. Any local modern ordinances, permits or requirements that must be taken into consideration
- D. Proposed Dates

List all possible dates in order of preference.

 - 1. Average weather and temperature range in that area for the time of year
 - 2. Possibility of catastrophic weather events in the area during the time requested (hurricane, tornado, flood, etc.).
 - 3. Other large modern events in the area just before, during, and after the event
- E. Personnel

List contact information and relevant major event experience for the head person in all applicable positions.

 - 1. Event Steward
 - 2. Exchequer
 - 3. Pre-Registration
 - 4. Head Gatekeeper/Troll
 - 5. Security/Constable
 - 6. Chirurgeon in Charge
 - 7. Marshal-in-Charge
 - 8. Event Herald
 - 9. Head Cook
 - 10. Children's Activities Coordinator
 - 11. Activities Coordinator
 - 12. Merchant Coordinator
 - 13. Land Allocation/Hotel Liaison
 - 14. Media Liaison
 - 15. Volunteer Coordinator
 - 16. Event Proceedings Coordinator
 - 17. Other staff

F. Event activities

Describe the planned event activities under the headings that apply for the event.

1. Meetings and classes
2. Fighting
3. Archery
4. Arts & Sciences
5. Children's activities
6. Equestrian and/or coursing
7. Heraldry and on-site communication
8. First Aid/Chirurgeon
9. Main Courts/Royalty activities
10. Land allocation
11. Other activities

G. Event financials

1. Financial Policy for the event
 - a. Who is on the Financial Committee
 - b. How expenses get approved
 - c. How emergency expenses get approved
2. Proposed budget including:
 - a. Proposed income using fees x expected attendance, not including NMS
 - b. Proposed expenses by category and event activity
 - c. Estimated front money needed to hold the event
 - d. Proposed division of profit between the Corporation and the sponsoring group, and if applicable, any other groups.
 - e. Proposed division of losses between the Corporation and the sponsoring group

H. Evidence of Kingdom support

1. Letters from the following officers stating that they have reviewed and support the proposal.
 - a. Kingdom Seneschal
 - b. Kingdom Exchequer
 - c. Appropriate Kingdom Officers for the topic of the event
 - d. (Optional) Crown

I. Obligation from Kingdom and Society Officers required

1. Each Event will be allowed to print advertisements in all Kingdom Newsletters without charge. Space allocated in pamphlet-style newsletters will be one full page or two half-page ads. Space allocated in full-format style newsletters will be one half-page or two quarter-page ads. Kingdom Newsletters may require a payment to print advertisements over this allocation. Advertisements are subject to the submission deadlines set by each Kingdom. The formatting of the advertisement shall be at the Kingdom Chronicler's discretion, and must meet the Society standards for event advertisements.
2. Society Officer attendance at the event

J. Cancellation/disaster plan

1. Cancellation before the event
2. Evacuation plan

II. Criteria for Bids/Proposals for Collegia/Symposia

Criteria will be determined by the Society officer(s) responsible for the event.

A. Minimum information in order for the event to appear on the Society Calendar is:

1. Name/date/location of Event
2. Name of Event Steward
3. Planned Activities
4. Event Financials (as per Society Anniversary Event proposal)
5. Evidence of Kingdom and Branch Support (As per Society Anniversary Event proposal)

III. Proposal Approval and Acceptance

A. Society Anniversary Events

1. The Society Seneschal will distribute the proposals to the Society Officers for review for 30 days. Any comments will be collected by the Society Seneschal and added to the proposal information.
2. The Society Seneschal will review the proposals for completeness, request any missing information, and create a completed proposal packet for each proposal. No incomplete proposals will be submitted to the Board.
3. The Society Seneschal will forward the completed proposals to the Board of Directors along with a recommendation for disposition and award.
4. The Board of Directors will review the proposals and take one of the following actions
 - a. Award one of the proposals.
 - b. Direct the Society Seneschal to obtain additional information on one or more of the event proposals.
 - c. Extend the deadline and call for additional event proposals.
 - d. Elect not to award a proposal for that given event opportunity.
5. Once the Board of Directors has awarded one of the proposals, the Society Seneschal will take the following actions:
 - a. Inform the key contacts of the successful proposal.
 - b. Inform the key contacts of the unsuccessful proposals.
 - c. Inform the other Society Officers.
 - d. Inform the Kingdom Seneschals.
 - e. If applicable, add the event to the Society Calendar.
 - f. Issue a warrant for the Event Steward(s) as Deputy Society Seneschal(s).
 - g. Once the Board of Directors has awarded one of the proposals, the Society Exchequer will issue a warrant for the event Exchequer as a Special Deputy until 6 months past the end of the event.

B. Known World Collegia and Symposia

1. Each Society Officer will make a policy regarding how events focused on their joint or several venues are to be awarded. Once a Known World Event proposal has been awarded, the sponsoring Officer will inform the Seneschal of the Kingdom hosting the event, and the Society Seneschal's Office will then place the event on the Calendar. It is the responsibility of Society Officers to coordinate Known World Event activities to minimize scheduling and resource conflicts.
2. Exchequers for Known World Events will be warranted as deputies to the Exchequer of the Kingdom hosting the event.

C. Known World Summit Meetings

1. Each Society Officer will make policy regarding how and when summit, or business, meetings with high-level staff and Kingdom Officials are required, planned, and held.

D. Project Activities

1. Before the Event

a. Status reports

The Event Steward will prepare a quarterly status report. For Anniversary Events, it will be sent to the Society Seneschal and the Seneschal of the Kingdom hosting the event. For Known World Events, it will be sent to the Society Officer involved and the Seneschal of the Kingdom hosting the event.

b. Financial reports

The Event Exchequer will prepare quarterly and yearly financial reports. For Anniversary Events, it will be sent to the Corporate Treasurer, Society Exchequer and the Exchequer of the Kingdom hosting the event. For Known World Events, it will be sent to the Society Officer involved and the Exchequer of the Kingdom hosting the event.

c. Advertisement

Each Event will be allowed to print one full page or two half-page advertisements in all Kingdom Newsletters without charge. Kingdom Newsletters may require a payment to print advertisements over this allocation.

2. After the Event

a. Event summary report

After the Event has taken place, the Event Steward will file a final report with the Society Seneschal's office no later than 90 days after the event. This reporting package will include full operational report of the event, with a financial summary. This report will copy the Seneschal of the Kingdom hosting the event.

For Known World Events, this report will also be sent to the Society Officer involved.

b. Financial report

The exchequer will file a final report with the appropriate Exchequer's office no later than 90 days after the event. This reporting package will include full financial reporting for the event. For Known World events, this report will also be sent to the appropriate Society Officer. If the event used a separate bank account, reports will continue to be filed until the account is closed and any money remaining is transferred to another SCA branch or the Corporate Office.

c. Postmortem

The Society Seneschal and Society Exchequer's Office will jointly conduct a lessons learned effort for the event within 60 days of receipt of the final event reports. They will create a report distributed to the Society Officers and the Event Stewards, to be included in a lessons-learned knowledge database for future Society events.

E. Document retention

* The following documentation, as a minimum, will be sent to the Society Seneschal for review and inclusion into the Society Event Knowledge base.

1. Copies of all Event proposals.
2. Copies of all quarterly Event status reports, including financial reports.
3. Copies of event wrap-up reports, including financial reports.
4. Lessons-learned Report.

IV. Known World Calendar

- A.** The Society Seneschal shall establish a Society Event Calendar. Society-Level Events will be recorded and scheduled via this calendar. The Society Seneschal will appoint a deputy to coordinate the Society Event Calendar and to coordinate the advertising of event proposal opportunities and information regarding Society Events in Official Publications.

1. Contents

The Society Calendar will include the Society Events scheduled, as well as the proposal due dates for upcoming event opportunities. Events and calls for proposals will not be placed on the Society Calendar until and unless approved by the Society Seneschal.

2. Publishing

The Society Calendar will be reported to the membership on at least a quarterly basis via the SCA Announcements list and other Society Official Publications. Kingdoms may incorporate events in the Society Calendar into the Kingdom Calendar to save space.

Appendix D: Media Relations and External Publicity

I. Definitions:

- A.** Deputy Society Seneschal and Assistant Vice President for Media Relations: An official representative of the SCA, Inc., warranted by the Society Seneschal and the Board of Directors for the purpose of accomplishing the duties outlined in Section One of this policy document. This official reports directly to the Society Seneschal, with matrix responsibilities to the President and the Board of Directors.
- B.** Organized news media: This includes but is not limited to major television news networks and local network affiliates, published newspapers, periodicals, print and online media outlets and syndicated publications, radio stations and their networks, and local free press and/or college outlets.
- C.** Media relations activities: Activities involving information gathering and distribution through organized news media, whether the SCA, Inc., is approached by a media representative or the media participation is sought out by our organization via an individual, branch, or other Society representative.
- D.** Reportable media event: Any event or happenstance in which one or more of the following occurs:
 - 1. Media representative contacts the SCA for the purpose of doing a news story, column, or media presentation.
 - 2. SCA Branch or representative wishes to publicize an event or activity in modern media venues.
 - 3. Repeating SCA event that regularly draws more than 2500 attendees.
 - 4. Unfortunate occurrences that might result in media coverage, such as severe injury or fatality.
 - 5. Incident resulting in official law enforcement being summoned to an SCA activity.
 - 6. Negative news resulting in the organization being displayed in an unfortunate light—e.g., destruction of property.
 - 7. Prominent member retained on criminal charges, etc.

II. Media Relations at the Local Branch Level.

- A.** Materials to be used: Basic press kits will be created, maintained, and distributed to Kingdoms and the Corporate office by the Deputy Society Seneschal for Media Relations and be made available for download online. It is always acceptable to obtain and distribute these to the media and any interested body.
- B.** Additional event/occurrence-based materials: Additional materials may always be requested to better meet the specific needs of an Event, occurrence, or particular media interaction. At a minimum these must be approved by the Kingdom-level media representative. If the interaction is with major mainstream media venue, such as CNN, History Channel, etc., then the Deputy Society Seneschal for Media Relations is the approving authority for content and format.
- C.** Reporting: Local individuals, branches, or other entities should report within 7 days a media interaction to their Kingdom representative and the Seneschallate whenever one or more of the following is true:
 - 1. Outside Media Venue requests material for a story.
 - 2. Outside Media Venue arrives unannounced at an SCA event or activity.
 - 3. Outside Media Venue contacts the SCA regarding an ongoing news item.
 - 4. A story—positive or negative—regarding the SCA appears in an outside media publication.

III. Media Relations at the Kingdom Level

- A. Kingdom-level Media Relations representative: Each Kingdom will have a designated representative responsible for compliance to this policy. This person may or may not be an already-existing officer—that is left to the Kingdom to decide and manage. This person will meet the criteria contained in “Image to Outside World.” In the event a Kingdom has no appointed representative, the responsibility for compliance lies within the office of Kingdom Seneschal.
 - B. The Kingdom-level Media Relations representative will be responsible for:
 - 1. Distributing press-kit materials to local groups and individuals.
 - 2. Ensuring all reportable events are communicated to the Seneschallate as well as the Deputy Society Seneschal for Media Relations.
 - 3. Kingdoms will ensure that events projecting either attendance in excess of 2,500 participants, or known attendance by major media organizations, are covered by the Kingdom-level Media Relations representative.
- IV. Reporting: The Media Relations deputy will report through appropriate supervisory channels as follows:
- A. Quarterly report of all media relations activity.
 - B. Incident reports whenever there is an occurrence of an incident involving items in or similar to the list under “Reportable Media Event” of this Policy.
 - C. Copies of stories, articles, newscasts, and/or televised features should be forwarded through channels to the Deputy Society Seneschal for Media Relations for retention in the Knowledge Base. As appropriate, these materials will be added to the press materials available to all branches via hard copy or the Society Seneschal website.

Image to the Outside World

- I. The image we wish to portray to the outside world should reflect our goals, purpose for existence and the finer aspects of achievement. To this end, people asked to speak to the media should show the best of:
 - A. Clean-cut image
 - B. Professional style
 - C. Knowledge of the rules, purpose, and policies of the Society for Creative Anachronism
 - D. Skill at avoiding unfortunate topics
 - E. Skill as a public speaker
 - F. Use vocabulary that is both meaningful and palatable to the public
 - 1. Avoid the word “Mundane.” Never use it with the media—it’s patronizing and insulting. A better term is “Modern-era.”
 - 2. Never discuss the following topics with the media:
 - a. Religion
 - b. Lewd behavior that can be perceived as a form of sexual harassment.
 - c. Alcohol making, preparation, studies, distribution, sale, etc.
 - d. Households

Appendix E: Demo Policy

- I. A demo (“demonstration”) is an organized educational effort to teach and/or display activities of medieval interest in general, and SCA interest in particular, to the general public. They are the primary way of introducing and finding new recruits for the SCA. However, not all demos are the type that results in new members. An elementary school demo is fun, but the likelihood of recruiting new members is low. A university or Renaissance Fair demo is more likely to attract new members, but does not necessarily contain the educational information of a school demo. Both are important, and a group should find a balance between them.
- II. In order to be covered by SCA insurance, demos must be approved by the sponsoring group’s Seneschal and the branch may restrict who may represent them to the public. Restricting participation should be done with extreme caution and care. A demo may also be an “event” if it meets the requirements for an event as outlined in Corpora. At any demo, a paid SCA member must be present and in charge of the demo.
- III. Demos where there are no combat-related activities do not require waivers unless they are held as part of an SCA “event.” Therefore, if there is no combat, and the demo is not held at an SCA event, waivers are not required. Waivers may be completed individually, or a roster waiver may be used. It is not required that spectators at demos sign waivers, as long as they don’t become participants.
- IV. As with all martial activities, an authorized marshal of whatever forms are being displayed must be present if there is fighting at a demo. SCA combatants must be authorized in that weapons’ form/style in order to perform at the demo.
- V. Demo organizers should pay particular attention to site/host restrictions regarding SCA and live steel weapons. In general it is not a good idea to allow the general public to handle live steel weapons at a demo and live steel weapons must ***never*** be left unattended. SCA weapons (non–live steel) must not be left unattended and in plain sight and access of the public. (They may be stored unattended in tents, trucks, etc.)
- VI. Since observers of SCA demos are generally not familiar with SCA combat activities, special care for safety must be taken. Boundary ropes are strongly recommended, and sufficient safety personnel must be provided to ensure safety of combatants and observers.
- VII. A member of the SCA may not hit a member of the public with any weapon regardless of whether the member of the public is in armor and gives consent. Adult members of the public who wish to try armored combat should be referred to the nearest SCA group for instruction. (Note: target archery is not considered a “combat-related activity,” and so waivers need not be signed for that activity, but be certain that all appropriate safety procedures are taught and followed.)
- VIII. With specific safety restrictions, supervised children age 12 and under may hit an armored SCA fighter with boffer weapons only, not rattan weapons. Waivers are not needed from the parents of children who take part in “fight-a-knight” activities. Minimum safety standards include keeping unarmored observers at least 10 feet away from the armored fighter and child. Individual Kingdoms may make more restrictive policies.
- IX. Whenever a demo is done with children present, a minimum of two unrelated adults must also be in attendance at that demo. “Children” refers to anyone under the age of legal majority.
- X. No one may bring weapons of any kind onto the grounds of a school without prior knowledge and consent of the school officials.
- XI. There is no SCA policy that prohibits an SCA group from charging a “demo” fee to the organization requesting the demo. However, most groups accept donations rather than charging a set fee. With either a donation or a “demo” fee, all monies should be in the form of a check, payable to the “SCA, Inc., [group name]. Under ***no*** circumstances should an individual receive cash or a check made out to them personally. SCA site fees may not be charged at a demo unless the demo is held as part of an SCA event.
- XII. Assuming appropriate safety precautions are in place, and with any necessary instruction, participation is a highly effective method of educating the demo guests—and fun for both the SCA member and guest.

Appendix F: Sanctions

It is extremely important that you inform the Society Seneschal of a potential sanction as early in the process as possible so you can understand the steps that must be taken to impose the sanction. Without proper documentation and notification, sanctions can and will be overturned by the Board of Directors or Superior Officers. Remember, too, that a sanction without merit or unfairly imposed will be lifted, and the Royalty and/or Officer that imposed it may be subject to sanctions.

The requirement that sanctions be imposed for “just and stated cause” means that the cause for all sanctions must be documented, and made known to the proper people in a specific order. Regardless of the type of sanction, it is your job to ensure that all sanctions imposed in your Kingdom are properly documented and that all required steps are completed when a sanction is imposed.

I. Types of Sanctions

Corpora, Section X: Sanctions defines two types of sanctions: “Royal Sanctions” that can be imposed by Royalty, and “Administrative Sanctions” that can be imposed by Officers. In all cases, sanctions must be for “just and stated cause,” and the restrictions applied for each type of sanction are outlined in Corpora X.

II. Uniform Sanction Procedure

Whenever a sanction is completed as described in Corpora X, six steps must be followed: Mediation, Justification, Implementation, Notification, Review, and Appeal. These steps remain the same no matter what level of the Society is imposing sanction on a participant. The only thing that differs is the nature of the restrictions that apply for sanctions at each level and the type of review required.

- A. Mediation:** In all cases except the most severe breaches of Society governing documents and policy, mediation can often lessen the level of sanction required. Administering parties are advised to attempt to resolve issues at the lowest level possible. It is also important that attempts to mediate the issues at hand be documented as they are attempted.
- B. Justification:** There must be a just and stated cause for any sanction. This cause must be documented in writing, along with any substantiating written evidence that is available. Before any Officer (or the Royalty you are advising) imposes a sanction, justification should be clear and present. When a history of attempts to mediate an issue have been unsuccessful, documentation of the efforts made to resolve the issue, and the participant’s role in those mediation attempts may be an important part of the just and stated cause for a sanction.
- C. Implementation:** The following rules must always be followed when implementing a sanction.
 - 1. Under no circumstances may the cause for the sanction ever be announced in a court or published in any branch publication.
 - 2. An attempt must be made to directly contact the person being sanctioned to give them an opportunity to avoid being present at the event where the sanction is announced (Royal Sanctions only). This contact does not replace written notification as described below.
 - 3. Administrative sanctions are not published in branch newsletters or in courts.
 - 4. A Society-level ban from office or position (such as Event Steward) that lasts beyond a single event must be published to the Kingdom Seneschals to ensure enforcement if the sanctioned party moves to another Kingdom.
- D. Notification:** Notification of the sanction must be made to the sanctioned individual and all required SCA officers in writing within ten business days. Notification of the sanctioned individual must be documented via the use of return-receipt mail or shipping.
 - 1. A Society Officer issuing an Administrative Sanction must inform the sanctioned individual, appropriate Kingdom Officer and Crown of the realm of the sanctioned individual, and the appropriate Board Ombudsman, as to the specific cause and occasion of the sanction.
 - 2. A Kingdom or Principality Officer issuing an Administrative Sanction must inform the sanctioned individual, the officer’s superior at the Society or Kingdom level, and the Crown or Coronet as applicable, as to the specific cause and occasion of the sanction.

3. A Local Officer issuing an Administrative Sanction must inform the sanctioned individual as to the specific cause and occasion of the sanction. The Local Officer's immediate superior must also be informed of any Administrative Sanctions, and in the case of Baronial or Canton Officers, the Baronage must be informed as well. Notification of superior officers and the Baronage must be made in writing within ten business days.
- E. Review:** Within thirty business days of the sanction being imposed, a packet including justification and proof of notification must be provided to the reviewing authority defined in Corpora for that type of sanction. The reviewing authority will document their decision in writing to the imposing authority and the sanctioned individual.
1. Administrative Sanctions at the local, Principality, or Kingdom level will be reviewed by the superior officer upon receipt of notification. If a sanction is determined to be without merit or has been unfairly imposed, the sanction will be lifted and the officer that imposed it may be subject to sanctions. A decision may be appealed to the next person up the chain of command, following the appropriate procedures of that office.
 2. The Board will not automatically review Administrative Sanctions; however, members may appeal an Administrative Sanction to the Board as provided in Corpora I.C.3. If upon appeal the Board determines that a sanction is without merit or has been unfairly imposed, the sanction will be lifted and the officer that imposed it may be subject to sanctions.
- F. Appeal:** Appeals may be made by sanctioned individuals, beginning with the next level up the chain of office. It is not acceptable to bypass levels of office in problem resolution. Reviewing an appeal means that the reviewing officer must:
1. Read all the documentation provided,
 2. Make sure that all required steps were taken to resolve the situation before imposing the sanction,
 3. Make a list of questions (if any), get them answered, and
 4. Include the list of questions, answers, and who provided the answers in the appeal documentation before rendering a decision on whether to uphold the sanction. The decision whether to uphold or overturn the sanction must also be documented in the files so that if another, higher appeal is filed, the lower-level decision process is part of the next level's review.

III. Administrative Sanctions by the Office of the Seneschal

Administrative sanctions may be appropriate when negotiations, discussions, and working with people cannot prevent a disruption to SCA branch activities, and/or the presence of a person at functions may be dangerous to that person, the other participants, or to the Society itself. As stated earlier, documentation of attempts to mediate issues with the sanctioned individual can be an important part of the justification for an administrative sanction.

- A. Types of Administrative Sanctions:** You can impose limitations that inhibit or prevent participation within SCA branch functions in a general or specific way. These can be:
1. Removal from a single event, meeting, practice, or gathering.
 2. Removal or conditional attendance at specific types of events (for example, minors may only attend camping events with a parent or guardian, or members may not serve as a temporary guardian for minors at camping events).
 3. Termination of a warrant of office under the jurisdiction of the Seneschal chain. It should be noted that Event Stewards and event staff are in this chain.
 4. Ban from holding a particular (or any) office or position in the Seneschal chain (either for a term or permanently).
- B. Process for invoking, reviewing, and reporting Administrative Sanctions by Seneschals**
1. Branch Seneschals: A Branch Seneschal may not impose a sanction lasting longer than a single event, practice, meeting, or gathering. If the matter requires a more long-term solution, it should be referred up to the Principality or Kingdom Seneschal for action. The sanction must be in accordance with Corpora X.B Administrative Sanctions and the Uniform Sanction Procedure outlined in this document.

- 2.** Principality/Kingdom Seneschals: Officials at this level may invoke sanctions, either as a single instance or as a longer-term effect. The sanction must be in accordance with Corpora X.B Administrative Sanctions and the Uniform Sanction Procedure outlined in this document.
- 3.** Society Seneschal: The Society Seneschal may invoke sanctions as described above, but will use the following guidelines in determining a measured response to a situation.
 - a.** Chain of Command will be used to determine whether the matter can be satisfactorily resolved at a lower level. If so, it will be referred down the chain.
 - b.** Permanent or long-term bans will only be used in response to a severe breach of the Governing Documents or Seneschal Policy.

Appendix G: Miscellaneous

I. Corporate Mailing Labels

A. You may request mailing labels for these purposes:

1. Kingdom-approved Branch Polling
2. Kingdom Newsletters
3. Kingdom A&S Issues
4. Kingdom Law Issues

B. Other than the above cases (all of which must come through the Kingdom Seneschal or Kingdom Chronicler) the corporate office cannot issue mailing labels/files for mailing to the membership.

C. As a reminder, when requesting the labels, please submit the ZIP codes, in numerical order, for the area you wish labels generated.

D. Labels must be used within 10 days of receipt.

II. Where to Obtain a Warrant Form

Please refer to the SCA website for the appropriate warrant forms:

<http://www.sca.org/docs/govdocs.pdf> has the Executive Warrant form in Appendix B

III. Sample Lease Agreement

Please see next page.

Lease Agreement

Lessor: Society for Creative Anachronism, Inc.

Lessee: _____

(Geopolitical unit or office name here)

Address: _____

Phone: _____

C/o (Modern name of local Branch Seneschal or Kingdom Officer) _____

Lessee hereby takes custody of Regalia and/or property of the Society for Creative Anachronism, Inc. {subgroup name}, Kingdom of _____. Said Regalia and/or property is listed and defined on Exhibit A, attached hereto and incorporated herein by this reference. Lessee accepts the Regalia "AS IS".

- 1) Lessee shall pay the sum of One Dollar (\$1.00) for the right to use and display the Regalia for the term of this agreement.
- 2) The term of this agreement shall be from _____ 20XX through and including _____ 20XX. Upon the expiration, or earlier termination of this lease, Lessee shall return the Regalia and/or property in substantially the same state as it was upon delivery to Lessee (ordinary wear and tear from proper use thereof alone excepted), by delivering it to the Lessor or his/her designee. The lease is considered terminated if the holder is removed from the position that the Regalia and/or property was leased for.
- 3) Lessee shall maintain the Regalia and/or property in a careful manner and shall comply with all separately supplied guidelines relating to its possession, use or maintenance.
- 4) Lessee accepts all responsibility and cost for the repair and or replacement of any lost or damaged items of Regalia and/or property.
- 5) Lessee shall not make any alterations, additions or improvements of any kind to the Regalia and/or property without the Lessor's written consent. All approved additions and improvements made to the Regalia and or property shall belong to the Lessor.
- 6) Lessee will not assign this lease, nor assign or sublet any interest in or to the Regalia and/or property to any person or persons without the written consent of the Lessor first being obtained. Furthermore, Lessee will not suffer or allow the Regalia and/or property to come into the custody or control of any person, or persons, other than Lessee during the term of this lease.
- 7) If Lessee fails to comply with the terms of this Lease Agreement in any of the particulars herein enumerated, or if any attachment, or other legal process shall at any time be levied upon said Regalia and /or property, or any part thereof, or if the Regalia and/or property shall be taken under any writ of attachment, or other legal process, for or upon any debt or demand now due or to become due from said Lessee to any person or persons, then this Lease Agreement shall terminate and become void and the right of possession in and to said Regalia and/or property, and every part thereof, shall revert to, and vest in, the Lessor and the Lessor shall have the right, without notice or service, to take said Regalia and/or property, and every part there of, from the Lessee without legal process.

Lessee	Lessee	Lessor
Initials _____	Initials _____	Initials _____
Date _____	Date _____	Date _____

I, _____ and _____, herein known collectively as Lessee, agree to all terms and conditions of this Lease Agreement and warrant that names and other information appearing herein are correct.

Lessee:

Lessor:

Name: _____ (Branch Seneschal or Kingdom Officer's name) (Signature)	_____ Date
Chapter President (Branch name _____) or Kingdom Office _____ Society for Creative Anachronism (Kingdom name)	

Attachment A

- 1)
 - 2)
 - 3)
- (Continue listing as needed)

I have received these items.

Signature Date

Directions: List all items that are being leased. This may include, but is not restricted to: Coronets, trailers, office records and files, tabards, books, marshalling staves, List poles, feast gear, table cloths, computer equipment, banners, etc. This does not include consumables: paper plates, office supplies, duct tape, etc. If you have a question about whether or not an item should be included in a lease agreement, please contact the Kingdom Seneschal or Exchequer. Fill in the name of the Branch Seneschal or Kingdom officer. The Kingdom Officers are specifically authorized by the Kingdom Seneschal's office to sign the leases as special deputies. (This does not extend signatory authorization to any other document.) Kingdom Guilds will need to have leases signed by the Kingdom Seneschal. The \$1 lease fee can be fronted by the local group. This can be a paper transaction by the Exchequer's office.

IV. Reporting Index

Chart of Reports / Documents required		
What	To Whom	When
Updated copies of Kingdom & Principality Law	<ul style="list-style-type: none"> • Changes must be published in Kingdom Newsletter • Copies must be available to populace from Kingdom & Principality Seneschal • Copies of changes to Society Seneschal & Kingdom Ombudsman 	<ul style="list-style-type: none"> • After the change has been reviewed by the Seneschal and approved by the Crown • After the change has been announced
Kingdom & Principality Officers Policies	<ul style="list-style-type: none"> • Changes must be published in Kingdom Newsletter • Copies must be available from Kingdom & Principality Officer • Copies of changes to Society Superior as appropriate. 	After the change has been announced to all branch officers
Local Jurisdiction Policies	Available from Seneschal of group	After the change has been announced to the branch
Resumes for applicants to the position of Kingdom Seneschal	Society Seneschal	Before the final selection is made at Kingdom level.
Kingdom Seneschal's Warrant	Society Seneschal	After it has been signed by the Crown and as soon as possible after you have been approved by the Society Seneschal
Kingdom Seneschal Quarterly Report	Society Seneschal and your Crown	15th, March, June, September, December
Kingdom Doomsday Report (Annual)	Society Seneschal and your Crown	March 1st of each year for the previous year
Notification of winner of Crown lists	Society Seneschal	As soon as is reasonable after the event
Impending Royal or KS Administrative Sanctions	Society Seneschal	As soon as is reasonable after the decision
If you called fire, police, or EMS to an event	Society Seneschal	As soon as is reasonable after the event
Threatened lawsuit	Society Seneschal, President, Executive Assistant	As soon as is reasonable after the event
Financial irregularities (theft, embezzlement, etc.)	Society Seneschal	As soon as is reasonable after the event
Violations of Rules/Laws by Crown or Great Officers	Society Seneschal	As soon as is reasonable after the event

The dissolution of an established branch	Society Seneschal	Before you announce it to the group; this must have Board approval
The existence of any new branches or lateral changes	Society Seneschal	As soon as is reasonable after the group has been recognized in court
Changes to your ZIP code assignments by the USPS or changes you have made in your Kingdom	Society Seneschal	In your next Quarterly Report
Bids or proposals for KW events	Society Seneschal	After approval by Kingdom Financial committee
Pulled Sanction on an Event	Society Seneschal and Kingdom Ombudsman	As soon as is reasonable after the event
You need to file a claim against the SCA's insurance	Society Seneschal and the Executive Secretary for the Society.	As soon as is reasonable after the event
A letter of introduction	Kingdom Ombudsman	After you have settled into your office a bit