



Summer Program and Policy Manual

Living Water Ministries at
Stony Lake
(Revised 01/2026)



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Orientation

Goals of the Living Water Ministries Camp Experience

1. Campers will name a time they gave or received grace (forgiveness, acceptance, patience) to or from others during the week of camp.
2. Campers will name a time when they served others during the week of camp.
3. Campers will name a time when they helped to lead others during the week of camp.
4. Campers will name a time when they felt nurtured by or connected to others during the week of camp.

Arrival and Departure of Campers Procedures

Arrival

1. Prior to arrival, signs are posted designating where registration begins.
2. Upon arrival, an employee or volunteer will greet each arriving vehicle and direct campers to bring forms, medicine, money and electronics to the check-in tables outside the lodge.
3. Once campers are checked in, they will unload their belongings and wait for a group to be led by a staff person to their assigned cabin.
4. Vehicles then proceed to exit via the camp entrance/exit.
5. All campers checked in prior to 5:00 pm will immediately change into their bathing suits and be guided by staff to waterfront for their swim test. If they do not wish to swim test inform them if they choose to swim later in the week, they will use a lifejacket. All campers need to go check in with the waterfront director and if they are not taking their swim test, they need to tell the waterfront director that.
6. Once the check in procedure is completed signs are removed.
7. Following check in procedures the staff person designated by the Camp Director returns to the office and phones all "no shows" to confirm / inform parents/guardians of their absence. No phone call is needed if the adult leader representing the Church group confirms their absence.

Early Departure

1. The person picking up the camper checks in at office to confirm identity (check ID), and authorization to pick up camper (authorized grown up form).
2. Office contacts the Camp Director to have the camper brought to the office with their belongings, meds collected from health lodge, and code pink money returned.
3. Camp Director informs counseling staff and camper.
4. The camper is released to the adult only after they have confirmation from a Stony Lake leadership member that the camper was signed out via the office.
5. Adult collects camper and departs via the camp entrance/exit.



Departure

1. Prior to departure, signs are posted designating where check-out begins.
2. Parents/guardians are encouraged to attend the closing worship.
3. Parents/guardians, campers, and staff all proceed to the office porch to sign out campers, collect meds, collect any lost and found items and receive their check out ticket after identity and authorization are confirmed.
4. A member of Stony lake leadership staff stations themselves at the camp entrance/exit.
5. Parents/guardians and campers load any personal items.
6. Parents/guardians and campers drive to the camp entrance/exit and hand in their check out tickets to the Stony Lake leadership staff person. Each camper in the vehicle must be listed on the release ticket or the vehicle may not leave.
7. Vehicle departs camp.

Golden Rule

Seasonal staff who are serving as counselors are to always be with their campers and at the activities in which they are participating. All employees' primary concern is to ensure the physical, spiritual, mental, social and emotional safety and well-being of campers.

Basic Camp Rules

1. Do not enter cabins that you are not living in unless the gender expression of that cabin matches your cabin and you have been invited in. (Review boundaries for cabin setup that week.)
2. Litter is always to be picked up and disposed of properly.
3. Plants and animals are to be admired, observed, and enjoyed. Do not pick flowers or break branches on trees. Animals should be observed but not handled or harmed.
4. Food of any kind should not be kept in cabins or tents. When purchases are made at the camp store, the item needs to be consumed at that time.
5. Sticks, stones, and other objects can hurt people when propelled through the air. Please leave them on the ground.
6. When organizing your cabin for bedtime, counselors should be with their campers and give explicit instructions about the process (meds, showers, devos, tooth brushing etc.).
7. Fire extinguishers are not to be touched except for the purpose of putting out a fire.
8. Cell phones are prohibited during the camp week unless permission is provided by a member of the leadership staff for purposes of communication and safety.
9. Matches and lighters are only used to start fires and should never be used for play. Matches and lighters are never kept in cabins or by other staff members.
10. Knives are never to be used for play. Knives are never kept in cabins, lodges, or other camper areas and never kept by a staff member. Any knives



or other weapons should be turned into the Camp Director or other leadership team staff member.

11. Be with your counselor/ be with your campers at all times. Always tell your counselor and use the “two buddy” system (groups of three) when leaving the presence of your counselor.
12. Close toed shoes are required at high and low ropes and during sports/active games. Close toed shoes are preferred at all times.

Orienting Campers (General)

1. Every counselor will participate in the orientation of campers. Orientating campers is an ongoing process as they adjust to their new environment and its rules. The following steps should occur for every camper:
2. Before campers check into camp they and their parents/guardians will review the Camper Covenant.
3. Campers are welcomed by the counselor and shown to their cabin and bed area. Immediately they are advised of bathroom locations, personal belongings storage and any other needs.
4. At the dinner for Sunday evening meal time procedures will be reviewed by the counselor and the leadership staff.
5. Following Sunday Dinner, leadership staff will conduct an orientation that covers the basic camp rules, orientate campers about how to evacuate and where to meet in the event of fire. An all camp Fire Drill will be conducted on Sunday before the evening game.
6. Waterfront Orientation will be provided by the Waterfront Director at the first open waterfront time.
7. Additional Orientation will be provided as needed for items such as canoeing, SUP, kayaking, riding in a camp vehicle, low and high ropes, archery, slingshots, etc.
8. Let campers know that they should always be in at least groups of three. Acceptable groups of three are three campers, two campers and one adult or two adults and one camper. Campers can never be one on one with an adult or staff member.

Orienting Campers (Cabin)

1. On Sunday the Counselor will review the Covenant with their cabin group, have all campers sign the covenant and post it on the bulletin board in the cabin.
2. On Trips to the bathroom, one staff member from your cabin should be with the campers at the bathroom and one in the cabin with the campers who did not go to the bathroom.
3. On trips to the nurse, one staff member from the cabin should take the campers who need meds to the nurse while the other takes the campers who do not have meds back to the cabin. If only one camper has meds, another camper will have to accompany the group to the nurse.
4. If a camper needs to use the bathroom in the night, the camper must notify the counselor and take one buddy if the bathhouse is in sight of the cabin and



two buddies if it is not. If the camper takes one buddy, the counselor should watch them from the cabin. The counselor must stay awake until campers return to the cabin. In cabins with internal bathrooms no buddy is required however the counselor must be woken up.

5. During shower times, at least two staff members must be present in the bathroom.
6. Campers should never be in other campers beds, or staff members beds.
7. Lights out is at 10:45pm. Campers should be in their beds at this time.
8. After lights out, one staff member from a cabin at a time can shower. There should always be a staff member in the cabin with the campers. If a staff member is showering, there should not be any campers showering at the same time.

Effective Leadership

Remember these principles; think about them, talk about them, illustrate them, and be them.

- The enthusiasm of the group never rises above that of its leader.
- Show respect for campers by calling them by their names or preferred nicknames.
- Speak with campers at eye level
- Use techniques that do not intentionally embarrass or ridicule campers or groups of people and use language easily understood by campers.
- Look for ways to make new ideas work, not for reasons why they won't.
- If in doubt, check it out. Don't make negative assumptions about anyone.
- Help each other win and take pride in each other's victories.
- Be sensitive to behaviors that indicate stress and act on at-risk observations
- Speak positively about each other and about Living Water Ministries at every opportunity.
- Maintain a positive mental attitude, no matter what the circumstances.
- Meet campers at their developmental level.

Have fun! Enjoy whatever you do to help Living Water Ministries achieve its mission.

What Adolescents Need

- Limits set – A clear definition of what is safe and acceptable and what is not. Consequences should be determined ahead of time.
- Discipline – Discipline should be consistent and fair.
- Positive Role Models – Constructive ways to handle stress, celebration, social life.
- The Opportunity to honestly express their feelings and thoughts.
- Permission to Fail and Return – Parents/guardians need not accept the behavior, but should accept the kid. Tolerance for mistakes.
- The Opportunity to Laugh.
- The Opportunity to be Successful – In school, at home, in the



community, with peers etc.

- Structured Family Activities – Time to do things together.
- Consistency – It's important in terms of friends, school policy, parents/guardians, and rules and regulations in general.
- Accurate Information – About drugs and alcohol; also about crime, sexuality, and other areas that might promote fear.
- Communication With Adults/Parents/guardians
- Support – From important adults in their lives and from peers.
- Genuine Commitment – From people working with them.
- To Be trusted by important adults, encouraged to be responsible, respected, and touched appropriately.
- Love – Genuine and real.

(Excerpts from Peter M. Palanca, M.A.C.A.)

Mandatory Reporting & Socially Sensitive Issues

All staff that work with campers are understood by State of Michigan law to be mandatory reporters of **suspected** child abuse and neglect. Any employee who suspects child abuse or neglect of a LWM camper must immediately file a report with DHS and file a copy of that report with the Camp Director. Report forms are available in the camp office.

When serious problems of emotional instability or emotional difficulties due to socially sensitive issues arise in any LWM campers, employees will express their own limitations on these matters and refer campers to appropriately qualified individuals for counsel on these issues.

Lost and Found Procedures

Living Water Ministries will always try to return lost and found items to their original owners. The image and integrity of our ministry is harmed when a parent/guardian or adult leader calls Living Water Ministries in search of a "lost" item only to discover that we do not have it. To ensure that Living Water Ministries and its staff are not viewed as "stealing" lost items, we must turn in every item found no matter how small or inexpensive. The following procedures apply:

1. Any staff member finding a "lost" item must immediately place the item in a small clear bag with a tag/sticker identifying the staff member who found it, date, and location found.
2. Once bagged the item must be brought to the office. This can be done directly by the staff member who found it or via a member of the Leadership Team. It will then be logged on the lost and found clipboard and places on the appropriate week's shelf.
3. At the end of August any items not having been claimed by their original owner will be donated to an agency that works with those in need.
4. Lost and found items do not become property of the staff or whoever found them.



Emergency Procedures

Accident Prevention Plan

1. Hazardous dead trees should be removed as soon as possible. (Notify Maintenance personnel.)
2. Running on trails is discouraged at camp unless it is part of a game.
3. Campers must stay with their counselors (and vise-versa) at all times.
4. Matches, lighters, pocket knives or knives of any kind will not be kept in camper areas or by staff at any time.
5. When operating a residential camp, an authorized prescriber or nurse will be on camp daily.
6. When campers are present in camp or on a camp trip Living Water Ministries will have one adult trained with the following minimum qualifications:
 - When more than 100 campers are on camp or at a location less than 30 minutes from EMS response, a nationally recognized certification as a Health Officer is required.
 - When less than 100 campers are on camp or at a location less than 30 minutes from EMS response, a nationally recognized certification in first aid and CPR
 - When access to EMS is greater than 30 minutes, certification from a nationally recognized provider of training in wilderness first aid and CPR.

Emergency Procedures for Accidents

If a member of the group becomes unfit to continue due to illness or injury, a counselor and another member of the group should locate the Health Officer, who will determine whether or not a doctor or ambulance needs to be contacted. If the Health Officer is unavailable, proceed to the nearest telephone and contact a doctor, ambulance, or hospital.

One counselor should remain with the group if possible.

Contact the Camp Director after the Health Officer or emergency personnel have been contacted.

If the camper is part of a church group, the pastor or lay leader should be notified as soon as possible after the health officer and camp director have been contacted.

Provide First Aid as necessary – prior to arrival of health officer if deemed necessary. Every staff member should only respond to the limit of their qualification.

Depending on the level of the emergency the health officer (minor), Camp Director (hospital or minor), or Executive Director (any) are the only people allowed to call parents/guardians. Campers will never use a telephone without



direct supervision of Camp director or Executive Director.

Emergency Action Procedures on Camp

In the event of an emergency, walkie-talkies, phones and/or personal contact will be used to communicate the emergency.

Remember, emergencies are not a time to panic. Your campers will respond to how you react. It is essential that you keep track of all of your campers during emergencies. Singing songs, playing games, and stories are good things to do while waiting for further instructions.

Rumors of “what happened??” may abound. It is important to wait to discuss information until your supervisor has explained the situation. Misled fear or concern could lead to a more dangerous situation. The Camp Director will give an all clear to the leadership staff when the emergency is over.

Fire

1. Fire Prevention Plan
 - a) All campfires and cooking fires are restricted to established fire rings and grills as designated by the camp director.
 - b) Fires in buildings shall be restricted to fireplaces, and should remain small enough to be contained by the fireplace.
 - c) No camper may build a fire without the permission and supervision of a counselor.
 - d) No fire shall be started using combustible liquids. All combustible materials will be stored in containers made for that purpose and in designated locked locations.
 - e) No fire is started without a bucket filled with water or a working hose within 20' of the fire.
 - f) Arrangements for fire protection will be made with the local fire department.
 - g) All fire extinguishers, firefighting equipment, fireplaces, chimneys, and other fire areas are inspected yearly and serviced as needed to ensure safety.
 - h) All “Fire Bans” will be observed.
 - i) All matches, lighters, or other devices for starting fires are not to be kept in camper cabins or lodges. They must be kept by the leadership staff or in locked locations.
2. Comprehensive Plan for Personal Safety during an actual fire on camp:
 - a) The person who discovers the fire, after evacuating the immediate area, will alert a staff member (if fire discovered by a camper), who will in turn act as an authority figure. The Camp Director should be notified as soon as possible. The camp director or person identified by them will sound the alarm (one continuous air horn blast).
 - b) A person identified by the camp director will notify the fire department immediately. Remain on the phone until the operator hangs up.



- c) Evacuation of the affected building or area is to take place in a calm, orderly manner. All campers and staff shall evacuate to the field or parking lot – depending on fire location. Staff will immediately do a head count to account for all staff and campers that are on camp. If anyone is missing the camp director will appoint another staff person to double-check all possible areas where someone could be while the rest of the staff and campers proceed with the evacuation to the office parking lot via the most direct route avoiding fire. Once at the office parking lot, staff will repeat the head count and search procedures as needed.
- d) Campers and staff will wait in the field/parking lot playing localized games until the Camp Director provides further direction to return into the camp or proceed with further evacuation procedures.
- e) The Camp Director will call for the full evacuation of the rest of camp and follow “forest fire” procedures for its complete evacuation should the fire spread beyond one building or give the appearance of remaining out of control.
- f) The Health Officer should be present in order to treat any injuries or transport any injured people who may require additional medical attention.
- g) Staff members should not attempt to fight fire. (If it is small and appropriate, the staff person can attempt to contain the fire.) No one should attempt heroic acts to put out a fire. Safety of people is much more important. If a building is on fire leave the area! All staff should cooperate completely with emergency personnel. The camp director should inform the emergency personnel in charge of the situation as thoroughly as possible and hand over authority to that person.
- h) Under no circumstances will anyone be allowed to re-enter the area without permission from the emergency personnel in charge. At no time should any staff person put themselves, or others at risk.
- i) In the event of an injury or death of a camper, the Camp Director or Executive Director will call the parents/guardians of the injured or deceased immediately following the completion of the fire emergency. The Camp Director or Executive Director will call the parents/guardians of all campers emotionally affected within 12 hours of the emergency being resolved. The Executive Director will call both Synod offices to notify the emergency response teams of any emotional, pastoral, or counseling needs that may be required.
- j) Once the fire has been extinguished and camp is deemed safe to continue, the Camp Director will assess the capacity of the facility to continue hosting camp. Campers will be re-assigned cabins as required. In the event that there is not enough space for all campers the Camp Director may choose to end the camp week early and make arrangements.



3. Comprehensive Plan for Personal Safety during a forest fire on or near camp
 - a) In the event of a forest fire – all staff and campers should proceed to the office parking lot to prepare for evacuation of the camp. The camp director or other authorized individual will call local bus drivers (as employed) for the full evacuation from camp property in camp buses. The busses will bring all campers and staff to Trinity Lutheran Church, east on Stony Lake Road.
 - b) The Camp Director will seek information from local fire officials regarding the estimated length of time that it will be unsafe for campers and staff to return to camp. If it will be longer than 12 hours, the Director will announce the cancellation of camp and begin calling all parents/guardians, churches, etc. to arrange for the immediate pick up of all campers. All staff will stay until the last camper has left.
 - c) Local accommodations in hotels or camp grounds will be used for summer staff if the evacuation is 24 hours or less. Staff will be dismissed until further notice if the estimated time of evacuation should exceed 24 hours.

Severe Weather

Stony Lake is subject to lake effect weather. Storms can gain strength as they pass over Lake Michigan. High winds often accompany a weather system moving over our area, and weather is often most intense as it hits shore.

If a tornado is spotted in our area, the County Sheriff's Department or Civil Defense will automatically contact us. In the event of the possibility of a tornado that would approach the camp, we would respond accordingly:

1. If at all possible, all people should gather in the nearest safe place. At Stony Lake, the safest place is in the bathhouses as they have the fewest windows. Secondary shelters are the Lodge and Activity Building. No one should attempt to close or open windows. **Please - stay away from windows.**
2. If it is not possible for your group to get to one of the aforementioned safe areas, the next best place would be in any low area. Lay face down in a low area, preferably not near trees.
3. If a tornado should approach the camp without any prior notice, do the following:
 - a) Stay calm.
 - b) Assess the situation; remember you cannot out run a storm.
 - c) Identify and determine how to get to the nearest safest place.
 - d) Have all of your campers with you and stay together- never scatter.
 - e) Give clear directions to your group.
 - f) Be sure to lay face down if you are in a field.



- g) A tornado will only last a few minutes. A thunderstorm may last longer.
4. Once the scene is safe:
 - a) Check the health and wellbeing of each camper.
 - b) Console your campers with positive assurances.
 - c) Report directly to the rest of camp with your group.
 - d) Report your groups' condition to the Camp Director or their designee.
5. The Camp Director will give directions to get the camp program in order. Listen to what you are told by your leaders.
6. There will be four code names used to describe the potential approaching of a tornado or severe thunderstorm:

Code Yellow: Code Yellow is precautionary. This means that conditions are right for a tornado or a severe storm to happen. It does not mean that a tornado or a severe storm has been spotted; only that the conditions are right for one. The office goes on alert and monitors the weather. Canoe trips and long hikes are cancelled during a code yellow.

Code Orange: Code Orange means that we are about to or currently are experiencing a severe storm. All campers and staff must be indoors and remain there until the Code Orange is downgraded or until a higher code requiring evacuation to the nearest safe zone.

Code Red: Code Red means a tornado has been sighted in the area. The area would refer to Oceana or neighboring counties. All camper groups should be heading for the nearest safe place. Campers do not need to be made alarmed or scared. No staff or campers are allowed to leave safe zones until the code has been lifted.

Code Gray: Code Gray is serious. This means a tornado is heading our way. You should immediately head for safety as quickly as possible. Do not panic. If you cannot reach a building, find a low place and lay down. Do not be concerned about any equipment being blown away.

Only be concerned with the safety of you and your campers. No staff or campers are allowed to leave safe zones until the code has been lifted.

Procedure for Locating Lost or Runaway Person

1. Prevention
 - a) The counselor should know where each of their campers are and their activities at all times.
 - b) Each camper should be acquainted with the area that is their campsite. The counselor should take the campers on a walk around the area so that the campers may become familiar with the trails and landmarks.
 - c) Each person should be made to feel accepted as a part of the group. If the counselor gives attention and shows warmth to each camper and relates to each camper as an individual, the tendency for a camper to run



away will be greatly decreased

2. Standard Procedure: Search For Missing Person

- a) Upon noticing that a camper has been missing or is unaccounted for, the counselor should contact leadership staff. They will coordinate the search procedure.
- b) The Camp Director, with the help of the counselor, will determine whether to classify the camper as lost or a runaway. One way to determine the situation is to search the camper's personal belongings. If all is intact, then the camper is probably lost. If some or all of the camper's belongings are missing, the camper is probably a runaway.
- c) If the camper is classified as a runaway, leadership staff will contact the Camp Director, who will in turn contact the proper authorities (Sheriff Department) and the runaway's parents/guardians.
- d) If the camper is classified as missing, a search party of appropriate size will be organized. The Camp Director should be contacted and told that a camper is missing and a search is being conducted.
- e) The search party will begin its search at the location where the camper was last seen. Look for signs indicating which direction the camper may have gone. If any are located, the party should fan out in that direction in a long line, calling out the camper's name. If no signs are present, the party will form an ever-widening circle and search as described above.
- f) When the missing person is located, the rest of the search party will be signaled by two long air horn blasts. All members of the search party should come to the location of the member who discovered the missing person to offer assistance. If the person is injured, first aid will be administered and the person will be transported to the infirmary for further treatment. Leadership staff will notify the Camp Director that the missing person has been located.

Active Threat Policy

Active shooter incidents often begin and conclude quickly (within 10-15 minutes), and the incident may be at any location on camp's premises. Because of the sudden, fast paced nature of active shooter incidents, it can be difficult to coordinate response procedures with employees and law enforcement.

Response decisions will vary depending on the location and activity campers and staff are engaged in at the time. In the event of an active shooter, and in the absence of communication with leadership staff or law enforcement, please use your best judgement in implementing the general procedures listed below.

1. Report the Incident – If possible, call 911
2. Evacuate if possible
 - a) Determine an escape route based on where an active shooter may be located.
 - b) Remain calm. Avoid screaming or yelling as you evacuate to avoid drawing attention to your location.



- c) Help campers evacuate.
 - i. Assess the mobility of wounded individuals, potentially leaving behind immobilized victims.
 - ii. Communicate to campers the direction in which they should evacuate and make sure all campers have evacuated the area before evacuating yourself.
 - iii. Do not evacuate in a clustered group. Stay spread out.
- d) Leave your belongings behind.
- e) Keep your hands empty and visible at all times.
- f) Move quickly to a safe place far from the shooter and take cover. Remain there until police arrive and give instructions.
- g) Follow all instructions of law enforcement.

3. Shelter if Necessary

- a) Go to the nearest building and lock the door(s). If the doors do not lock, wedge the door shut or use heavy furniture to barricade it.
- b) Identify an escape route in the event you are directed to evacuate.
- c) Close blinds, turn off lights, and cover windows.
- d) Silence all noise, including cell phones, radios, and computers.
 - i. Have one person call 911 if it is safe to do so. Be prepared to answer the dispatcher's questions.
- e) If it is not safe to talk, keep the phone on so it can be monitored by the dispatcher.
- f) Stay out of sight and take cover behind large, thick items or furniture.
- g) Do not open the door until the person can provide an identification badge.
- h) Remain under cover until law enforcement advises it is safe to evacuate.
 - i. Positively verify the identity of law enforcement as an unfamiliar voice may be the shooter attempting to lure victims from a safe place.

4. Take action, if you must

- a) If there is no opportunity for escape or hiding, as a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter.

5. Respond appropriately when law enforcement arrives

- a) Remain calm and follow officers' instructions.
- b) Raise your hands, spread your fingers, and keep hands visible at all times.
- c) Do not run when police enter the vicinity. Drop to the floor, if you are told to do so, or move calmly out of the area or building.
- d) Do not make quick moves toward officers or hold on to them for safety.
- e) Avoid pointing, screaming, or yelling.
- f) Do not stop officers to ask for help or directions. Evacuate the building in the direction the officers arrived while keeping your hands above your head.



Incident Reporting

Staff members who witness any incidents that result in or nearly result in injury or danger to individuals must complete an Incident report form and submit it to the camp Director for their review and for holding in the office files. According to ACA, "Examples of such incidents include fires, natural disasters, danger from intruders or trespassers, crises arising out of camper, staff, or user group behavior (e.g., fighting, serious emotional outbursts, threatening others), or other situations posing potentially serious safety threats." This requirement also includes close calls. "Examples of such circumstances may include lost campers, near drowning, or the use of drugs or alcohol by staff or participants." One of the following three forms should be used:

- DHS-3200: For Mandatory Reporting issues.
- The ACA Incident Report form.
- Insurance Carrier form.

Media in the Event of an Emergency

In the event of a major emergency, the media will immediately be on our doorstep. They will monitor police radios and move quickly to get to the scene first. We must be prepared so that the media can do its job, other officials can do their job, and we can do ours.

Members of the Media Team are the only individuals allowed to talk to the media.

Members of the Media Team: Executive Director

- Living Water Ministries' staff will be informed of details as quickly as possible.
- All campers need to be gathered into their cabins and should stay there until notified.
- Support personnel will be stationed at the camp entrance. Only authorized personnel will be allowed in.
- New media personnel will be escorted to the Lodge and kept there for further information or details. We will provide a positive approach in dealing with them, but they will not be allowed to roam around camp.
- Staff and campers should never make comments to any of the media people (camera or no camera). All questions should be answered with "You can check with our Executive Director for our official statement."
- The Media Team will design an appropriate news release at the appropriate time.
- Staff should refrain from making speculative comments at a later time (such as the following weekend). Staff should only refer to the news release provided by the media team.



Off-Site Disaster and Media

When dealing with the press, maintain an attitude of cooperation and helpfulness. Refer them to the Executive Director for official statements. All questions should be answered with "You can check with our Executive Director for our official statement." Do not volunteer opinions; make no statements of policy; do not say anything off the record; be wary of casual conversations.

Travel & Off Site

Vehicle Use

1. All drivers will get authorization via the Camp Director and be in compliance with the LWM Staff Policy Manual requirements.
2. At the beginning of each week, the maintenance team will complete the Vehicle Safety Checklist on all vehicles which carry passengers. Each time the vehicle is used, the driver will visually inspect tires for proper inflation before use.
3. Passengers will not be carried in non-passenger vehicles.
4. There will be at least one LWM staff member per 12 campers in each vehicle (Follow age-appropriate ACA guidelines).
5. Campers will be delivered to a designated LWM staff or volunteer, not to a location.
6. The vehicle will be in "park" when loading and unloading passengers or driver.
7. The vehicle will only carry less than or equal to the number of passengers established by the manufacturer.
8. All passengers and the driver will wear a seatbelt and remain seated while the vehicle is moving.
9. The driver will provide orientation to all passengers to wear seatbelts, remain seated while the vehicle is moving, not distract the driver, and not block exit doors.
10. The driver will try to refuel when not carrying passengers. However, if fueling when carrying passengers, all passengers will be unloaded to a secure area before fueling. All vehicles will have a first aid kit, reflectors, and a fire extinguisher.
11. When using a rented vehicle, LWM will collect written evidence from the provider that the vehicle has a system of regular maintenance and safety checks.
12. When using a driver not an employee or volunteer of LWM, LWM will collect written evidence that the driver has an acceptable driving record and experience.
13. LWM will complete a police background check of all drivers and confirm that they hold a valid driver's license.
14. All drivers will be trained according to the driving procedures in this manual and using the ACA Accreditation Standards Driver Training Checklist and their written test will be kept on file.
15. Health History/Permission to Treat camper forms will remain at the camp office.



16. A list of all individuals on each trip will be kept in the camp office while they are on the trip as well as the estimated departure and return times for each trip.
17. LWM will review the driving records of all drivers at least once per year and establish that all drivers have a valid Driver's License for the vehicle(s) they use.

Vehicle Accident Procedures

In the event an accident occurs while transporting campers in vehicles please review the following accident procedures:

1. Assess the scene and provide or secure care for injured passengers. If possible, without risking additional injury, move injured passengers from the accident site to a more secure location and administer first aid and CPR according to need and your training level.
2. Provide direction to the uninjured to a secure, safe location away from the accident site and separate from areas where injured are receiving or waiting for care.
3. If necessary, immediately contact 911 to report the accident and dispatch EMT's and local authorities to the accident site.
4. Contact the camp office to report the accident and communicate the status of injured and uninjured persons and the care being administered. Upon receipt of this information the camp director will contact the families of persons involved in the accident and fax Health History/Permission to Treat forms to any medical facilities.
5. Identify witnesses to the accident and obtain appropriate accident or emergency information.
6. Use roadside assistance number in the accident kit in the vehicle as needed/directed by camp director.

Bus Evacuation Procedures

In the event an accident occurs while transporting campers in a bus please review the following evacuation procedures:

1. Assess the scene and provide or secure care for injured passengers. If possible, without risking additional injury, move injured passengers from the accident site to a more secure location and administer first aid and CPR according to need and your training level.
2. The trip leader will provide direction to the uninjured to a secure, safe location away from the accident site and separate from areas where injured are receiving or waiting for care – directing them to use the appropriate exit – front, rear or ceiling.
3. If necessary, immediately contact 911 to report the accident and dispatch EMT's and local authorities to the accident site.
4. Contact the camp office to report the accident and communicate the status of injured and uninjured persons and the care being administered. Upon receipt of this information the camp director will contact the families of persons involved in the accident and fax Health History/Permission to Treat



forms to any medical facilities.

5. Identify witnesses to the accident and obtain appropriate accident or emergency information.

Vehicle Convoy Procedures

All Living Water Ministries vehicles traveling to the same destination will use the following procedures to ensure a safe and supportive journey for all participants:

1. Each vehicle will have a copy of written directions and proposed itinerary to all destinations.
2. A lead vehicle and a rear vehicle will be designated.
3. All vehicles will follow posted speed limits
4. A means of communication between vehicles will be established by one of the following three methods:
 - A Walkie Talkie in each vehicle
 - A cell phone in each vehicle with written phone numbers provided to each vehicle
 - A pre-established itinerary including locations for a convoy rest stop every 1.5 hours
5. Each vehicle in the convoy will ensure that at all times they are within sight of the convoy vehicle in front of them and behind them.
6. In the event that one vehicle in the convoy encounters vehicle trouble or other issues that prevent its continuation, all vehicles of the convoy will stop and wait until the issue is remedied or until the highest ranking employee established an alternative plan.

Vehicle Breakdown or Passenger Illness Procedures

In the event of a vehicle breakdown follow these procedures:

1. First get all passengers to a safe location before dealing with the disabled vehicle or ill passenger.
2. If a passenger is ill and requires emergency assistance call 911 and then proceed with step four. If no emergency assistance is required proceed with step three.
3. If the vehicle has made it to a repair center proceed with step four.
4. Phone the camp office and/or make alternate travel plans and itineraries as needed.

Campers in Public

The following guidelines apply when campers go to “public” sites like parks, beaches, or participate in events where other non-campers are present.

General

- Maintain the regular ratio of staff to campers as described in this procedures manual under the section: Camper Supervision Ratios. However, have a minimum of two adults.
- Make sure that a first-aid certified staff member is easily accessible
- Use the “Two buddy” system (groups of three) and remind campers why it is used.



- Take a head count every 5 minutes, before and after moving from one area to another, or more often if the activity or situation involves crowds, “attractive nuisances,” or other distractions.
- Make sure campers know what to expect and what the rules are in general, include expectations for unusual circumstances, such as using playground equipment or spending money.
- Make sure that everyone is aware that camp policies on behavior (polite and appropriate) carry over into out of camp trips.
- Explain the plan to all (campers and staff) to address potential emergencies or situations, such as illness, extra bathroom trips, being approached by strangers, or meeting someone the camper knows. Campers should tell a staff member right away.
- If a camper gets lost or separated from the group they should go immediately to one of the site’s information areas (show the campers how these areas are designated).
- Instruct campers to tell staff before going to the bathroom, go in a group of three, and to check back in when they return.
- Keep belongings with the group OR have someone stay with them.
- Do not invite others to join the group without the knowledge and consent of a staff member. Report uninvited guests or suspicious circumstances to staff immediately.
- Define the area in which campers are to stay unless specific permission is obtained from their assigned staff member.
- If leaving the boundary area, require all campers to go in a group of three.
- When in a stationary area, like at the park, staff should spread the staff out within the group, remaining visible, accessible, and attentive to the needs of the campers.

When Walking

- Walk in pairs, on the right, to allow others to pass comfortably.
- Have a staff member lead and another follow, in most instances.
- Suit the pace to the slowest person.
- Keep the group together.
- Cross streets as a total group at designated crossings only.
- Obey traffic signals.
- Count heads before crossing and at regular intervals.

Using Pools or Water Away from Camp

1. When an offsite pool or waterfront facility has its own procedures, certified lifeguards, and staff at the water activity certified in CPR and First Aid, we will follow and fully support those procedures by orientating staff and campers to them.
2. When an offsite pool or waterfront facility does not have its own procedures and certified lifeguards, the LWM head Lifeguard staff member will tour the



facilities and adapt all LWM procedures to meet the specifics of the offsite pool or waterfront.

3. Before allowing any LWM campers to use the offsite pool or waterfront facility, the head lifeguard will provide orientation to all LWM staff to the adapted procedures and review rules with all campers.
4. Campers will not be allowed in the water area accept during designated water times and after having had their orientation.
5. The head lifeguard will assess water and weather conditions to identify possible hazards and determine appropriate activities and orientation needs.
6. The head lifeguard will assess the water areas for appropriate facility and equipment repair and maintenance and for location and availability of Rescue Equipment.
7. Accompanying staff will follow LWM procedures for position of staff relevant to campers, behavior management, communication, and health and safety needs and procedures.
8. In the event of an emergency LWM staff will defer to facility staff for emergency actions. LWM staff should contact the camp director immediately.

Lake Michigan Trip

1. The waterfront director and another support staff or leadership staff will arrive at the location before campers to secure a space for the campers and get set up. Their vehicle serves as the emergency vehicle on the trip, and their cell phone serves as the emergency phone. The waterfront director will also assess the weather before departing camp and upon arrival at the beach. They will also assess the beach for safety upon arrival.
2. When traveling to Lake Michigan on the bus, campers will be given instruction as to what to do when they arrive and unload from the bus.
3. Upon unloading from the bus counselors will count their campers and check if any campers need to use the restroom before leaving the parking lot and heading to the beach.
4. When campers arrive at the beach the waterfront director will give them the off-site waterfront orientation that includes safety procedures, boundaries, and buddy board specifics.
5. During swim time a box will be formed in the water by 2 life guards and 2 aquatic observers. The lifeguards will be diagonal from each other with one on the beach and one in the water, and the same for aquatic observers. The campers must remain inside of the boundaries of the box while swimming.
6. The maximum number of campers in the water at one time is 30.
7. If a camper cannot continue with the trip, they should be assessed by the nurse (the nurse goes on this trip).



Emergency Action Procedures for Off-Site Trips

Preventative Procedures

1. Follow the ratio requirements for staff to campers provided in this procedures manual.
2. Before leaving camp review camp rules for safety and enforce the group of three system.
3. Establish need and location of Health History/Permission to Treat forms for any trip off camp with the camp director. Unless reliable phone service is not available the preference is that such forms will be kept at camp. Staff members will have camp contact information on them.
4. Keep a charged cell phone with you at all times. Establish need for alternate form of communication with the camp director in the event you are traveling to or staying in an area without cell phone service.
5. The staff member(s) in charge of cooking will be trained by the camp directors' designee in how to utilize the available cooking method and how to do so according to food safe rules including the sanitization and proper storage of all cooking and eating dishes and utensils.
6. All drinking water will be obtained from approved water supplies
7. Staff members will discuss with the camp director or their designee how to minimize environmental impact on campsites or natural areas
8. Once Staff members have been trained in the above steps, they will orientate campers on any needed information regarding safety, environmental impact, water, food prep, and meal time procedures for the trip.

Keep Yourself and Supervisors Informed

1. Contact 911 in any emergency situation then contact the Camp Director immediately. Do not contact parents/guardians or allow campers to contact parents/guardians without first contacting the Camp Director and getting their approval to do so. If Camp Director cannot be contacted, contact the camp office or Executive Director.
2. The Camp Director or their designee will contact parents/guardians or any other needed individuals in the event of an emergency, accident, or incident. No other staff should attempt to make those calls.

At the Scene of The Emergency

1. Play it doubly safe. Do not attempt anything you cannot handle. If you are not absolutely positive you can handle the situation, get help immediately from the nearest authority (police, forest service, highway patrol, etc.).
2. Cooperate fully with the authorities.
3. Know the essential facts. Record everything you do. This should be assigned to an appropriate person who can write down what you do as you proceed.
4. Keep your supervisor informed of developments.
5. Do not volunteer information to spectators or strangers.



6. If asked about LWM's insurance coverage, you are authorized to say only, "It will be referred to our insurance company."
7. When dealing with the press, maintain a positive and calm attitude. Refer them to the Executive Director for official statements. All questions should be answered with "You can check with our Executive Director for our official statement." Do not volunteer opinions; make no statements of policy; do not say anything off the record; be wary of casual conversations.

Hospitalization

If the emergency is serious enough to require hospitalization, contact the Camp Director as soon as possible. If they cannot be reached, contact camp health officer. Health forms will be faxed/sent electronically to medical facilities as needed. Proceed on your best judgment.

Death

In the event of death: First contact the authorities to handle the situation. Then contact the Camp Director. Only the Executive Director will contact parents/guardians.

Stony Lake Phone Numbers:

Stony Lake Office: (231) 861-4138
Stony Lake Fax: (231) 861-4377
Jesse Cell Phone: (810) 333-0154
Dan Cell Phone: (248) 421-3116
Nicole Cell Phone: (586) 201-8948

Thunder or Tornado Storms Off-Site

1. Be aware of weather warning signs: hot, humid weather increasing throughout the day, dark clouds and increasing high winds.
2. If the weather is questionable, call the Camp Director or camp office for a weather report and information on how to proceed. If no phone is available, watch for a county sheriff on patrol looking for your group.
3. As the storm approaches, move the campers in a calm and orderly manner to the best shelter available.
4. Stay put! Unless you are in a hazardous situation, stay where you are as the camp may be looking for your group.
5. After the storm has passed, contact the office to keep the Camp Director informed of your safety, condition, and location.

Trip Procedures for Lost or Runaway Camper

1. Conduct an immediate inventory of equipment to determine whether or not any items are missing (missing items could give an indication of the whereabouts of the missing person).
2. Interview all campers in the group for information regarding the missing person's intentions.



3. Conduct a search of the immediate area, with at least one individual remaining at the campsite at all times. Search in teams, never alone.
4. Maintain the campsite while a party goes to the nearest telephone to report the missing person to the Camp Director.
5. When phoning, have the following information ready to relay:
 - a) Your phone location and number
 - b) Details of your attempted search
 - c) Your group location (be very specific)
 - d) Establish times and means for further communication.
6. Contact local officials (sheriff, forest service, local police, etc.) and inform them of the situation. Cooperate with these officials in every possible way during their search.
7. The Executive Director will contact the missing person's family if they have not been located within a reasonable amount of time.

Aquatics

Wading/Swimming

Necessary (as defined by number of swimmers, activities involved, etc. see below) aquatic staff (life guards, Waterfront Director, Aquatic Observers) must be present.

Aquatics Observers are all staff trained by the Waterfront Director during staff training to meet requirements of Basic Water Safety. Additionally, every week the Waterfront Director will conduct drills or verbal orientations of all waterfront staff. Staff Lifeguards will be tested by the Waterfront Director to demonstrate skill in rescue and emergency procedures specific to Stony Lake and in watercraft rescue.

Ratios for lifeguards for swimming at the Waterfront:

Less than 20 people: 1 Aquatic Supervisor, 1 Aquatic Observer For each additional 10 people: add 1 Aquatic Observer

For each additional 20 people: add 1 Lifeguard

For waterfront trampoline add 1 lifeguard.

For paddle boarding, canoeing, or kayaking: add 1 lifeguard in a kayak or canoe on the water, and 1 aquatic observer in the AO chair.

	<20	<30	<40	<50	<60
Aquatic Supervisor	1	1	1	1	1
Aquatic Observer	1	2	3	4	5
Additional Lifeguard	0	0	1	1	2



CAMPER QUALIFICATIONS: All campers shall be tested for swimming ability. The Waterfront Director shall establish the test commensurate with the layout of the swimming area. Campers shall be divided into swimmers/non swimmers with all non-swimmers wearing a life jacket when in the water.

TEST: To be able to swim in the deep water and to the raft you must first pass the swimming test. The test consists of 2 laps (across and back once) in any stroke without touching the ground and treading water for 3 minutes.

Waterfront Inflatable Policy

1. Lifejackets must be worn at all times by all individuals except the lifeguard on duty.
2. A maximum of 4 campers and one lifeguard can be on the inflatable at one time.
3. A maximum of 8 campers can sign up for the inflatable for skill shops, and a maximum of 4 campers can be checked in at one time during waterfront time.
4. There is to be no diving off of the inflatable, no flips on the inflatable, and no swimming under the inflatable.
5. The inflatable can only be used when a lifeguard is on duty on the inflatable.
6. The “launcher” should not jump onto the blob until the lifeguard states it is ok to jump and the “launchee” is ready to be launched (when relevant to inflatable).

Paddle Board (SUP) Policy

1. Lifejackets must be worn at all times by individuals on the paddle boards.
2. There is one person allowed on each paddle board at a time.
3. There is no unsupervised paddle boarding. A lifeguard will always be on duty and on the water and an AO in the chair.
4. The paddle board must be placed in the water where the fin is not touching the bottom of the lake.
5. Each paddle boarder will wear a leash on their ankle to connect them to the board.
6. All paddle boards are to be set fin up on the beach before and after use.

Equipment

There shall be:

- Whistle
- Reach/assist poles
- Life buoy with proper length of rope attached
- Rescue tube
- Backboard
- Rafts and defined boundaries
- Health/First Aid Equipment
- Health Officer on site
- A minimum of 2 walkie-talkies
- Air horn



The camp Facilities Director and Waterfront Director shall check all equipment prior to the opening of the season. It is the responsibility of the Waterfront Director to do a daily check of all equipment prior to opening waterfront and after closing each day.

Safety Procedure

- We will use a buddy system with the Buddy Board (explained below).
- We will use the constant count system for keeping track of those in the water.
- Every 10 minutes on site, and 5 minutes off site a buddy check will be called. The buddy board will confirm the number of campers in each swimming area/activity with the beach lifeguard before giving the all clear for campers to resume water activities. (detailed below)

Buddy System

We operate using the Buddy System. This means that someone is always watching out for you and you are always watching out for someone else.

1. Always check in with a buddy and watch the staff person put your tags on the buddy board.
2. Check into the area where you plan to swim. If you wish to switch swimming areas, be sure you and your buddy go over to the buddy board and have your tags changed. Watch to see that your tags are now in the correct area and then quickly go to that area where you belong.
3. Two long whistle blasts means "Buddy Check". Buddies should be lined up in 10 seconds. One long blast means "all out" and three short blasts means "emergency". One short whistle blast can be used to get the attention of a swimmer
4. If you are in shallow water get your buddy right away and line up on the shore near the shallow area, buddy hands held high and wait to be counted.
5. If you are in deep water, get to the raft or where you can touch the bottom (dictated by buddy closest to land) with buddy right away. Hold your hands high and wait to be counted. On site buddy checks happen every 10 minutes, at Lake Michigan they happen every 5 minutes.
6. When leaving the swimming area for any reason, be sure to have your tag switched to the OUT board.
7. If you do not have a buddy, see the buddy board AO for instructions.

Aquatic Observer Responsibilities

1. AO's will be stationed at the Buddy Board, on the beach near the shallow end and possibly in the AO chair.
2. AO's will be attentive to their responsibilities at all times and maintain their assigned positions so they are best poised to continuously observe and readily assist participants and Guards.



3. When a Buddy Check is called:
 - a) the person on the Board counts the tags
 - b) the guard on the raft count all deep end swimmers and relays number to the beach guard who confirms with the buddy board that numbers match.
 - c) the guard on the trampoline counts all campers on the trampoline and relays number to the beach guard who confirms with the buddy board that numbers match.
 - d) the person in the chair counts all varieties of boats on the water and relays number to the beach guard who confirms with the buddy board that numbers match.
 - e) everyone makes sure the counts match. If numbers do not match, a quick second count happens. If numbers match the all clear is given to campers. If numbers do not match proceed with a lost swimmer drill.

Procedures for Locating a Lost Swimmer

1. Lost Swimmer(s) is confirmed by a Buddy Check and the Buddy Board Aquatic Observer announces the “**LOST Swimmer(s)**” name(s) and cabin(s) they reside in to all staff in the swim area. The Buddy Board Aquatic Observer will radio only “**LOST SWIMMER(S) CALL 9-1-1**” and wait for confirmation from the office. The office will confirm “I am calling 911.” The Buddy Board Aquatic observer remains the sole contact person for the radio and keeps the radio on them at all times. In the event of no confirmation from the office, the Ground Coordinator will send a runner to the Nurse’s Lodge and instruct the Health Officer to call 911.
2. ALARM: Three Air Horn Blasts by the **GROUND COORDINATOR**, the waterfront staff member that is assigned to the buddy board, along with shouts of “**LOST SWIMMER(S)**” signify that there is a lost swimmer(s) and these actions should be taken immediately:
3. **ALL OFF DUTY LIFEGUARDS** will come to the swim area immediately and join swim area lifeguards for rescue diving in the deep end immediately. If the swimmer(s) is still not found they must fan out into the rest of the lake until the swimmer(s) is found or more advanced personnel have arrived.
4. A **GROUND COORDINATOR** will organize the search outside of waterfront. They will first tell the person nearest the health center to call 911 if confirmation has not been received from the office that it has already been called. They will then assign each of the following tasks to one staff or adult (specified) at the waterfront:
 - **RUNNER:** a camp staff person that runs the trail to the cabin where the swimmer(s) resides, shouting their name and looking for them as they run. If multiple swimmers are missing, a runner must be sent to each residence that a lost swimmer is from.
 - **SEARCHER:** a camp staff person that searches the entire vicinity of waterfront (campfire to public access gate), shouting the swimmer(s) name as they search.
 - **CAMPER SUPERVISOR:** a camp staff person that retrieves all non-adult swimmers from the swim area and watches over all campers that came from the swim area, canoe area, and beach.



5. They will then call all available adults to the swim area to begin to search the shallow end of the swim area and sweep underneath the docks.
6. All Available Adults and **NON-LIFEGUARD WATERFRONT STAFF** will begin to sweep the shallow end. The buddy board Aquatic Observer will remain on the shore or dock with the radio while coordinating the shallow end search efforts.
7. The search continues until the swimmer(s) is found, or more advanced personnel have arrived, it becomes unsafe to continue the search, or searchers become too fatigued. Once the swimmer(s) is found, notify waterfront staff so that they can give an **“ALL CLEAR.”** Signify that the swimmer(s) have been found by both a **“SWIMMER(S) FOUND”** on the radio and shouts of **“SWIMMER(S) FOUND”** from someone in the waterfront area. In the case that multiple swimmers are missing, signify number of swimmers found and number of swimmers left. If there are still swimmers missing, the search will continue.
8. After confirmation that a swimmer(s) has been found, or all swimmers have
9. been found, an **“ALL CLEAR”** will be signaled by 2 prolonged air horn blasts.
10. **Note:** Any staff around that hear the **“LOST SWIMMER CALL”** will coordinate campers and other staff such that one staff member can wait near the office in order to gain details on the swimmer(s) they are looking for. They will conduct a lost camper search there.

Waterfront Rules

- NO ONE is allowed in swimming area without a lifeguard and an aquatic observer on duty.
- Swimming and boating/boarding is allowed within the defined areas only and only during waterfront hours.
- All campers and staff must pass the swim test before swimming or wear a lifejacket
- The only entrance to the swimming area is the rope gate near the Buddy Board.
- Diving from the raft only in the swim area
- No dunking or horseplay
- Limit of 6 on the raft and 4 on the trampoline
- No swimming under the raft or other waterfront features
- No conversations with lifeguards
- No hanging towels on the ropes dividing the beach from the waterfront area
- Do not put anything on the boathouse porch
- Do not enter the boathouse unless given permission by a staff member
- When boating/boarding, life jackets must be worn at all times by all individuals.

Volleyball: A staff member will be responsible for retrieving the volleyball when it enters the beach inside the swimming area, or will give permission to a camper to retrieve it.



Boating Equipment

Life Jackets: The effectiveness of a life preserver depends upon its buoyancy. The more waterlogged or compressed a life preserver is, the less buoyant it becomes. Life preservers should not be used as a cushion for comfort or to keep dry when sitting on the bottom of a canoe. The combined effect of soaking up water and the compression by the weight of the person sitting on it can cause it to work ineffectively.

Life jackets are always worn properly when in water. This includes when you are canoeing, boating or boarding as well as when you are swimming or just washing sand off. The strap should be fastened tightly around the back as well as having it clipped in front.

Paddles/Oars: Paddles should not be used in a manner that causes the blade to touch the ground. You should not use the blade for pushing off--use the handle instead. Do not store paddles standing up on the blade. Do not splash with the blade of the paddle. This causes paddles to become loose at the fittings and can break the blade off. Since paddles are essential for navigation, any activities in the water or on land that may cause them to break should be discouraged.

Boats/Canoes/SUP: The life of our boats is directly related to their use, care and maintenance. Most damage is done to the boats and canoes while on land as they are carried ashore and improperly stored. Remember the following:

- Canoes should be carried and not dragged.
- Paddles should be carried so that they do not touch the ground on the blade end.
- At the end of the group's boating time, all equipment should be returned to the proper racks and locked, or put into the boat house.
- The maximum capacity for canoes is 3 persons.

Boating Rules on Camp

Life jackets must be worn, must be completely tied and buckled by everyone on the lake. A Lifeguard who is responsible for the group must be on the lake with the campers whenever they are out. Proper care should be exercised when using equipment. Campers will be given orientation on how to board and deboard, how to move and steer the boat, how to self-rescue in case of capsizing or swamping, and how to use their PFD.

General rules for safe boating:

- No landing except at launch site.
- Stay seated at all times.
- Switch positions only at the launch site while beached.
- Observe the proper procedure for entering and exiting a boat.
- No ramming into other boats or sides of lake.
- Life Jackets must be worn at all times.



- Check in and out with the buddy board.
- No boating after sunlight hours.

Procedures for Staff Swimming for Seasonal Employees

Seasonal employees may swim in the Living Water Ministries waterfront with an On-Duty Lifeguard who is on shore and who has agreed to supervise their swim. Nude swimming is not permitted. All swimming must occur during sunlight hours.

Boating Rules for Seasonal Employees on Camp

All staff who wish to go boating on camp will notify the Waterfront Director of their departure and immediately upon their return. The Waterfront Director or lifeguard on duty will unlock the required boat and issue it to the staff member. Staff will follow the above Boating Rules and any others verbally set by the Camp Director or Waterfront Director. Staff will always wear a PFD when boating. A lifeguard must be present and on duty.

Communication and Rehearsal of Aquatic Procedures

1. All staff will read this manual and its enclosed procedures **before** staff training.
2. During Staff training, staff will be provided with training on aquatic procedures.
3. At the completion of staff training each staff member will complete a written exam demonstrating their knowledge of Aquatic procedures.
4. “In session” trainings will occur throughout the summer as deemed necessary by the Camp Director or Waterfront Director.

Maintenance and Safety Checks of Watercraft

1. During the summer camp season, the Waterfront Director or someone they train and designates will check all watercraft on weekly basis for damage, leaks, or any hazards. Additionally, they will check all paddles and PFDs.
2. In the camping season in which LWM does not employ a Waterfront Director, the Facilities Director will check the watercraft, paddles, and PFDs on an as needed basis.
3. A “maintenance check” signature sheet will be kept at the office for the designated “inspector” to sign and date demonstrating that they have checked and fixed or removed and discovered hazards.



Daily Activities

Behavior Management Recommended Procedures

1. The parents/guardians and campers will receive, read, and sign a Camper Covenant and submit it during online registration.
2. During Sunday Dinner or Sunday Evening Programming Camp Staff will cover the basic rules for campers described on page 4 of this manual.
3. During Sunday night devotions, or other down time Sunday after the entire cabin has arrived, each cabin counselor will facilitate a camper covenant for behavior in the cabin group. The Covenant will start with the LWM Camper Covenant and expand from there as needed. Each camper will sign this covenant together and it will be posted in the cabin.
4. Each counselor will participate in a 3-hour behavior management training session during the two-week staff training period.
5. Each counselor will refer to the cabin signed covenant throughout the week as undesired behaviors begin to surface.
6. Staff will use Positive Reinforcement Techniques to encourage good behavior.
 - a) **Social Reinforcement:** Uses specific “you” statements i.e.: “Josh I am really proud of the way **you** waited **your** turn for dinner tonight. **You** should be very proud of yourself!”
 - b) **Privilege Reinforcement:** Providing something the student values, that is not routinely accorded to everyone, i.e. “Sarah since you were the first to clean up your portion of the cabin, you can relax tomorrow, and not have to sweep!”
 - c) **Tangible Reinforcement:** It is BEST when this reinforcement is connected to “good behavior” i.e. “Sam since you helped out extra during chore time, I want to present you with the cabin “help out” award”
7. Staff will use Negative Reinforcement Techniques to stop bad or poor behavior.
 - a) Verbal
 - i. Use the campers name in a positive way “If we do this challenge and Andy goes first...” this will bring back the attention of the camper.
 - ii. Use descriptive and enforceable statements “You only have 5 minutes left to clean the cabin” (descriptive). “When everyone’s things are picked up we will leave for waterfront”(enforceable)
 - iii. Ask questions “Kristen do you realize your shoes on the ground may trip Sally when she gets up at night?”
 - b) Non-Verbal
 - i. Use the “teacher look”
 - ii. Make eye contact with the camper who is acting out
 - iii. Gestures, making a stopping gesture to the camper
 - iv. Proximity, walk over and stand by the camper who is talking out of turn or playing with something
 - v. Removing distractions, without talking walk over, pick up the object



of distraction and place it in your pocket, say to the camper “I will return this to you when I am finished”

vi. Waiting, without saying anything stop your conversation and wait for the student who is talking to stop, the silence will cue them in

8. Staff will model the desired behavior for campers.

9. Staff will use choices between two acceptable choices, one may be a consequence, but is still a choice. I.e.: “You may walk with the cabin group OR you can hold my hand”

10. Staff may use consequences; some acceptable examples include

- a) Negative
 - i. Sitting with an adult at waterfront for 5-10 minutes
 - ii. Extra chore during appropriate time
 - iii. Go as an entire cabin instead of with a group of three.
 - iv. No talking during free time
 - v. Staying with you during free time
 - vi. Last in line for a meal
 - vii. Holding your hand
 - viii. Requiring camper to sit with you at meal
- b) Positive
 - i. Allowing free time before devos
 - ii. Go to a special place if they do well
 - iii. Being “it” for a game
 - iv. Carrying things for you
 - v. Going first at camp store
 - vi. First for seconds
 - vii. Pick song for campfire/worship
 - viii. First in line for buddy board
 - ix. Quietest table goes first

11. When all of the above don’t work, a counselor or staff member should seek the counsel of a member of the leadership team.

12. When the behavior of a camper is sexual in nature or a form of sexual harassment as defined in our policy manual, the Camp Director should be consulted to determine appropriate behavior management.

Camper Supervision Ratios

Required ratios for staff on duty with campers in general activities will meet the following numbers:

Camper Age	Number of Primary Staff	Number of ACA Campers	Secondary Staff Needed for Additional State Ratio & ACA	Number of State Campers
6-8 years	1	6	1	10
9-14 years	1	8	1	10
15-18 years	1	10	1	14



For the purposes of these ratios the following people qualify as primary staff:

- All Living Water Ministries staff over the age of 18 who have passed the Staff Training tests.
- All Adult Leaders over the age of 18 who have passed the Staff Training Tests. However, we will try not to use Adult Leaders as the only primary staff for anytime other than Bible Study times.

Primary Staff are required for the ACA camper ratio. Secondary staff can be used when the number of campers is between the ACA number and the State number. In such instances the Secondary staff is the assistant to the primary staff. Secondary staff should not be left as the only staff member with campers except in cases of emergency.

For the purposes of these ratios the following people qualify as secondary staff:

- All Living Water Ministries staff between the ages of 16-18 who have passed the Staff Training Tests, who are currently not working on a support function other than being with the campers, and who are at least 2 years older than the campers with whom they are working.

Junior Counselors or CITs do not qualify as an adult staff member in these ratios. They are counted as campers.

During all trips and during all shower times, at least 2 staff members must be present to ensure the safety of all campers.

All cabins will have at least two adult staff members present overnight.

No staff member will be alone with only one camper.

Interacting with Campers During Unstructured Times

Throughout the course of each day, times will arise when a counselor or camp staff is required to provide supervision of campers in an unstructured or unplanned program time. Examples of these times can be during chore time when chores are finished, cabin devotions time, waterfront, code pink time etc.

The following guidelines should be utilized during these times:

1. The Primary Staff member has final authority over activities during this time.
2. Additional emergency support or intervention help can be sought from other available staff members or from the Camp Director or leadership staff.
3. Focus on developing relationship with all campers and being inclusive of all campers.
4. Engage campers in songs, discussion, or games to keep them active and having fun.
5. Watch out for camper behavior that alienates other campers or affects the self-esteem of other campers. Redirect this behavior when seen to more positive interactions that bring camper unity and inclusiveness.



6. Avoid Staff Clumping and refocus attention to developing relationship with campers and on their needs and interests.
7. Speak and listen to campers in a way demonstrating respect regardless of their background.
8. Remember that all Living Water Ministries staff primary function is providing the physical, emotional, mental, social, and spiritual safety and well-being of all campers.

Meal Time Procedures

Mealtimes can be significant times for building relationships with your campers. When done well, meal times can be relaxing and enjoyable. However, feeding a large group of individuals can be a challenge anytime.

1. Remember your #1 priority at mealtime remains being present with your campers. The tendency to have staff clump together should be resisted.
2. The first few meals (through lunch on Monday) should be eaten in cabin groups. Even after allowing campers to sit "where they want", there should be one staff member at every table, only doubling up when all tables have one staff member at them already. It is helpful to flip a plate over for this purpose before the campers arrive.
3. In the unlikely event that the food is late, keep the group active with a song, announcements, grace, etc. Never complain about the kitchen. Lead by example.
4. Keep in mind that campers will often decide whether they like or dislike certain foods by watching your reaction. Every effort is made to provide good, tasty, nutritious meals. A variety of options are also made available.
5. Table "hoppers" are responsible for setting tables, placing water pitchers and milk at each table, cleaning up, wiping tables, and making sure all plates/bowls/cups/utensils/etc. are placed in the dish room.

Nature Walks

Stony Lake Lutheran Camp covers 16 acres at our main site and approximately 40 acres of wooded terrain at our Back 40.

It is important to help people develop an appreciation of God's gift "the Creation". This can be done in a variety of ways. Most significant is the staff attitude. The staff persons need to be appreciative of these surroundings. Hopefully as you demonstrate your enjoyment and sense of wonderment about the creation, your campers will also.

- Staff persons should always be aware of 'special' nature opportunities. You may simply point out a hawk in the sky, discover a snakeskin, watch fish in the lake. Observations of nature can happen at any time.
- As we live together for a week, there are many opportunities to discover our responsibility to the environment. Most of our young people hear a great deal about the environment; at camp we have an opportunity to experience it. Take the opportunities to talk about our lifestyles as they affect the planet.



- You may want to look around the camp and discover places that we could change or should be concerned about. Is there a tree that could be replanted or a trail that needs maintenance or is there a project your group would like to do?
- The wonder of God's creation is all around us. We have missed an important 'link' if we simply 'endure' it and not lean to enjoy and appreciate it.

REMEMBER: Attitude is everything!

Adult Leader Participation

In our program, we encourage Pastors, youth directors or lay leaders to attend camp with the youth from their congregation. These are usually the people who work hard to get the youth signed up and organized to come. We want them to come along.

Our camping program is an extension of the parish ministry. It is important to us that our program meets the needs and offers support to the Christian growth of the campers just as their church does.

Adult Leaders who come to camp have a variety of expectations and needs too. For some, this will be a mini vacation; some will get very involved in every aspect of camp; some come looking for some personal support and renewal of their faith.

It is our intent to show them hospitality, include them in our program, offer them support, and make good use of their gifts and talents. They bring a wealth of information for us if we encourage them to be active with us. Remember, this is our program and they come as an "outsider" who needs to be welcomed into our community also. Staff and counselors need to extend the cordial invitation for them to come and be involved.

Some pastors will be great resources for staff persons as individuals. If you are struggling with some personal problems or have some theological questions, ask them for their counsel. This is a great opportunity for you to personally grow.

Remember: Adult Leaders are Campers Too.

Devotions

Devotions should be a special time for the cabin group and for individuals. There are many ways to lead devotions.

Cabin devotions will be a time when each camper can look back over the day and thank God for the blessings received. It will be a time for the group to share some feelings or concerns. It will be a time to focus on our relationship with God.



The following are the ingredients we will use as a camp community for evening cabin devotions:

1. One staff person should lead devotions. (Usually the counselor but it could be a support staff person or CIT). Others should be asked to participate but there should be a leader.
2. Scripture - a few verses of scripture should be read. The scripture can be used as a reminder of our relationship to God.
3. Sharing - it is important for the staff person to share appropriately some of their personal faith story during the first part of the week. We would hope the campers could also feel comfortable to share their faith story or private concerns.
4. Prayer - prayer is essential. Each person in the group should have the opportunity to offer a sentence prayer.
5. Song - If your group is a "singing group", you may want to use a special song to help highlight your theme. This is helpful only if your group likes to sing.

Setting the Stage

Your attitude toward the devotional time is very important. If you take it seriously, the campers will generally respect this time. But you need to make it meaningful.

It usually is best if you gather your group into a circle. This provides better eye contact, creates a sense of community, and gives some control. Everyone should be on the same level (on ground, in chairs, etc.).

It takes preparation time to make devotions meaningful. It's expected that you will come to Camp with ideas for 5 devotions. There will be time and help provided during training to finalize them.

Support staff can be included in cabin devotions. Support staff living in cabins with campers are expected to be present for devos in their assigned cabin every night. Their inclusion provides:

1. A good example that Christ is inclusive of everyone.
2. An opportunity for support staff to also use or develop their gifts as mentors to younger kids.
3. A chance for counseling staff and campers to demonstrate love and appreciation to our support staff that do so much for our overall camp experience.



Campfires

Campfires will have different focuses. But remember, campfire is a form of worship. Again, it is important to plan ahead.

Songs: Songs are special around a campfire. Myth: You need a guitar to have a campfire. It is true a guitar can enhance the experience, but all songs can be sung without a guitar. Be creative! Songs should also be repeated. We want campers to go home having learned some new songs. Repetition is a good way to learn songs. Always use song cards.

Closing the campfire is important also. Campfire will end at a time when campers are to go back to their cabins. After the closing prayer counselors will gather and count their campers before heading to the cabins.

One person should be responsible for extinguishing the fire. The coals must be drenched in water. The logs and ashes need to be turned over and drenched. One small coal left burning could start a forest fire.

Campfire Skills Verification checklist must be completed during training for all individuals responsible for fire lighting.

Tips for Planning and Leading Campfires

1. Be intentional – don’t “wing it.” Pick songs, participants, etc. ahead of time.
2. Always use song cards – a camper may decide on Thursday that they want to participate
3. Incorporate the theme or major event/emphasis of the day
4. Start upbeat and gradually work towards quiet meditation.
5. Incorporate one or more of the following
 - a) Story
 - b) Skit
 - c) Dance
 - d) Personal testimony
6. Consider beginning and ending with prayer
7. Consider giving announcements at a time other than the final words spoken.

Worship

Worship events require good planning. Worship should have a theme (focus). Again, it is very important to set the stage and create an appropriate environment. A simple cross can help participants focus their thoughts.

Silence: We encourage you to include a good amount of silence during worship. Silence of one minute may be plenty. It gives the participants time to meditate on the content of the worship. If silence is to be used; it needs to be explained so people feel comfortable with it and accept it as an ingredient in the service. Silence can be used after songs, scripture reading, etc.



Songs: Songs are very important in worship. They give a message, create a mood, direct a focus to the theme, etc. It is also important to repeat songs throughout the week. One goal is for our campers to learn some new songs they can sing when they go home.

Skits: Skits can be a part of our camp worship. They can often highlight the theme in a fun way. Rehearse the skit before the time of worship so it can be done well. If it comes off as only being funny and people cannot hear the words or see the actions, then the message is lost.

Message: The message can be shared in several ways: a skit, a message or it can be in song. The worship should have a specific and obvious message. Scripture readings should be used at this time.

Camper Involvement: Pre-plan which parts your campers are leading and which parts the other cabin are leading. Have campers ready to go when their part comes up so that worship continues to flow.

Physical touch can also be used to enhance the worship experience. Holding hands during the prayer, arms around shoulders, etc., can offer a new sense of worship. Again, some caution needs to be used so the action is appropriate.

A goal for us to be aware of at worship is that we are aware of our larger community. We can pray for people in other countries, world leaders, and people in oppressed situations.

Bible Study

Bible Study for Confirmation Campers at Stony Lake has traditionally been the responsibility of the participating congregations and the break time for our staff. However, in other camp programs such as challengers, elementary camps, senior high camps, specialized programming, and family camps the Bible Study time is led by a staff member.

The following 4 S's are used as a format for doing bible study. Bible study is a time for exploring the scriptures and let them speak to us as individuals and as a community. This should be a time for open discussion. The counselor is not expected to have an answer to every question asked. In fact, it is more productive to let the group struggle with each question.

First, set the stage for your bible study time; it will be important for good participation. A circle is the best arrangement. The leader needs to be able to see each camper's face. It is also advised to have your study time outdoors unless there is inclement weather.

Scripture: It will be important for each of the campers to have a Bible. There are several ways to focus on the scripture in the way you read it. Have them read it



together out loud, share reading one verse at a time, put the scripture to a tune or chant. We also would like each camper to focus on the verse for the day. This can be used throughout the day in a fun way.

Searching: Check what the background of his scripture is. We need to look at each verse in the 'total context'.

Sharing: Allow each camper to internalize the scripture and ask them to share their thoughts. "What does this scripture say to you?" The leader needs to be supportive of their individual answers. Each camper should be 'gently' encouraged to participate in sharing their thoughts.

Silence: A period is set-aside at the end of the study for silence. Campers need time to think about the discussion and this gives them time to internalize. Each camper should be given a space a little distance from the others. Five minutes is enough for younger campers, older youth can have more time. A journal can also be used to write their thoughts in. If a journal is used, it must be stressed that this is private material

We also encourage each of our staff to make connection to the bible study through the daily activities. The integration of this material should be all day. The theme of the study is emphasized in worship, bible study, evening programming and campfires.

Games/Activities Procedures

The camp experience should be filled with a great deal of FUN! One of the ingredients in developing a FUN time is games or activities. Games can also create an attitude. We prefer to encourage games that are non-competitive and not war or violence oriented. We do not mean to imply that all competitive games are bad. There are games that can be played in a way that no one is a loser, but rather everyone just had fun.

Concerns & Suggestions:

1. Rules of the game need to be clearly defined so everyone understands them. Everyone needs to agree to follow these guidelines.
2. Staff members are to act as positive role models. It may be easy to cheat a little but it is a very poor example.
3. Staff persons should always be aware and sensitive to those campers who may feel left out. Your goal should be to help everyone feel like an important participant.
4. Games can be played in a variety of ways to create less competitiveness and more fun. The staff and campers are challenged to discover new ways of playing.
5. An activity should have a time limit. The staff person can suggest the time limit and then change activities or try alternative rules to the present one.
6. Staff is not to sit on the sidelines and simply "watch" an activity. Staff persons are to be active participants.



7. Staff persons should not use games or activities to show super hero abilities. Your goal is to help campers develop their self-esteem and community support.
8. Games and activities should not be played as staff vs campers.

Archery Procedures

Archery is one of our on-camp activities available to all campers. The following safety measures will be followed.

1. The archery area will be clearly marked
2. Counselors will make sure all equipment is in good condition before each use.
3. Campers and staff will wear appropriately sized arm guards while holding bows.
4. No camper or staff will be holding bows when the arrows are collected from the targets.
5. All shooters will stand behind the firing line.
6. All others will stand behind the waiting line.
7. A minimum of 1 Living Water Ministries appointed staff will be present at all times that archery is being practiced to every 6 campers.
8. All bows and arrows will be stored in a locked cabinet or closet when not in use.
9. Follow on site emergency procedures in case of emergency.

Slingshot Procedures

The slingshot range is one of our on-camp activities available to all campers. The following safety measures will be followed.

1. The slingshot area will be clearly marked
2. Counselors will make sure all equipment is in good condition before each use.
3. Campers and staff will wear goggles while at the firing line
4. No camper or staff will be holding slingshots if anyone enters the target area.
5. All shooters will stand behind the firing line.
6. All others will stand behind the waiting line.
7. A minimum of 1 Living Water Ministries appointed staff will be present at all times that sling shot range is being used to every 6 campers.
8. All equipment will be stored in a locked cabinet or closet when not in use.
9. Follow on site emergency procedures in case of emergency.

Medication Dispersal

Below are the medication dispersal procedures that the majority of camp staff need to know. It is not a complete listing. See the Health Center Binder for a complete listing of Health Care procedures and policies.

1. No medications, vitamins, or supplements are to be kept in cabins.
2. All camper medications will be collected at registration as per policy.
3. Staff medications are collected prior to the start of each week by the Health Officer and are stored in the nurse's lodge.



4. The quantity of staff medication will be monitored by the Health Officer to give the staff member a three-day window (including a weekend) to obtain a refill if necessary.
5. All medications must be dispensed as per policy, including staff medications.
6. All medications will be taken to the dining hall at each meal and Health Officer or their designee will facilitate the distribution of the medication.
7. Camper medications will be returned at checkout as per policy.
8. Staff medications will be returned to staff when checkout is complete and are to be returned to the new Health Officer before the start of the next camp week.
9. Prior to the Health Officer signing out, nurse lodge keys will be given to a senior staff member staying on camp with instructions on storage and administration of the medications. The keys will be given to the next Health Officer.

Challenge Course

High Ropes Procedures

1. No one can be on the high ropes course without the appropriately trained and certified facilitators as defined in the High Ropes Manual.
2. No one can be on the high ropes course without a person certified in CPR and First Aid.
3. No one can be on the high ropes course without long pants and closed toed shoes.
4. For full procedures read the High Ropes Manual.
5. Eligibility requirements are a signed consent form from parents/guardians and campers are registered in a junior high or older camp program.
6. Never less than 3 certified staff members must be present to conduct High Ropes
7. Ratio of certified staff to participants cannot exceed 10 campers to 2 staff.
8. Follow on site emergency procedures in case of emergency.

Crate Stacking Procedures

1. No one can be on the crate stacking course without the appropriately trained and certified facilitators as defined in the High Ropes Manual.
2. No more than 6 participants to 1 certified staff. Additional staff do not need to be certified.
3. Participants must wear long pants and close toed shoes
4. Participants should stay seated on the benches when waiting
5. Participant should not hold onto the rope while climbing
6. No one should be under the course without helmets
7. Must use commands
 - a) "on belay" - Participant
 - b) "belay is on" - Facilitator
 - c) "climbing" -Participant
 - d) "Climb on" - Facilitator
 - e) "falling" - Participant



8. Listen to the instructions of the facilitators
9. Use equipment properly
10. Follow on site emergency procedures in case of emergency.

Low Ropes Procedures

1. No one is allowed on the ropes course without a LWM staff member trained on the Living Water Ministries Low Ropes Course and who has passed skills verification by the Camp Director, Program Assistant or Ropes Course Director. Counselor signs up to use an element the day before it will be used.
2. LWM Staff Member teaches/leads stretches at the beginning of each low ropes session.
3. Follow on site emergency procedures in case of emergency.

SPOTTING

1. LWM Staff Member teaches proper spotting technique for falls and watches each participant demonstrate said technique before starting on the course.
2. Pair participants up with like sized partners.
3. Spotter (catcher) stands with feet shoulder width apart.
 - a) Place strong foot back at a 90 degree angle
 - b) Bend knees slightly
 - c) Place hands up, elbows bent, near shoulder level
4. Faller stands arms-length in front of spotter.
 - a) Body and legs stiff as a board
 - b) Arms crossed over chest
5. LWM Staff Member checks for proper positions, then give OK to start commands.
6. Use commands for falling.
 - a) Spotters ready?
 - b) Ready! (only after in position)
 - c) Falling?
 - d) Fall away!
7. Stand faller up. Spotter cannot move from spotting position until faller says "Set".
8. Participants switch roles and go through the steps again.
9. LWM Staff Member checks each participant before moving on to the next activity.

LIFTING

1. LWM Staff Member teaches proper spotting technique for lifts and watches each participant demonstrate said technique before starting on the course.
 - a) The participant that volunteered to be lifted (liftee) lays flat on the ground with arms crossed over the chest and legs tightly together.
 - b) Lifters are positioned around the participant being lifted. Remember to distribute strength around the body. Boys are heavier near the shoulders and girls are heavier near the waist. Go over commands once before positioning lifters and again before lifting. Then actually



do the commands. NEVER lift a participant over the heads of Lifters. Lifters should never have their arms fully extended because this creates the potential for locked elbows.

- i. One person at the head/neck is the director. They use one hand to cradle the head and one hand to support the neck near the shoulders. They will exchange commands with the Liftee. The LWM Staff Member should take this position the first few times, then can return to being a facilitator/safety observer.
- ii. Two people at the shoulders, one on each side. Two people at the hips, one on each side. Two people on the legs, one on each side. Lifters place flat hands under the Liftee. As they lift, their hands should move slightly farther under the Liftee to support their weight.
- iii. One person holds the Liftee's feet together to help keep the legs stiff.
- iv. If there are more participants, have them fill in around the body.
- v. The person controlling the head starts the commands after everyone is in position.
 1. Liftee: Spotters ready?
 2. Lifters: (look to make sure everyone is ready) Ready!
 3. Director: (Liftee) are you ready to go higher?
 4. Liftee: Yes
 5. Director: On the count of three to (shortest person name) knees. 1 2 3 Knees!
 6. Director: (Liftee) are you ready to go higher?
 7. Liftee: Yes
 8. Director: On the count of three to (shortest person name) waist. 1 2 3 Waist!
 9. Director: (Liftee) are you ready to go higher?
 10. Liftee: Yes
 11. Director: On the count of three to (shortest person name) shoulders. 1 2 3 Shoulders!
 12. Director: (Liftee) are you ready to come down?
 13. Liftee: Yes
 14. Director: (decides with Liftee whether to do Light as a Feather down or come straight down)
 15. Light as a Feather- Director: On the count of three towards the feet. 1 2 3 feet. Towards the head. (Back and forth until Liftee is on the ground.
 16. Straight down- On the count of three lower to (shortest person name) waist. 1 2 3 Waist! On the count of three to (shortest person name) knees 1 2 3 Knees! On the count of three to the ground. 1 2 3 Ground!
 17. Lifters stay in position until Liftee says "set".



2. LWM Staff Member will check the element and surrounding area for any possible hazards before use.
3. LWM Staff Member will teach and demonstrate proper spotting technique for the element they are using before allowing participants to begin.
4. LWM Staff Member will cover all rules and safety information for the element in use before allowing participants to begin.
5. LWM Staff Member will discuss objectives and set goals and tilts before beginning an element.
6. LWM Staff Member will allow enough time for debriefing after an element.
7. Ratio of trained LWM Staff Members to campers will not be less than 1 for every 14 participants (additional staff do not need low ropes training).
8. Participants performing The Wall initiative, and God's Finger will wear be required to wear helmets.

SPIDER'S WEB

1. Objective- to get the whole group from one side of the Web to other by lifting through the loops and without touching the, "web". Can be made more challenging by only allowing each loop to be used once and not allowing the use of the bottom loops.
2. Correct lifting commands must be used when using Spiders Web.
3. Participants may not touch ropes or trees while passing through the Web.
4. Participants are not allowed to jump through the Web.
5. Long hair must be restrained. Sweatshirt hood pulls must be tucked into the shirt.
6. Ghost spotters must be explained and used at the beginning of this element.
7. Ghost spotter- participants that are moved to the other side of an element to act as spotters. They must return to the beginning of the element to complete it when there are enough participants at the end to provide safe spotting.

TRAFFIC JAM

1. Objective- to have participants switch places to end up facing the opposite direction.
2. Only one person can move at a time.
3. Only forward movements are allowed.
4. Must move to an empty stone.
5. Can only pass one person per turn and that person must be facing you.

STONY LAKE SHUFFLE

1. Objective- Entire group assembles on the board after instructions have been provided. The task is then for the group to realign themselves according to criteria assigned by the facilitator.
2. Have the group stand on the beam facing the facilitator.
3. Arrange by shoe size, height, birth, date/month, alphabetically by name, etc. without stepping off the beam.
4. Complete the task in silence with the option of one "tilt" in which the group



can step off the log and talk.

5. Self-spotting is used in this element.

THE WALL

1. Objective – For the entire group to pass safely over the wall without using outside props. The group may have 2-3 people on top of the wall to assist person ascending. Once a group member has gone over the wall, they may return to the other side to spot only, not assist, the remaining participants.
2. Review spotting commands.
3. Stress proper lifting and supporting, especially when participants stand on others' shoulders.
4. Do not allow the use of personal items such as belts or clothing.
5. Spotters must be used when people ascend or descend the ladder.
6. Agree that only 2 people may be at the top of the wall and one person may be in transition (ladder).

WILD WOOZY

1. Objective – For two participants to walk out along opposing sides of V-shaped cables, leaning inward, supporting each other until they can no longer balance together on the cable.
2. Establish a goal for the group.
3. Participants do not get on wires without calling out spotting commands.
4. As participants move down the V, spotters move into the middle performing a zipper style spotting technique.

STICKS AND STUMPS

1. Objective- to get the group from one side of the element to the other using boards to create a path between the cinder blocks.
2. Self-spotting is used in this element.
3. Participants are not allowed to jump between blocks and/or boards.
4. LWM Staff Member must demonstrate correct board handling before beginning the element.
5. Boards must be placed at 90 degree angles to prevent slipping.
6. Boards must reach to the middle of a block to be used.
7. All boards must make it to the end with the group.
8. Boards and participants may not touch the ground.
9. Only a few people on a board at a time to prevent breakage.

LEE'S LANDING (NITRO CROSSING)

1. Objective- to get the group from one side of the element to the other using the swinging rope.
2. Ghost Spotters are used in this element.
3. Correct lifting, spotting, and climbing commands must be used in this element.
4. Participants are not allowed to run or jump to get the rope.



5. Only one person on the rope at a time.
6. Participants are not allowed to touch the ground in-between the marks.
7. If participants are going to stand on each other's backs, make sure they are placing their feet at the shoulders and hips and not in the middle.

Porthole

1. Objective- to get the group from one side of the element to the other by passing through the “porthole” without touching it.
2. Correct lifting and spotting must be used on this element.
3. Ghost spotters must be used on the element.
4. Participants may not go under the porthole to get to the other side.
5. Allow one or two participants to have a “fire-proof suit” so that they can touch the tire.
6. Participants are not allowed to climb on the wires holding the porthole.

HAWAIIAN FOOTBOARDS

1. Objective- to get the group from point A to point B walking on the footboards.
2. Self-Spotting is used in this element.
3. Participants should stand staggered on the boards, holding onto the rope handles.
4. Each participant must have at least one handle to start with.

WHALE WATCH

1. Objective- to have the whole group balance on the platform with the platform touching only the fulcrum and not the ground
2. Self-Spotting is used in this element.
3. Participants are only allowed to enter and exit the platform at the fulcrum to avoid crushing toes.
4. Participants are not allowed to run or jump on the platform.

GOD'S FINGER (GIANTS FINGER)

1. Objective- The team must work together to get the ring onto or off of the post without touching the post itself – set it on the ground and either remove it again or put the ring back on.
2. Spotting and lifting are used in this element.
3. Participants are not allowed to run or jump to remove the ring.

Guidelines for Working Effectively in Small Groups

Each member coming to a small group brings many purposes. Many of those purposes are unique only to that individual. If you can find a way to relate these unique purposes to others in the group, they can be utilized. If not, save them for another time.

Some group member's purposes will be similar to the purposes of others in the group. You and others in the group need to help those with similar purposes become aware of their common purposes.



It is harder for a group to find a common goal if one person, whether it is the group leader or someone else, dominates goal setting or group direction. Even when the other members go along, if the goals have not come out of a desire for a common direction, they will not supply the power for progress. The one who supplied the purpose will also have to do the pushing.

1. A small group is more productive when there are a large number of mutual responses established.
2. A small group is more productive when lines of communication are open and used. Good communication requires a sender and a receiver who indicates that the communication has been received. The sender and receiver are equally responsible for effective communication.
3. A small group is more productive when many or all of its members accept individual responsibility for the group's performance.
4. Our efforts to improve our effectiveness in small groups should not be a favor, a trick, a gimmick, or a new device.

Guidelines for Working with A Large Group

1. Always wait until everybody in the group is quiet before attempting to give instructions.
2. If a group cannot be still, insist that the campers sit down or squat down before explaining anything to them. Moving campers are more distracting than talking ones.
3. Be louder than you need to be. Just being heard is not enough; you have to mean it.
4. Think out what you are going to say before you say it. Write it down if you need to. Be clear and concise.
5. Emphasize important directions a second time, but do not needlessly repeat yourself.
6. Avoid asking too many questions to the whole group. Do not use the inquiry method to explain directions to 70 kids.
7. Do not answer too many questions until your "clear-cut" directions are given. Do not let distractions interrupt the flow of your directions.
8. Physical demonstrations are more effective than verbal ones. Role-play when possible.
9. Make sure everyone can see you when you are explaining directions.
10. Use eye contact. Keep looking out at the group.
11. Offer reasons for certain guidelines (especially where safety is involved).
12. Kids insisting on stretching rules should instantly become benchwarmers.
13. Keep equipment out of kid's hands when explaining directions.
14. Invite help from other staff, CIT's and adult leaders.
15. Staff present who are not actively involved in explaining directions should mix with the group and support.
16. Be specific in giving directions. Tell the kids who is to go where, when and how. In explaining the next activity, say, "When I give the signal..." Insist on finishing before the kids begin to move.



17. Challenge rowdy groups to improve behavior. Never threaten, scold, or yell at the entire group. Send them back before it goes that far.
18. Keep smiling. Take strong action when you need to. If you are not enjoying the program, it will be hard for the kids to enjoy it.

Being on Staff

Training Procedures for New/Volunteer Staff

1. At the start of each summer season, LWM will provide two weeks of seasonal staff training for all staff able to attend. Staff may attend only portions of this training as schedules allow. Missed sessions will be covered with a member of the leadership team.
2. The two weeks of training will include all procedures covered in this manual and policies included in the Staff Manual.
3. All volunteers and staff who attend the training will be given a written test that demonstrates their awareness of policies and procedures.
4. Any staff or volunteers not able to attend the two-week training period will still be tested. When they've completed their test, a member of the leadership team will review incorrect answers with the staff or volunteer to ensure they are in full understanding of procedures and policies.

Procedures for Handling Intruders

Due to our location, most "intruders" are actually curious guests that are sightseeing in the area or visiting Stony Lake because they've heard of our great facilities and experiences. Most "intruders" should be treated as our guests and welcomed to Stony Lake using the following steps:

1. Greeting the guest in a friendly manner and asking if you can provide assistance.
2. In a polite and friendly conversation with the guest, inform them that they must check in with the office or the camp director and give them direction as to how to find them.
3. Either escorting the guest to the office or instructing the guest that you are calling the office and camp director to let them know they are coming. Be sure to place that call immediately.
4. Once at the office or with the camp director, appropriate steps will be taken to register the guest or to give them a guided tour of our facility and programs.

Storing Personal Belongings When Away on Day Camp

Stony Lake does not have a safe place for staff to leave personal belongings while away on Day Camp or for a personal trip. Staff members wishing to leave personal belongings on camp are advised to lock them in the trunks of their vehicles. If a staff member does not have a vehicle and wishes to leave their belongings on camp, they are advised to find a friend who is staying on camp that will take responsibility for their personal belongings. In such cases, the individual on camp will be required to treat those items as their own. If the on-camp staff



member needs to move cabins or to different housing, they must take their friend's items with them. LWM is not responsible for personal items left on camp regardless of where they are left. Personal items left in public places or staff lounge will be placed in lost and found.

Personal Belongings Not Allowed On Camp

Staff members should not bring animals or pets of any variety, alcohol or drugs, weapons, fireworks or explosives of any kind.

Staff members personal vehicles should be parked in staff/visitor parking between the block house and activities building and should be locked at all times.

Use of Staff Lounge

Staff Lounge at Stony Lake is in the west section of the activities building. Be respectful of the space and the people you share it with. Because it is a public space used by the entire camp staff community, we must collectively care for it according to the following rules.

1. No personal items may be left in the staff lounge. Any personal items found in the staff lounge will be treated as a "lost and found" item.
2. Movies and video games left in the Staff Lounge are assumed to be for communal use. LWM is not responsible for these items in the event of loss or damage.
3. Staff Lounge is not for sleeping.
4. Anyone using the kitchen for cooking and eating must immediately clean up after themselves and return all dishes and utensils to their proper places.
5. The Refrigerator located in the kitchen hallway across from dry storage is the staff refrigerator will be used for leftover camp food for the staff's enjoyment when camp is not in session. This food will be placed in the fridge on Friday afternoon and removed on Sunday morning.
6. Every Friday afternoon staff cleaning the staff lounge will dispose of any food not clearly labeled with a "remove after" date from the staff lounge fridge.
7. Any food left in the staff lounge that is not labeled with a staff member's name is assumed to be for community consumption.
8. Food that is not in the refrigerator or in a plastic, tightly sealed storage container will be disposed of by staff or the camp director.

The Whitehouse

The white house is where adult leaders are housed during the week. Staff members are not to go into or use the whitehouse unless they are cleaning, performing maintenance or are asked to do a task within the whitehouse. The only exception being staff assigned to live in the whitehouse.

- Staff members are not to leave their laundry unattended in the whitehouse porch, washing machines, or dryers. Staff members should



- enter the laundry area through the porch, not the whitehouse kitchen.
- Staff may leave their laundry soap items on the whitehouse porch on the “Laundry Soap shelf.” Any soap not labeled with a staff member’s name will be assumed to be for community use. Soap labeled “camp” is not up for grabs – it is for camper laundry only.

Amending These Procedures

The Program Innovator, Executive Director, or the Living Water Ministries Board of Directors have the authority to amend this document and these procedures at any time.

ACA Foundational Practices & Standards Assessment Review

The Program Innovator will review the ACA Foundational Practices every May and keep a written checklist of the review on file at the office. Additionally, the Program Innovator will assess the ACA standards for compliance using the “Written Documentation” table and place on file for future ACA visits.

Camper Orientation Checklists

Sunday Afternoon / Dinner /and Night Camper Orientation

Campers were instructed on the following items:

Meals:

- When they come into the lodge and where to wait while outside
- How they should be seated at mealtimes
- The purpose of a flipped plate and who can flip them
- The purpose of hoppers and that they will all be one
- How to get food – In and Out Doors
- Peanut butter & Jelly rules
- When to get seconds
- How they will know when to leave and where to go next
- All food and drink waste goes in trash
- How to exit the lodge and cabins during a fire

In and Around the camp:

- Do not enter cabins that you are not living in unless the gender expression of that cabin matches your cabin and you have been invited in. Cabin boundaries. No campers in the white house.
- Food or drink of any kind other than water should not be in cabins – it attracts animals.
- No throwing objects unless part of a game
- No knives, guns, weapons of any kind or fire lighting materials of any kind. Please give any of these items to your counselor if you have them. Your counselor will give them back at the end of the week.
- Be with your counselor at all times, tell your counselor if you need to go



somewhere

- Use the group of three system
- No phone or music playing devices
- Never go in a low or high ropes area unless you are with your low ropes leader or another staff member.

Cabin Time:

- Introductions of all people living in the cabin
- Sign up list
- Cabin count off
- Where to leave personal belongings
- Line outside of cabin to hang wet items on, not on rafters or beds (fire hazard)
- Group of three system
- When to go to the bathroom and assigned shower time
- Review the camper covenant, add in camper suggestions, and all people living in the cabin sign the covenant
- Any of your personal rules
- Complete a cabin devotion

Summer Adult Leader Orientation

- Give staff training tests
- Give bible study locations
- Recruit adults for afternoon activities if needed and offsite trips
- Cell phone guidelines
- Invitation for involvement (not devos)
- Authorized Grown-ups form (taking campers home)
- Adult leader meeting time and place
- Low ropes leaders and meeting place, taking on single campers
- Whitehouse hospitality
- Use of waterfront (past the rope) requires there to be a lifeguard – tell WD if you want to use waterfront at any point.
- Designated smoking areas
- Internet usage
- Volunteer options
- Schedules, maps, other handouts
- Cover ratios of campers to adults and being one on one.
- Monday Dinner (campers cookout)
- Camp, Cabin, church group photo
- Code Pink



Waterfront Orientation Checklist

- The following items were explained to all campers at Waterfront Orientation
- Buddy system, buddy board, buddy check
- Who is allowed in the waterfront area and when
- What happens when we've lost a swimmer
- Who is allowed to go canoeing/kayaking/paddle boarding and when and where
- Swim tests and use of the deep end and waterfront features
- Entrance/exit to the waterfront area only through rope
- Diving only from raft in swim area
- No dunking
- No hanging on swim lines
- Swimming only within the designated swim area
- No swimming in the testing area when people are testing
- Limit of 6 people on the raft
- Limit of 4 campers on waterfront trampoline plus lifeguard
- No conversations with on duty lifeguards
- No hanging anything on the ropes
- No putting anything on the boathouse porch
- No entering the boathouse unless given permission.

Canoeing/Kayaking/Paddle boarding Checklist

- Line up in groups of 3 (non-swimmers must be with a staff)
- Paddle etiquette and basic strokes
- Importance of not splashing or flipping
- How to enter and exit a canoe or kayak (3 points of contact)
- No paddle heads in the sand, only handles to push off
- Who is launching and landing canoes/kayaks/paddle boards
- Boundaries
- What to do if canoe/kayak/paddle board flips or you fall out/off
- Where lifeguards are located
- Signal to return to camp

Offsite Waterfront Checklist

While on the bus:

- Which counselor is in front and back of group when you get off the bus, and to stay between them
- Stay on paths, poison ivy or broken glass can be off the paths
- Bathroom is in parking lot, use it before we leave the parking lot if you need it (tell your counselor)
- No taking shoes off until the waterfront director gives the OK
- Pick up trash when we get to the beach and put it in the trash bag
- Put towels and shoes off to the sides to leave room for the games we play
- Sunscreen and water



While on the beach:

- Boundaries
- Buddy Board procedure
- Buddy check and rotating out
- Swim area markers

Camper Vehicle Orientation Checklist:

- Campers are instructed only to embark or disembark from the vehicle when instructed by the vehicle driver.
- Campers are instructed to the location of exits in the vehicle.
- Campers are instructed to wear and checked for safety belts
- Campers are instructed to remain seated while the vehicle is moving
- Campers are instructed not to distract the driver.
- Campers are instructed to remove all personal belongings and trash when exiting
- Campers are instructed to follow all directions of the driver throughout the trip.

Low Ropes Camper Orientation Check List

- No one allowed on course without a trained, first aid, CPR certified ropes facilitator First Aid Kit is located in the lodge.
- Counselor check all campers for pants and closed toed shoes
- Campers are taught and led through stretching
- Campers are taught and individually demonstrate proper spotting technique for the element or initiative they are using. How to stand effectively.
- Campers taught verbal checks to ensure spotters are ready and watching participant
- Basic spotting-spotting a participant without moving
- Peeling spotting-spotting while moving with participant
- Self-spotting- knowing when to “step down” from an element
- Counselor covers all rules for the element in use.
- Counselor covers all hazards for the element in use.
- Counselor provides element story / goals- gives participant a reason for doing the element.
- Counselor gives participants boundaries for their solutions and eliminates solutions that are unsafe.
- Counselor gives tilts (penalties) – provides the chance to make a mistake w/o starting over.



High Ropes Camper Orientation Checklist

- No one is allowed on course without a trained, first aid, CPR Certified ropes facilitator.
- First Aid Kit and walkie-talkie must be at course.
- Counselor check all campers for pants and closed toed shoe.
- Safety rules- as soon as participants arrive at the high ropes course the rules are explained to them- these include where the first aid kit is located, where it is safe to sit, and not to interrupt a staff member during a transfer
- Equipment demonstration- a staff member brings out a helmet, harness, and sling lines to demonstrate the proper way to use and wear them
- Participant equipment- participants put on equipment and are checked by a staff member to ensure that it is on properly
- Transfer orientation- a staff member connects their sling lines to the ground school ropes and demonstrates transfer commands/procedures
- Ground school- all participants must correctly demonstrate two transfers before being allowed up into the course



Hotlines for Resource

Before giving one of these numbers to a camper, call it first to make sure it's still active.

Abused Children's Hotline
(800) 422-4453

Al-Anon
(888) 425-2666

Children's Protective Service
(855) 444-3911

Counseling - Budget (Free)
(855) 890-7585

Eating Disorders Helpline
(888) 375-7767

Gambling Helpline
(800) 522-4700

LGBT National Hotline
(888) 843-4564

National Alliance on Mental Illness
(800) 950-6264

National Domestic Violence Hotline
(800) 799-7233

National Suicide Prevention Lifeline
(800) 273-8255

Rape Abuse and Incest National Network
(800) 656-4619

Substance Abuse and Mental Health Services Administration Helpline
(800) 622-4357

Teen Pregnancy Hotline
(800) 672-2296

Trans Lifeline
(877) 565-8860



LWM Vehicle Safety Checklist

Check Daily *, (your initials) indicates OK. (X) means defective, safety defects must be reported immediately to office

Vehicle:	Item	Week of:						
		S	M	T	W	T	F	S
	Tires (visual daily)							
	Tires (with gage)							
	Fluid Levels							
	Body Damage							
	Lights (Front and Rear)							
	Turn Signals							
	Back Up Lights							
	Brake Lights							
	Instrument Panel							
	Wipers							
	Horn							
	Steering							
	Battery							
	Brakes							
	Seat Belts							
	Clean Interior							
	Emergency Flashers							
	First Aid Kit							
	Fire Extinguisher							
	Reflectors							
	Registration/Insurance Info							
	Other Defects							
	Comments:							