



Staff Manual

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A. CAMP PROCEDURES & INFORMATION

STAFF ORIENTATION/TRAINING

A trained staff is essential for effective events. Staff training is a challenge due to limited time both before and during such events. Nonetheless, all staff members are to participate in whatever staff training is provided unless excused by the camp director.

- Staff is expected to arrive the evening before the start of camp for Staff Orientation.
- Staff will check in at the Office where they will receive housing assignments, printed materials, and supplies.
- Time will be provided for prayer, praise, fellowship, and bonding with staff members. This is an opportunity to get to know the people you will be with for the next week.
- Camp and Heartland Christian Association policies will be reviewed during scheduled sessions.
- Discussion of the tools and techniques that lead to successful events will be presented.
- Department and Activity Leaders will conduct meetings within their departments.
- Time will be allotted to allow departments and activities to prepare their area.
- Arrival Day and Special Event meetings will take place throughout the orientation (see schedule).

ADMINISTRATIVE SERVICES

Camp Office

- Please observe posted office hours.
- **Facilities Work Order/Supply Request Forms**, and other forms, can be filled out and placed in the "In Box" at the Office.
- All staff **Announcement Forms** must be turned in to the Office no later than the close of office hours the night before the next day's breakfast meeting.
- All staff must sign in and out if leaving camp for any reason.
- All visitors and guests must sign in and out of camp at the Office and wear a visitor's badge at all times.
- Please ask to use supplies and equipment in the Office. We share the Office with the Camp facility, and not all of the items belong to us.

Camp Photography/Videography

- All photos/videos taken become the property of Heartland Christian Association and can be used for publication or promotional purposes.

Lost & Found

- Lost and Found is located in the Chapel .
- Place any "found" items on the table in the back of the Chapel .

Laundry

- All campers and staff should label their shirts with a permanent marker: write name/initials and dorm number on label of shirt.
- Shirts must be gathered and placed in laundry bags provided as follows:
 - Place camper shirts in separate bags by color
 - Dorm Leaders, place your shirts in with campers' shirts
 - Label each bag with the dorm number.
- Drop off laundry bags at the Chapel BEFORE BREAKFAST the morning of "laundry day".
- See camp schedule for Laundry schedule.
- Clean laundry should be picked up by a representative from the dorm AFTER DINNER that same day.

CAMP STORE

- The Camp Store is typically open
 - During Fellowship Time after meals
 - Arrival and Departure Days (see schedule for specific times).
- Credit Purchase Procedure:
 - Campers who bring cash to camp will have it collected during check-in where it will be recorded along with the camper's picture.
 - A master list will be kept by the Camp Store and purchases will be deducted from the deposited amount.
 - Any remaining balance in the camper's account will be refunded during camper checkout on Departure Day.
 - Camp Store will accept cash **ONLY** on Arrival Day and Departure Day and from guests.
 - Staff may set up their own credit account and/or help fund campers' accounts.
- Camp Store donations should be processed in the Office.
- All staff are responsible for keeping an eye on campers during Fellowship Time. Security personnel, as well as Dorm Leaders and all other staff, have a duty to ensure the safety of all campers.

FACILITIES SERVICES

Camp Grounds

- Please observe all posted speed limit signs.
- Do not drive or park vehicles on the grass or paved walkways.
- No food or drinks are allowed in the Chapel.
- Please observe all posted signs.
- Please remember we are visiting this facility. Leave everything better or cleaner than you found it.

Custodial/Maintenance

- For maintenance or other facilities service requests, Facilities Work Order/Supply Request Forms should be completed and turned in to the Office.
- Complete a Facilities Services Setup Request Form for events and activities requiring setup, equipment, chairs, tables, etc.
- To request cleaning supplies, etc., complete a Facilities Work Order/Supply Request Form at the Office.

Safety & Security

The safety and security of all participants, as well as peace of mind for parents of campers at Camp, is of prime concern.

- All staff should be familiar with emergency procedures for your dorm, building, activity, etc.
- Dorm Leaders, periodically throughout the day, be sure that you count heads and have your campers with you at all times, especially when leaving the dorm and leaving an activity. **NEVER LEAVE A CAMPER BEHIND.**
- All staff and campers should observe the “lights out” in the camp schedule.
- No staff member or camper should swim without a lifeguard present.
- All staff, when you travel throughout camp, use the “buddy system.”
- In the event of an emergency, follow the **Emergency Procedures** outlined in this manual.
- Personnel in the following areas will be on call and may be contacted via two-way radio for situations requiring additional assistance after hours:
 - Health Center staff
 - Safety/Security
 - Additional staff on the on-call schedule may be contacted as necessary by those listed above

HEALTH CENTER

First Aid treatment will be administered at the Health Center. It is the duty of all campers and staff leaders to see that all injuries or illnesses, whether minor or serious, are reported to the Health Center.

- The Health Center will be staffed with at least one individual who meets State of Illinois qualifications.
- In case of emergency, a member of the Health Center staff is on-call 24 hours/day.
- If a camper needs to visit the Health Center he/she should be taken to the Health Center by a Dorm Leader or other staff member.

Camper Injuries/Medical Concerns

- If a camper complains of not feeling well or indicates any situation involving a medical problem, he/she should be brought to the Health Center by a Dorm Leader or other staff member for evaluation.
- Please do not attempt to make a diagnosis or administer medication of any kind. Even if you question the validity of a complaint, the camper should be brought to the Health Center for evaluation.
- Even if a medical situation has stabilized, the staff member should inform the Health Center.

Medications

- All medication must **ONLY** be dispensed by the Health Center. Under no circumstances should another staff member give medication of any kind (including Tylenol, vitamins, etc.) to a camper or staff member.
- See the **Policies section 1.3 Administering medications** regarding medication for campers.
- Dorm Leaders are responsible for getting campers needing medication to the Health Center according to their medication schedule. Dorm Leaders will receive a **CONFIDENTIAL** list of campers and pertinent medical concerns for their dorm.
- It is HCA's policy that all camper medication is kept in a locked area under the camp nurse's supervision. This mandate complies with the American Camp Association guidance and Illinois State regulations for group camps. Camp staff in camper dorms are asked to turn their medication into the nurse, camp staff in adult dorms may retain their own medication

Daily Observation

- It is the responsibility of all camp staff, primarily Dorm Leaders, to be aware on a daily basis of each camper's physical condition. Any changes in appearance, appetite, activity level or health habits are to be reported to the Health Center.
- Keep healthy during camp:
 - Stay hydrated (drink water, Gatorade, etc.)
 - Protect your skin with sunscreen, wear a hat
 - Wear long pants when traveling in the woods

Rest

- Enough sleep can make the difference between a great and a poor week.
- Camp policy is that camp is quiet after 11:00 PM each night. This will permit those who wish to sleep a chance to do so.

Bedwetting

- Bedwetting is an extremely sensitive and embarrassing problem for a camper. Compassion and discretion are the best way to approach a camper that has wet the bed. As much as possible, treat the situation as something that is normal and could happen to anyone.
- If bedwetting occurs:

- o Do not tease or ridicule the camper.
- o Keep the problem quiet.
- o Quietly send the camper to the bathroom to get cleaned up.
- o After all campers have left the cabin, gather all wet items that need to be washed.
- o Place them in a trash bag and take them to the laundry (don't just leave them, tell the person who does the laundry).
- o Person doing the laundry will then properly wash all the bedding and return it to you.
- o It is mandatory that you wear gloves.
- o All surfaces exposed to urine must be disinfected by Facilities with a 1.5 cup of bleach to 1 gallon of water ratio.
- To help avoid accidents:
 - o Limit fluids after dinner.
 - o Keep a flashlight next to the camper's bed.
 - o Ensure all campers that it is okay to wake you up if they need to use the bathroom and that they must do so – they should not leave the cabin alone to use the bathroom at night.
 - o Arrange to wake the bedwetting camper up halfway through the night to use the bathroom.
- It is important to talk with parents on drop off day about any problems their child might have. Parents with children who wet the bed will usually pack extra bedding and tell you of this problem. Your most revealing question to a parent on drop off day will be "What should I know about your camper?"

EMERGENCY PROCEDURES

- In the event of a camp emergency, each camper and staff member must adhere to the following guidelines.
- The HCA and Camp Emergency Procedures will be reviewed during Staff Orientation and during Dorm Orientation.
- All personnel in camp (staff and campers) must be familiar with the Camp Emergency Procedures.
- In the event of one of the following situations, the Emergency Action Team will begin emergency procedures.
 - o Serious Accident
 - o Severe Weather
 - o Fire
 - o Security Concerns (intruders, missing camper, etc.)
- In an emergency situation, the Emergency Action Team will assemble. The team will coordinate actions, issue orders, conduct calls, and provide information to the camp population as necessary. The team will include the following personnel:
 - o Camp Director
 - o Assistant Camp Director

- o Health Services Coordinator (as warranted)
- The following key personnel will be notified via radio, announcement, or runner:
 - o Camp Chaplain
 - o Dorm Leaders
 - o Activity Leaders

General Emergency Procedures

In an emergency,

1. **REMAIN CALM.**
2. The person who discovers an emergency is to immediately notify the Office or nearest staff member (who will notify the Office immediately). The Camp Office will make emergency contacts as necessary.
3. When Dorm Leaders or Activity Leaders are aware of an emergency, the procedures listed below are to be followed:
 - a. Campers will line up or gather near their Dorm or Activity Leader.
 - b. Dorm/Activity Leader will take attendance of their group.
 - c. Dorm/Activity Leader reports all missing or absent campers to Security.
 - d. When attendance is complete, campers are to remain quiet near their Dorm/Activity Leader.
 - e. Wait for additional instructions from the Emergency Action Team.
4. Security staff will check other areas and bathrooms to make sure all campers are accounted for.
5. Security staff will report any problem situations to the Camp Director.
6. The Camp Director will notify the staff via radio, announcement, runner, etc. when the emergency is over.

Health and Accident Emergencies

In case of an emergency,

7. Keep the situation as calm as possible.
8. Contact the Health Center on the two-way radio or send a runner.
9. If a camper is injured and registers a complaint involving his/her head, neck, back, or the slightest possibility of a broken bone. **DO NOT MOVE AN INJURED PERSON.** Here is what to do:
 - o Do not move the injured person. Keep him/her calm and perfectly still.
 - o Secure the area around the injured person. Do not leave the injured person unattended.
 - o Be certain that uninjured campers are supervised and moved to a secure location.
10. Follow the **General Emergency Procedures** previously listed.

11. Have someone who witnessed the accident available to give details to the Health Center staff.
12. Health Center staff will determine the next course of action.
13. The Director or the Health Center staff will notify the parent(s) of the camper.
14. Health Center staff will file an Incident Report.

Please assume that all body fluids (i.e. urine, vomit, feces, blood, and saliva) may be infectious for blood-borne pathogens, HIV, etc.

Do not place yourself or allow campers to place themselves in contact with the above-mentioned body fluids or with any medical waste (Band-Aids, syringes or dressings). Please notify Health Center staff when such circumstances arise.

All medical personnel and custodial staff are to use universal precautions consisting of barriers (gloves and masks) and hand-washing/sanitizing procedures when dealing with such fluids and wastes. Medical wastes are to be disposed of in accordance with local regulations.

Severe Weather/Disaster

- In the event of **severe weather**, a weather radio will issue an alarm to staff. The Emergency Action Team will then execute the emergency procedure below:
- Instructions may be issued via walkie/talkies, in person, and over the public address system.
- All staff should follow these procedures:
 1. **REMAIN CALM.**
 2. Follow the **General Emergency Procedures** previously listed.
 3. Wait for instructions to which storm shelter to be directed:
 4. Storm shelters will be identified by the Camp Facility Director.
 5. Dorm Leaders, after you have gathered all of your campers and staff in the emergency shelter, **count your campers and staff again!**

Fire

- Be familiar with fire/evacuation exits. Be sure they are clear of obstructions.
- Evacuate the building/area. Do not go back inside a building, even if campers are missing.
- Follow the **General Emergency Procedures** previously listed.
- Dorm Leaders, after you have gathered all of your campers and staff, **count your campers and staff again!**
- It is vital that in case of a fire that campers and staff are evacuated from the fire threatened area as quickly and safely as possible.
- Only the Security team should consider attempting to put the fire out unless the fire is between you and an exit.

Intruder on camp property (Corkie)

- All visitors must check-in at the camp office. There they will sign in and receive a visitor's pass. The office will help them find who they are looking for on the camp property.
- If at any time you see an individual who is not part of camp staff walking around without a visitor's pass you **MUST** radio the presence of the intruder. Then ask the visitor to go to the office to sign in and get a visitor's pass.
- Never allow a child to go off of the property with anyone. Check-out will only be done through the camp director.
- If a child is taken from you by an intruder, collect as much information as possible, (hair color, height, license number, type of car etc.) Report to the director immediately!

Armed Individual (Code Gray)

- No person on the grounds, INCLUDING STAFF, should be openly (not in a case) carrying a weapon. If you see ANY person(s) openly carrying a weapon, do NOT confront them. Move away from the person and keep campers away.
- Immediately notify the camp director.

Active Shooter (Code Black)

- If an armed attack begins, immediately evacuate all persons to one of the emergency locations. Do not wait for further notification or instruction. Evacuate everyone immediately. Do not walk in the road, emergency vehicles may be arriving at high speed.
- Notify the camp director immediately by radio or phone.
- The camp director will notify the police.
- If you receive notification that an attack is occurring, evacuate the area immediately! Continue moving your group away from the event and the property. Keep moving until your group is located by authorities.
- Once authorities arrive at your location and it is safe, staff should take note of ALL who are present at that location. Re-check this list as others arrive. Campers may be scattered in various locations. It will be important to know who is at what location.
- If there are injured or wounded, assist them as possible.
- Keep everyone safely away from all roads.
- Remain at the evacuation location(s) until authorities arrive to assist you.

DINING HALL

- No hats or other headgear (skullcaps, bandanas, doo rags, etc.) are to be worn in the Dining Hall.
- Dorm Leaders and staff, **be on time to meals!** If you are late, it can make the dorms scheduled after you later for their meal – and you don't want a hungry, angry dorm waiting on you.

- Breakfast for all staff (except Dorm Leaders) and Mini-campers includes morning meeting and motivational.
- Lunch and Dinner for staff will be in two shifts (check schedule for time)
- Some staff members who are eating in the first shift for lunch or dinner will be expected to join and help supervise campers during Fellowship Time.
- Dorm Leaders, dorms will be assigned staggered arrival times for meals. Meal arrival times are included on your daily schedule.
- Dorms and staff will be greeted by the Dining Hall host and will pray before entering the Dining Hall and going through the serving line.
- When you arrive at the Dining Hall, your dorm should wait on the grass outside near the flagpole. Please do not crowd the Dining Hall porch.
- If a dorm arrives at the Dining Hall and the dorm ahead of them has not gone in, then the arriving dorm should come no closer than the flagpole.
- Dorm Leaders, instruct campers to be respectful of and express thanks to the Dining Hall Monitor and Kitchen Staff.
- Most meals will be served buffet style.
- Dorm Leaders, when finished eating, direct campers to take trays and dishes to the disposal area as a dorm in a single-file line.
- Dorm Leaders, assign a camper (or campers) to wipe down your table(s) after all trays and dishes have been taken to the wash area before your dorm leaves for Fellowship Time. All other campers in the dorm may be dismissed for Fellowship Time.
- Staff should bring their own tray to the disposal area

Hand Washing:

Hand washing is the single most important measure one can take to prevent illness. To further protect from viruses, time should be taken before each meal for campers and staff to wash their hands. Everyone should wash their hands:

- After using the restroom
- After blowing your nose, sneezing or coughing
- Before eating or handling food
- After taking out the trash, picking up litter or sweeping and using the dustpan
- After engaging in outdoor activities like playing sports, cooking out etc.

MINI-CAMP

Mini-camp is a ministry serving staff members' children under 10 years of age and out of diapers.

- Each day mini-campers should wear the camp shirt provided.
- Mini-campers will eat most meals with their parent(s)/guardian(s). See schedule for details.

- Mini-campers will sit with their families during chapel services in the designated sections.
- Mini-camp activities are listed on the schedule. Mini-campers will be with the Mini-camp staff during these scheduled times. (Note: not all activities for mini-campers will last the full hour allotted.)
- Mini-camp has special activities parallel to camper special events (see camp schedule for details).
- Where there are no scheduled Mini-camp activities (gray boxes in schedule), mini-campers should be with their parents/guardians, unless other arrangements have been made.
- Children are not required to participate in all Mini-camp activities.
 - Parents, feel free to take your child out of a scheduled Mini-camp activity if your child needs a nap, a break, or it is their bedtime.
 - IMPORTANT: please inform the Mini-camp staff if your child will not attend an activity.
- Mini-camp staff are not responsible for caring for sick children. For the health and protection of the other children, please make other arrangements for your sick child. Your child should be cleared by the Health Center before returning to Mini-camp activities.

ARRIVAL DAY

Arrival/Check-In

- Specific Camper Arrival and Camper Check-In procedures will be discussed during Staff Orientation.
- First impressions are important. How you greet campers will make a difference.
- Either the Dorm Leader or Co-Dorm Leader should be at the Camp Store to greet campers.
- Either the Dorm Leader or Co-Dorm Leader should be in the cabin with the door open at all times to warmly welcome campers, help them unpack, and generally hold down the fort.
- Dorm Leader and Co-Dorm Leaders should keep campers busy (decorate handbooks or dorm banners, etc.). If campers are not busy, homesickness may begin to set in.
- There may be scheduled time for activities during check-in (see schedule). Campers should be fully settled before attending any of these activities.

Camper Orientation

- Dorm Leaders, your dorm should be in matching camp shirts.
- All staff should attend Camper Orientation.
- Everyone should be seated in the Chapel no later than five (5) minutes before the start of Orientation.
- See the **Chapel** section for expected behavior guidelines.

CAMPER DORM ORIENTATION

Dorm Leaders will conduct the first night's dorm meeting which should set the tone for camp. Campers will get to know more about each other through icebreakers.

Dorm Leaders will also communicate expectations, rules and the theme of camp, among other things. Below is a sample outline:

- I. Icebreakers (include Dorm Parents)
- II. Expectations
 - A. Participation in All Activities
 - B. Dorm Standards (dorm duties, personal area, etc.)
 - C. Lights Out/Bedtime
 - D. Bathrooms
 - 1. Quick Showers/Create a Shower Schedule
 - F. Behavior
 - 1. Chapel
 - 2. Dining Hall
 - 3. Activities
 - 4. Fellowship Time
 - G. Rules (Camp Rules and Dorm Rules)
 - 1. No Tobacco/Alcohol/Drugs (turn them in)
 - 2. No Weapons/Knives/Guns/Pepper Spray (turn them in)
 - 3. No Sexual Misconduct (keep hands to yourself)
 - a. Modest Clothing
 - 4. Respect Others and Their Belongings (no stealing, vandalism)
 - a. Keep valuables in a safe place
 - 5. No Electronic Devices – cell phones, CD players, iPods, two-way radios, etc. (they should be turned in at the office if found in camper's possession)
 - 6. No Food in Dorm – Camp Rule (creatures)
 - 7. Dorm Leader's Personal Rules – can create a list with the help of your campers (i.e., no gossip, no foul language, no practical jokes, etc.)
- III. Daily Schedule
 - A. Typical Day; What to Expect
 - B. Dorm Formation While Traveling
 - C. Be Prepared for Activity and Weather (see What to Wear/Bring in handbook)
- IV. Services and Safety
 - A. Camp Store
 - 1. Location/Hours

2. Procedures

- B. Lost & Found

1. Located in the Chapel by the Office door
2. Check It Daily

- C. Health Center

1. Turn in Medications
2. Location/Hours
3. Handling Emergencies

- D. Emergency/Fire/Violent Weather

1. Pay Attention to Dorm Leader

- V. Spiritual

- A. Purpose/Theme

- B. Solo Time

- C. Dorm Theme

- D. Miscellaneous (prayer board, verse of the day, chants)

CAMPER DORM INSPECTIONS

The goal is to promote safety and hygiene in the dorms. Campers will be expected to take on a certain amount of responsibility for their environment in the dorms.

- Dorm Leaders, before or after breakfast (depending on the dorm's assigned meal time), **campers** should straighten and clean the dorm based on assigned dorm duties with the dorm leader encouragement, not the dorm leader doing the work.
- Dorm Leaders should devise a list of duties to assign to campers daily (see list below for ideas).
- Dorm duties should be complete before you head to the morning chapel.
- Daily random inspections will be performed. The "Golden Plunger Award" will be presented to the top dorm that meets and/or exceeds the standards below.

BEDS

- Beds should be kept presentable to the public
- Sleeping bags laid out flat or rolled neatly at the foot of the bed
- Pillows at the head
- Blankets folded neatly at the foot of the bed

FLOORS

- Floors need to be clear of clutter and clothing
- All walkways between bunks must be completely passable
- Luggage placed under beds or at the foot of the bed

CLOTHING & PERSONAL ITEMS

- Clean clothes should be kept in suitcases or neatly put away
- Dirty clothing should be in a laundry bag
- Shoes should be kept under beds if they are not being worn
- Wet clothes and towels should be neatly hung up to dry

BATHROOMS

- Sinks and countertops need to be cleaned and dry
- Toilets disinfected daily
- Showers need to be disinfected daily
- Floors should be clean and dry
- Campers should be using proper hygiene

TYPICAL CAMP DAY

Staff Morning

- All staff are required to wear camp shirts every day unless otherwise notified (laundry will be done during the week – see **Laundry** section and camp schedule for details).
- All staff, except Dorm Leaders and Co-Dorm Leaders, are required to be at breakfast for a staff meeting and morning motivational. Please be on time! We need to eat and meet before campers arrive for breakfast.
- If you have announcements to be made at our morning meeting, complete an Announcement Form and turn it into the Office no later than the evening before.
- Staff is encouraged to take solo/devotion time during the day. Remember that time with God is essential to our lives as Christians and will enable us to be more effective servants at Camp.

Camper Morning

- Campers need to wake up early enough for their morning Dorm Devotion.
- Dorm Leaders, setting up a shower schedule will help you get your campers ready for the day (e.g., half shower in the morning and half at night).
- Campers and staff are required to wear camp shirts every day unless otherwise notified (laundry will be done twice during the week – see **Laundry** section and camp schedule for details).

Dorm Devotion

- For campers, a Dorm Devotion is scheduled each morning before breakfast.
- This time is designed to show campers how their day should begin. It is also our way to remind the camp community that time with God is essential to our lives as Christians.
- Dorm Leaders may do one or more of the following during this time:
 - Share your ‘verse of the day’ or give a short devotional
 - Read a passage from the Bible
 - Pray
 - Give campers time to journal their thoughts
 - Give campers time to meditate or reflect on their relationship with God
- **BE AWARE OF THE TIME.** End with enough time in order for the dorm to leave on time for breakfast.

Chapel

- Chapels are major all-camp worship and instruction. Handbooks have been provided for campers and staff to follow along and take notes. Please encourage use of these tools.
- No hats or other headgear (skullcaps, bandanas, doo rags, etc.) are to be worn in the Chapel.
- Dorm Leaders, dorms should have drink and bathroom needs taken care of and be in their seats no later than five (5) minutes before the start of chapel.
- Staff should sit in the back sections. Please do not stand or sit against the back wall during the chapel service.
- Dorms will sit together in an assigned area.
- Mini-campers will sit with their parents in back rows.
- For safety reasons, please keep aisles (including along the back wall) and doorways clear (e.g., no sitting on the floor, standing in the doorways, etc.).
- Staff – be the example to the campers:
 - No hats are to be worn in the Chapel
 - Be on time to the chapel service
 - Be attentive during the chapel service
- We want to provide an appropriate atmosphere by encouraging campers to follow these guidelines. It is the Dorm Leader’s responsibility to make sure campers:

- o Pay attention
- o Do not sleep
- o Are not disruptive (this includes bathroom and water fountain visits)
- At the end of the chapel service, dorms will be dismissed one at a time by the Worship Leader.

Camper's Choice

Camper's Choice is an opportunity for campers to participate in some activities not in the regular schedule and go deeper in others.

- Campers will be assigned to Camper's Choice activities based on camper preferences and availability.
- The Office will give Dorm Leaders a list of assignments for their dorm each day.
- Dorm Leaders, please inform your campers ahead of time where they are to go each day.
- Dorm Leaders should designate a meeting place for their dorm following Camper's Choice.
- Dorm Leaders, be sure campers know they are responsible for getting to Camper's Choice ON TIME!
- Activity Leaders will be given a list of campers that will attend their activity each day.
- Activity Leaders are required to take attendance and report any absence.

Fellowship Time

- Typically follows lunch and dinner (see schedule).
- Fellowshiping should only occur in the area around the Chapel (e.g., porch, fire pit, grass field, etc.).
- All campers and staff will have the opportunity to socialize with each other.
- The Camp Store will be open during Fellowship Time for campers and staff.
- Some staff members who are eating in the first shift for either meal will be expected to join and help supervise campers during Fellowship Time.
- All staff are responsible for keeping an eye on campers during Fellowship Time. Security personnel, as well as Dorm Leaders and all other staff, have a duty to ensure the safety of all campers.
- It is important that staff and Dorm Leaders are present to ensure proper behavior. For example:
 - o No teasing
 - o No horseplay
 - o No romantic interludes and touching
 - o No heading back to the dorm alone
- Fellowship Time should end with enough time to return to the dorm and prepare for the next activity.

Activity Schedule/Classes

Being an activity-based camp, the scheduled classes are very important to the structure of camp. In addition to having fun, we use each activity to teach a spiritual lesson.

Dorm Leaders will want to draw upon these lessons to spark conversation at nightly dorm meetings.

- Classes occur throughout the day and typically are one hour long each.
- It is the Dorm Leader's responsibility to have the campers prepared for each activity. Make sure they have all necessary items before leaving the dorm for the morning or afternoon (encourage use of a backpack). Refer to "What to Wear/Bring" in the handbook if you are unclear as to what is needed.
- Dorm and Activity Leaders should ensure that campers are involved in each activity and exhibit appropriate behavior.
- Dorm Leaders, encourage your campers to thank the staff with a chant or cheer to finish class.

Nightly Dorm Meeting

Each night, Dorm Leaders will gather together to develop community and unity as well as to communicate with their dorm. To be successful, Dorm Leaders will want to PLAN their meetings. There should be an agenda and ground rules.

Dorm Leaders should finish these meetings with enough time for the campers to get ready for bed. It is the Dorm Leaders responsibility to have them in bed at an appropriate time.

Here are some suggestions for how to use the dorm time:

- Dorm Parents are strongly encouraged to join the dorm at this time.
- Discuss the day (themes, activity, spiritual lessons and issues).
- Give a preview of the next day's schedule (what they can expect).
- Coach your campers on proper behavior for the next day's special events (Praise Night, Dance, etc.).
- Dorm Leaders may facilitate a discussion that leads to deeper, spiritual issues (dating and relationships, what it means to live a pure and holy life, etc). Be careful to keep people from revealing information they will later regret having shared.
- Take prayer requests and end the day with prayer.

SPECIAL EVENTS

Team Building Games

Events include Relay Games, Olympiads, Rescue Mission, Camo Night, etc.

- These activities are designed to promote unity and community within a dorm, and to have fun!
- Volunteers and Dorm Leaders will meet during Staff Orientation and/or during the week to go over details.

Guys' and Girls' Events

Separate sessions are specifically designed for guys and girls. The goal of these sessions is to teach kids about God's design for men and women.

- Staff should attend the appropriate session and be willing to help out if asked.
- Check with the event coordinator(s) and see the camp schedule for details.

Fireside Chat

The goal is to give dorms an opportunity to bond together, probe deeper, and learn more about Jesus Christ.

- Each dorm will have its own campfire.
- Dorm Leaders and Dorm Parents will meet with their dorm to attend their Fireside Chat.
- It is the responsibility of the senior Dorm Leader to facilitate the Fireside Chat. However, he/she may call upon the Co-Dorm and/or Dorm Parents to help facilitate.

Camp Dance

- Dorm Leaders, coach your campers in proper behavior and respect for each other.
- All staff should make sure that all campers are involved. Set the example – encourage boys to dance with girls, get everyone out there, etc.

Praise Night

- This is a special service where we take time to praise and honor our Lord and Savior through song, drama, and prayer.
- Prepare campers to approach this evening with a reverent frame of mind. Remind campers what it means to praise our Lord and Savior.
- All staff, Dorm Leaders, and campers should wear a camp shirt or nice casual shirt to Praise Night.
- All staff should attend to set an example for our campers.

Final Banquet

This is a special night to celebrate the camp session with a nice dinner followed by additional special events.

- Dorm Leaders and campers should be nicely dressed for this event.
- Dorm Leaders, please coach your campers in proper behavior (meal etiquette, respect for performers, etc.).
- Dorm Parents and Dorm Leaders will sit with their dorm during the banquet. Meet up with your dorm as they arrive at the Dining Hall (see schedule for arrival times).
- Some staff will be asked to serve at the final banquet. Please wear a white shirt/blouse and black pants.

- Serving staff are asked to arrive at the Dining Hall before the campers arrive to eat and for final preparations (see schedule).
- Awards will be presented after the Final Banquet (see **Camper Award Nominations/Evaluations**).
- Dorms (including Dorm Parents, Dorm Leaders, and Big Brothers/Sisters) should sit together for any special events following the Final Banquet.

CAMPER AWARD NOMINATIONS/EVALUATIONS

The Heartland Camp Spirit Award is presented to the camper in each dorm and CREW member who captures the spirit of Heartland Camp with many of these qualities:

- o Dependability
 - o Enthusiasm
 - o Caring
 - o Encouragement
 - o Involvement
 - o Making new friends
- Each Dorm Leader will identify a camper within their dorm who has best exhibited those characteristics.
 - Awards will be presented at the Final Banquet.
 - Dorm Leaders should turn in all nomination forms to the Office no later than Thursday evening.

DEPARTURE DAY

Closing Service

- Parents and other guests are invited to the closing service in the Chapel.
- Following the service, baptisms will be conducted at the pool.

Camper Departure

Parents have entrusted us with their most precious possession. We must do everything we can to provide them the best care while they are in our care. Therefore, the following guidelines are intended to avoid any problems on check-in, check out days and if parents show up unannounced.

- All campers are to be released only to an authorized person. Parents identify those authorized to pick up campers via our online registration system. Photo identification will be required for release of campers to authorized persons.
- Authorized persons are to be directed to the camp director or assistant director to sign their camper out.
- When a last minute change occurs in who will be picking up a camper, the new instructions are to be verified by an authorized person directly to the camp director.
- No camper may leave camp at any time without prior authorization from the custodial parent/guardian and the camp director.

- Campers must have their bags packed, tagged, and placed OUTSIDE each dorm BEFORE brunch.
- Bags will be taken to the parking lot and separated into dorm piles of luggage for easy pick up.
- Dorms must be cleaned and empty BEFORE brunch.
 - Sweep the floors
 - Remove all personal items from bunks and closets
 - Empty all trash into outside garbage bins
 - Clean bathrooms, including the toilets
 - Mop showers and bathrooms
 - Lost and Found items turned in to the Dining Hall
 - Report maintenance needs to the Office.
- Following final Departure Day activities, Dorm Leaders may escort campers to the checkout location.
- **All staff, check with the Departure Team Leader for your camper checkout assignment. If you do not have a specific assignment, please ask where you can help.**
- See schedule for camper departure times.

Staff Departure

- Staff members will be able to check out only after all campers have checked out.
- Dorms, rooms, etc. must be cleaned and empty BEFORE YOU LEAVE.
 - Sweep the floors
 - Remove all personal items from bunks and closets
 - Empty all trash into outside garbage bins
 - Clean bathrooms, including the toilets
 - Mop showers and bathrooms
 - Report maintenance needs to the Office
 - Lost and Found items turned in to the Dining Hall/Office
- Turn in all binders, keys, supplies, equipment, and radios BEFORE you leave camp.
- Turn in all forms and other paperwork (e.g., inventory sheets, etc.) BEFORE you leave camp.
- All staff should check out at the Office when leaving camp.

B. STAFF ROLES & RESPONSIBILITIES

DORM LEADER RESPONSIBILITIES

Camp is a busy place with an exhausting schedule. It is important that Dorm Leaders coach their campers on behavior and expectations in each activity. There will be a lot of details to manage, but don't sweat it! What can a Dorm Leader expect in his/her daily routine?

- A Dorm Leader is responsible for his/her dorm 24/7. There is little time for yourself and your own social pursuits.
- A Dorm Leader is responsible for waking his/her campers each morning and getting them to bed each night.

- A Dorm Leader is responsible for leading his/her dorm to all meals, chapels, and activities.
- A Dorm Leader is expected to have the dorm sit together at chapels and most meals.
- A Dorm Leader is expected to facilitate dorm discussions and gatherings.
- A Dorm Leader is expected to monitor camper behavior.
- A Dorm Leader is expected to monitor the overall atmosphere in the dorm for possible disruptive situations or behavior issues that can lead to disharmony in the dorm such as cliques, personality conflicts, bullying, and open disrespect for authority figures. A Dorm Leader should exercise discernment in dealing with these situations and ask for help sooner than later.
- A Dorm Leader is expected to have his/her dorm prepared and on time for each scheduled event and activity.
- Specific schedules and details on activities and events including meals and chapels can be found in this staff manual and supplemental material.

Co-DORM LEADER RESPONSIBILITIES

Dorm Leaders work with Co-Dorm Leaders to establish unity in the dorm by communicating information and goals, asking for input, sharing duties (allowing Co-Dorm Leaders to lead dorm discussions, etc.), and mentoring their Co-Dorm Leader.

The Dorm Leader is the leader in the dorm. It is important that the Co-Dorm Leader supports the Dorm Leader. If he/she disagrees with the Dorm Leader on anything, he/she should discuss it with the Dorm Leader IN PRIVATE. If a situation arises where the Co-Dorm Leader does not know what to do, he/she should discuss it with the Dorm Leader. Responsibilities of the Co-Dorm Leader include the following:

1. Meet with your Dorm Leader before camp starts
 - a. Pray together for the dorm
 - b. Discuss ways you can assist the Dorm Leader in serving the dorm as a team
2. Attend Dorm Orientation
3. Assist Dorm Leader
 - a. Be in the dorm to welcome campers on Arrival Day
 - b. Be ready to help the Dorm Leader when needed
 - c. Keep the Dorm Leader informed – be an extra set of eyes and ears
 - d. Help clean dorm and help campers pack on Departure Day
4. Participate in your dorm's significant activities
 - a. Dorm photo
 - b. Fireside Chat
 - c. Sit with dorm at chapel
 - d. Sit with dorm at meal times

- e. Cheer them on at daily activities (if schedule permits)
 - f. Sit with dorm for Final Banquet
- 5. Attend nightly dorm reflection time (may be called upon to facilitate)
 - a. Participate, but DO NOT dominate – the campers should do the talking
- 6. Be a Christ-like example
 - a. Be a good example in speech and faith
 - b. Pray with and for campers
 - c. Help a camper with Solo Time
 - d. Encourage and mentor campers
- 7. Let the campers know that you are not just there for camp, you are there for them
 - a. Welcome and send off campers with enthusiasm and love
 - b. Do something nice (i.e. write a note or leave candy on their beds)
 - c. Look for the campers who are “left out” and be sure to include them
 - d. Sit and talk with campers during free times

DORM PARENTS RESPONSIBILITIES

Dorm Parents work together with the Dorm Leaders to cultivate a family atmosphere of love among the campers of their dorm. The goal is for each camper to experience God’s love—through relationships with their peers (other campers), with older teens (Big Brothers/Sisters), young adults (Dorm Leaders), and parent figures (Dorm Parents).

Dorm Parents are a vital support to Dorm Leaders. Though Dorm Parents have no direct authority over the Dorm Leaders (i.e. Dorm Leaders do not report to the Dorm Parents), they do serve alongside the Dorm Leaders in the following ways:

- 1. Meet with your Dorm Leader before camp starts
 - a. Pray together for the dorm
 - b. Discuss ways you can assist the Dorm Leader in serving the dorm
- 2. Attend part of dorm orientation to introduce yourself
- 3. Participate in your dorm’s significant activities
 - a. Dorm photo
 - b. Fireside Chat
 - c. Cheer them on at daily activities
 - d. Sit with dorm for Final Banquet
- 4. Attend and participate in nightly dorm reflection time
 - a. Participate in discussions, but DO NOT dominate – the campers should do the talking

- b. If asked by dorm leader, give a motivational or devotional talk
- 5. Help your Dorm Leader on the last day of camp
 - a. Help clean dorm and help campers pack
- 6. Befriend the campers in your dorm
 - a. Welcome and send off campers with enthusiasm and love
 - b. Pray with and for campers
 - c. Sit and talk with campers at Fellowship Time
 - d. Go into the dorm while they are not there and leave them gifts (cards, candy, etc.)
 - e. Find the camper who is “slipping through the cracks” and befriend him/her
- 7. Be the first resource Dorm Leader seek for advice
 - a. Help handle discipline issues
 - b. Be an extra set of eyes and ears
 - c. Be willing to intervene if Dorm Leader asks

BIG BROTHER/SISTER RESPONSIBILITIES

Oftentimes, this is the first opportunity to serve as a new staff member. Big Brothers/Sisters are frequently recently graduated from the ranks of the campers. It is important for you to understand that this new position comes with great responsibilities attached to it.

You are now leaving the ranks of the served and entering the ranks of the serving members of this ministry. Take it seriously. Your participation in the dormitory can make a major impact for good or for bad. Let it be for good.

The Big Brother/Sister works with the Dorm Leaders to support and encourage campers throughout the camp session.

The Dorm Leader is the leader in the dorm. If a situation arises where the Big Brother/Sister does not know what to do, he/she should discuss it with the Dorm Leader. Responsibilities of the Big Brother/Sister include the following:

- 1. Meet with your Dorm Leader before camp starts
 - a. Pray together for the dorm
 - b. Discuss ways you can assist the Dorm Leader in serving the dorm as a team
- 2. Attend Dorm Orientation
- 3. Assist Dorm Leader (when you are not involved in your primary area)
 - a. Be ready to help the Dorm Leader when needed
 - b. Keep the Dorm Leader informed – be an extra set of eyes and ears
 - c. Help clean dorm and help campers pack on Departure Day
- 4. Participate in your dorm’s significant activities

- a. Dorm photo
 - b. Fireside Chat
 - c. Sit with dorm at chapel
 - d. Sit with dorm at meal times
 - e. Cheer them on at daily activities (if schedule permits)
5. Attend nightly dorm reflection time
- a. Participate, but **DO NOT** dominate – the campers should do the talking
6. Be a Christ-like example
- a. Be a good example in speech and faith
 - b. Pray with and for campers
 - c. Help a camper with Solo Time
 - d. Encourage and mentor campers
7. Let the campers know that you are not just there for camp, you are there for them
- a. Welcome and send off campers with enthusiasm and love
 - b. Do something nice (i.e. write a note or leave candy on their beds)
 - c. Look for the campers who are “left out” and be sure to include them
 - d. Sit and talk with campers during free times

STAFF RESPONSIBILITIES

1.1 Hear the call to ministry

We are deeply grateful to those who volunteer to serve with HCA at Camp. The calling to serve in this ministry is an important and influential one—impacting many lives for both now and eternity.

Being a staff member is not merely a job. It is a divine calling to ministry. It is essential to know the difference between a job and a ministry:

- If you are doing it just because no one else will, it’s a job. If you are doing it to serve the Lord, it’s a ministry.
- If you quit because somebody criticizes you, it’s a job. If you keep on serving, it’s a ministry.
- If you will do it only as long as it does not interfere with your other activities and interests, it’s a job. If you are committed to staying with it even when it means letting go of other things, it’s a ministry.
- If you quit because no one praised you or thanked you, it’s a job. If you stay with it even though nobody recognizes your efforts, it’s a ministry.
- It’s hard to get excited about a job. It’s almost impossible not to be excited about a ministry.
- If your concern is success, it’s a job. If your concern is faithfulness, it’s a ministry.

The lesson here is clear: effective camp staff members have heard God's call to a God-sized ministry. With that awareness, the leader has a high level of commitment to whatever that calling entails, including the various essential tasks and responsibilities of camp staff outlined in this chapter.

1.2 Embrace the mission

The point of beginning for a staff member's commitment to his or her calling at camp is devotion to the Lord and deep commitment to living out his Great Commandment to love and his Great Commission to make disciples. That mission is encapsulated in the camp mission statement:

**The mission of Heartland Camp is
Loving Young People into a Life-Changing Relationship with Jesus Christ**

This focus on connecting young people to Jesus' love and life is both essential and intentional. Heartland Camp is a Christ-centered disciple-making camp and all camp staff members must both embrace and be willing and able to advance this mission so as to ensure that every camp activity has this Spirit-led, disciple-making emphasis.

In this focus on the mission, we are aware that young people coming to camp are a substantial part of the next generation of staff members within the churches. Effective camp staff members therefore have a sense of 'ownership' and even urgency about helping these young ones progress in their walk with Christ. They look at their ministry at camp as an opportunity to demonstrate, through what they say and do, that Jesus is the center of a Christ-follower's life.

1.3 Advance the mission

With this strong spiritual emphasis for camp, a legitimate question is this: Why does camp not just provide 'spiritual' programs—chapels, Bible studies, prayer time, etc.? Why all the recreational activities?

The answer is that God has made humans as a unity of mind, body and spirit, and camp seeks to minister to young people at all three levels, providing a spiritually focused environment where Jesus is experienced and adored in a wide variety of settings including in worship gatherings and recreational activities. In this way, camp seeks to model living as a Christ-follower in all aspects of life.

With this approach, being a Christian is seen as not merely what one is while studying the Bible or attending church, but is also seen as what one is while dancing, swimming or playing a game of softball. It is a primary goal of camp that Jesus' life and love be demonstrated and celebrated in every camp activity. To advance this goal, staff members must embrace and work to advance the following objectives for the camp:

1.3.1 Help campers learn spiritual disciplines

Some campers have never prayed privately or publicly before. Some have little experience reading the Bible. Some are uncomfortable having a conversation about spiritual matters. Camp seeks to provide an environment where campers begin to see these disciplines as being part of everyday life.

1.3.2 Help campers experience and share the joy of knowing Jesus

As Jesus is encountered and his commands to love and to make disciples are embraced and obeyed, campers will be filled and will leave spiritually energized and encouraged. They will also leave with the ability to help their friends back home find the same source of joy, strength and hope.

1.3.3 Help campers live Christ's values

Are Christians different from non-Christians? The answer is both no and yes. No, because Christians are not cut off from the many hardships, tragedies and sorrows of life. But yes, because Christians share Jesus' life and love, which include Jesus' values. Christians are those who Paul says are "transformed, by the renewing of your minds" (Romans 12:1-2). At camp we wish to begin to explore how Christians are differently minded.

1.3.4 Help campers conquer their fears

Many young people are slaves to their fears. Camp seeks to help ease this crippling burden by providing experiences that are both new and challenging and through which young people are helped to face their fears and learn to rely on God for help. Such transformative experiences have positively impacted all aspects of the lives of many campers.

1.3.5 Help campers develop healthy interpersonal relationships

At camp young people are able to learn to relate to others in new and healthier, Christ-centered ways.

First, they learn, perhaps for the first time, that it's 'cool' to talk about God and his purposes for life.

Secondly, they learn to feel comfortable in relating with caring adults. It's essential that staff members make extra effort to show friendship and love toward the campers—such expressions may be the first time some campers will experience the love of an adult and it will change their lives.

Thirdly, they learn to feel comfortable in relating with the opposite sex. Many campers have never learned to relate to the opposite sex in healthy, Christ-honoring ways. Camp seeks to remedy that deficit through modeling and instruction.

1.3.6 Help campers learn new skills

In our 21st century culture, many young people grow up mastering computers but being unfamiliar with the great outdoors. Many will never have shot an arrow or even been on a softball field before. At camp a whole new world may be unveiled to them. These new experiences help campers learn to appreciate their bodies and engage in activities that will promote physical health for years to come.

1.4 Promote loving relationships

Central to the mission is love expressed through Christ-centered relationships. A primary benefit of the camp experience is the development of relationships that endure for a lifetime. Many staff members continue for years to be positive influences in the lives of campers. This happens only when staff makes a special effort to build relationships with younger staff members and with the campers.

Such relationships start with acts of care—the establishing of what our ministry refers to as a ‘wave of love’ where every camper is made to feel special. Staff members play a key role in this by exercising discernment to identify those who feel left out or forlorn. In the midst of a busy schedule, staff members must take time to nurture relationships with those who may, for whatever reason, otherwise feel left out.

Ultimately, the most exciting transformation that occurs at camp is when campers say that they indeed have a new best friend in their Savior and Lord Jesus. Additionally, many will leave camp with scores of other friends who they didn’t know existed just the week before. Staff members have the opportunity to be one of those friends.

1.5 Stay close to God

Camp is time-consuming and challenging. It is vital that staff members set apart time to nurture their personal relationship with God. Prayer should be a hallmark of camp staff. Staff members must spend time in personal prayer and lead others in praying about issues as they arise. It is a beautiful thing to see young staff members and campers respond to difficulties as they arise by spontaneously huddling for prayer. They learn to do so by the example set by the staff.

1.6 Be a servant-leader

Camp works because everyone pitches in to get the job done with little thought about personal comfort, position, or gain. While camp leaders are looked to for direction, they also model the spirit of service by getting in and helping where there is a need.

To be a servant-leader often means to forgo prestige to take the lowliest position. It may not be prestigious to help clean pots and pans in the kitchen, or to help a camper who may have vomited, but these things need to be done and servant-leaders are willing to roll up their sleeves and get to work.

To be a servant-leader means “being there.” Many leaders do an excellent job in their specific field of service, but there is more to servant-leadership than excellence in one narrowly defined area of responsibility. A servant-leader helps out in whatever is happening: at all camp parties, dorm get-togethers, dorm receptions, dances, chapel services— wherever there is camp activity and they can make themselves available to help. Staff members need to be visible and involved in all camp activities to set the pace for the whole camp.

1.7 If asked, give a morning motivational

At camp there is a morning staff motivational that is delivered by one of the adult staff members. Not all staff members will give motivationals—a schedule of assignments will be distributed. The purpose of the motivational is to get the staff focused and excited about the day ahead. The motivational should last no longer than 10 minutes, and will often need to be shorter depending on time constraints.

Note that the motivational is not a sermon. Rather it is short and snappy, yet spiritually focused. Many of the best motivationals have had excellent (but brief) stories which may help the staff be reminded of the significance of their responsibilities. At the end of the motivational, it is customary to give a closing prayer and then dismiss the staff.

1.8 Be flexible

Camp needs its staff to be flexible. There will be occasions when a staff member must help out in an area completely different than the one to which they have been assigned. Leaders need to model and teach this value to their staff members so that flexibility is a characteristic of the entire camp staff.

A particular area where flexibility is needed pertains to camp security. Camp looks to the adult staffers to be vigilant—sizing up situations that present a security risk and taking appropriate and measured action. For example, when a staff member observes a person they do not recognize in camp, they should not hesitate to stop that person to ask if they can help them.

1.9 Be detail-oriented

One of the great challenges of camp is to maintain continuity from one year to the next despite the turnover of campers and staff. In order to achieve this continuity, staff members need to keep good records of activity, resources, personnel, etc., in their area of responsibility so that these records can help inform camp operations in subsequent years. This attention to details, including supporting paperwork, is essential.

1.10 Be available for and responsive to staff training

Staff development is vital to the success of camp. All staff members, particularly leaders, must be available for this training and must be appropriately responsive to what is taught including to the policies set forth for camp.

1.11 Know and enforce the rules

Camp provides a safe and nurturing environment by administering clearly developed, well-articulated and consistent rules. Camp often includes campers and staffers that form a community that is created virtually overnight. Without proper structure and well-defined rules this is a recipe for chaos.

It is the goal of camp that camp rules are fair, appropriate and lovingly and consistently enforced. All staff members must do their best to both understand the rules and work appropriately to ensure compliance. It is ideal, of course, that when a leader is questioned about a rule, they provide a clear answer with which they personally agree. Unfortunately, some answer such questions with words like, “I don’t know why they have that dumb rule here—but they do!” Such an answer demonstrates a clear lack of full alignment with the camp mission.

Camp staff is encouraged to seek answers to their personal questions about camp rules. If they feel there is a better rule, they are encouraged to discuss the matter with their supervisor. Such discussions will lead to one of three outcomes. The first is that the questioner will better understand and thus come to more fully agree with the rule. The second is that the questioner will raise a point that has not been considered before and the rule will be altered. The third is that the questioner will continue to disagree with the rule but will yield to the established rule nonetheless. In any case, questions about rules should be expressed only to the questioner’s supervisor, not to other staff members, staffers or to campers.

1.12 Understand emergency procedures

Parents appropriately expect their children and teens to be protected and otherwise cared for at Camp. To see that this expectation is met, it is essential that every staff member understand and be ready to follow through on the camp's emergency procedures.

DEPARTMENT HEAD/ACTIVITY LEADER RESPONSIBILITIES

The adage “as go the leaders, so goes the camp” is true. Leaders set the tone for the camp. If they are enthusiastic, supportive, mission-focused, on time and on task, the rest of the staff and the campers will follow and will benefit. On the other hand, if a camp leader sees camp as personal vacation time, or in other ways has motivations inconsistent with a camp leader's calling, bad results will follow.

1.1 Be a ‘situational’ leader

Ken Blanchard and Paul Hersey developed the “situational leadership model” that is quite effective in the camp setting. Camp leaders are asked to understand and apply the following principles of the model.

1.1.1 Sometimes we are leaders, and sometimes we are followers

If one is called to lead, it is best they do so in an area where they are gifted. When a leader understands their giftedness, they have no problem rising to the occasion to lead in that area. Conversely, when an effective leader realizes they do not have a gift in a particular area, they waste no time finding a member of their team who is gifted and ask them to lead in that area. This helps to get the most qualified people ‘out front.’ Additionally, it builds the confidence of the person who has been asked to lead. This strategy helps develop other leaders, by finding what it is that they are good at, and subordinating themselves.

1.1.2 The “one-size-fits-all” approach rarely works

Those who lead must avoid treating everyone in the same manner. Leaders need to be sensitive to where people are on their own “readiness” continuum (where readiness refers to how competent and motivated the person is for the job). Leaders need to be direct with those who have low levels of competence and/or motivation. Such individuals may be first-year staff members. The leader will need to invest far more time in first-year staffers than is needed in seasoned returning staff members.

1.2 Be a good communicator

A common denominator in superior developmental leaders is outstanding, frequent and clear communication, where the message intended is the one received. The reason this is so important is that through communication expectations are conveyed, and the best time to communicate expectations is early—otherwise significant realignment activity may be needed. Note also that communicating expectations early on is essential to meaningful and fair accountability. One can only be meaningfully accountable if the expectations are clear.

But how can a leader be sure that the expectations are clear? Perhaps the best way is to have a feedback loop. For example, if you were to have a staff meeting prior to the start of the camp and you were to lay out the ground rules, you might have a verbal test at the end of the meeting that might go something like this: “We’ve been talking about division of responsibilities this morning.

Now, who is responsible for picking up all the life vests after each class? You Scott? Good. And what are you supposed to do with them once you have picked them up?" This kind of exchange can reassure the leader that what was intended is what the staff understands.

1.3 Teach effectively

Most camp leaders are called upon in their role to be a teacher. A few will conduct classes and give sermons, and most all will teach in some informal way related to a camp activity. But whatever the setting, there are some principles that are essential for all teaching in the camp setting (and back home as well).

Work with your staff to be as encouraging to the campers as possible. We want to create a positive atmosphere. Remind yourself and your staff that not every camper is a Christian or has had an easy life. Some of these teens may be struggling with deep issues. Keep these thoughts in mind as you plan and execute your lessons. Occasionally you may become aware of situations in a camper's life that require pastoral counseling. Our chaplain is available for such counseling.

1.3.1 Know your audience and teach accordingly

The first principle of effective teaching is to know your audience and how to connect with them. At camp the primary audience is made up of campers who are older children and teens. Secondly the audience includes adults of various ages. The primary audience is made up of young people of the 'Internet generation' who are used to processing information in ways that are at once auditory, visual and kinesthetic (full of movement). Whereas many adults are used to processing information through lectures, this generation is not. Therefore lecture style teaching is rarely effective.

What works with this generation is fast-paced, interactive, action-oriented teaching. Get them involved. Get them up and moving, engaging their whole bodies. Be fast paced. Allow them to explore and discover information, rather than giving it to them in pre-digested lists.

1.3.2 Have clear learning objectives

Less lecturing does not mean less learning. Actually, we want to teach more, not less and that is done by being clear and focused in our learning objectives. Learning objectives are specific, measurable demonstrations that campers take away from a class or other learning setting. For example, if you have a riflery class, perhaps you have three learning objectives. "The student will be able to identify and unlock the gun safety mechanism," might be one. This objective is both measurable and observable.

Since the mission is to **love young people into a life-changing relationship with Jesus Christ**, most of our classes will want to have at least one objective about this relationship. For example, "students will be able to describe how the wind in the sail of a sailboat is like the Holy Spirit operating in their lives." The point of all this is that we wish to have an overall spiritual curriculum in the camp that is expressed in and through all camp activities. It's like a jigsaw puzzle: when all of the pieces come together, we will have provided campers with an excellent spiritual picture.

1.3.3 Have a lesson plan

Each activity may be able to utilize a set of teaching notes from the previous year. The purpose of these notes is to provide the current adult staff members with a baseline from the past. They are

not given to leave current staffers asking, “Must I teach the class this way?” Rather they are given to assist teachers in developing their own lesson plans. A lesson plan form is provided.

In game-type activities, the idea is to have instruction for the first time you see the particular dorm. Every time thereafter, they may be engaged in a game. The point is, when they do come to class, do you and your staff have a clear, organized, action-packed learning plan for them? Do you have a lesson plan with clear teaching points? Does the class move along through the fundamentals? It would be most helpful for future years if you create copies of your lesson plans and hand them in to the office at the end of camp.

1.3.4 Tell and show

A common method for teaching a skill is the “tell and show” method. Using this method, instruction begins with a verbal explanation of how to engage in the activity or skill. This is followed up (usually very quickly and maybe simultaneously) with a demonstration of what you just told them. Then you ask campers to demonstrate the skill back to you. During this phase, you and your staff serve as mentors and coaches who live out the principle of “personalized attention and individual instruction,” thus avoiding a “one-size-fits-all” approach to teaching. When possible, have staff members take campers who may be struggling with a particular skill aside and have them coach the camper related to the particular skill deficit.

1.3.5 Make the point clear

Heartland camp is not a basketball camp. It is not an archery or paintball camp. Rather it is a gospel-focused, Christ-centered disciple-making camp where the focus is on Jesus and living as his disciple. This is not to say that we do not want campers to learn new skills and acquire new knowledge in all sorts of areas of interest. We certainly do. But our goal is not to make each camper an archery expert or paintball champion.

We do want to teach the fundamentals of each activity, and we wish to teach them well. But we should err on the side of getting the campers engaged in the activity and having fun with them as quickly as possible.

Finally, it is important that all staff members are engaged in instruction and participation. For classes that are focused on skill development, smaller activity “stations” are helpful in creating small groups of learners around one instructor who has only one learning objective for a 10 minute period of time.

1.4 Focus on safety

In your activity or department always consider the safety of the campers, the staff and yourself. Know your staff’s needs and limitations. Control as much as you can about the situation. Some examples would be to not leave balls lying around or to teach safety procedures with bows and arrows. Familiarize yourself with emergency procedures and develop a plan on how to respond.

1.5 Be a ‘seed planter’

The seeds of personal development in the lives of many staff members were sown when they were young. The opportunities and guidance received when they were teens may have been particularly formative— thus the power and the importance of staff being ‘seed planters’. The kinds of discussions staff members have with young staffers and campers plant seeds that will reap a big

harvest in years to come. The goal here is not to micro-manage the staff but to be a coach or mentor to the staffers—providing guidance, monitoring their progress, and giving course corrections along the way.

1.6 Develop your staff

Heartland Camp is, by design, a disciple-making, developmental culture. That development begins when young teens or pre-teens first come as campers. It continues as they then embrace the camp mission and return for a second year. Our preference is that they return as campers where they can then serve as camper-leaders within their dorms. Those who wish to come to camp a third time often come as staff who begin by serving in a service department or a support role in an activity department. If they perform an outstanding ministry in that role and wish to return for a fourth year, they may be ready for a larger assignment in an activity department.

By the time these workers reach young adulthood, some will be ready to serve as camp dorm leaders. This is the most significant position within the college/adult staff ranks because of the sustained contact with campers that provides the opportunity to be the most significant agents of change in the lives of campers. Other young adults will fill other leadership roles in the camp in either service or activity departments.

Whatever the leadership role, it is essential that existing camp leaders understand their responsibility to develop new (emerging) leaders. Camp leaders need to be on the lookout concerning the talents, gifts, and motivations of their junior staffers.

In terms of priority, leaders should give a greater amount of time per person to emerging leaders than to any other staff members or campers.

1.6.1 Goals for staff development

The word ‘development’ implies growth and progress. As it pertains to the growth and progress of staff members, leaders must work with each staff member to help them grow in meeting the expectations of the camp and of the department within which they serve. A key concern of such development is growth in competency for the staff assignment. While it is often easier for a leader to do the job themselves, a leader who is a staff developer will spend the time to teach a developing staff member how to do the job. In this way, competent staff members are multiplied, and that is the goal.

For some younger staff members, camp is the first “job” they have had. Helping them develop a work ethic is a developmental opportunity which may make a difference for the remainder of their lives. Providing them with clear expectations about their job requirements is essential.

Another concern of such development is growth in social skills. Perhaps some staff members are introverted or awkward in social settings. Leaders have the opportunity to help them grow in the ‘social graces.’

For those leading in an activity area, developing staff in their skill levels is important. How well do they communicate? How clearly? How engaged do they keep each person they are teaching? How well do they know what they are teaching? Have they modeled their teaching?

Finally, helping each staff member develop a spiritual focus is a vital dimension of camp staff development. More than anything else, we want camp to be a spiritually enriching experience for

every member of the camp community. While we want to avoid force-feeding spiritual nourishment, we also want to be clear about the spiritual focus at camp. Ultimately, if you have staffers who are good workers, have excellent teaching skills, have developed social graces, and are competent but who have little or no passion for Christ, there is a disconnect that hurts both the staff member and the camp.

1.6.2 Strategies for staff development

Staff development in these areas occurs in at least three forms.

The first is macro staff development. This occurs when the entire camp comes together for orientation or motivational sessions which help to raise the level of understanding of the entire staff.

The second form is departmental staff development. This is the development that occurs when staff leaders have meetings within their functional departments. These meetings are used to discuss direction, purpose, and goals and to provide feedback on how the unit is performing as a team.

The third form is individual staff development. This is where leaders meet with each member of the staff privately to discuss issues or provide encouragement. Of course, this works best when time has been taken to develop relationships with each member of the staff.

Since there is often only a day or so of staff orientation prior to camp, it is hoped that camp leaders will start the relationship building process with their staff before camp begins. They can do this by obtaining the name and address of staff members from the camp administrator and then engaging in a relationship building dialogue.

1.6.3 Correcting staff members

Occasionally some staff members will not follow through on the directions they have received. In such situations, leaders will need to respond with appropriate corrective action. In taking such action two common mistakes should be avoided.

The first mistake is creating the impression that correction is wholly negative. When this occurs the person corrected will leave saying things like, “I got called in,” or “I got chewed out.”

This mistake is avoided by focusing on the staff member’s development—focusing corrective interventions on the person’s behavior, not their personal merit. The second mistake is taking little or no corrective action. The justification might be: ‘Well, because the camp is only a week long, perhaps it is best that I simply ignore the problem.’ Or perhaps the leader does take corrective action but it’s so unfocused that the person being corrected has no idea what the leader is talking about.

Appropriate corrective action is important. It begins by seeking to hear before being heard. With this first step, the leader is seeking to understand the perspective of the staffer. For example, if a staffer consistently reports to their assignment late, ask why in a non-accusative way. The leader might ask, “Suzi, what time do you think you should be at our activity every morning?” If she responds, “I think I should be there at 9:45,” and yet you have told your staff to report at 9:30, you know there is a communication disconnect. At that point, you can say something like, “Suzi, we need to clarify that point. I need each staff member to report by 9:30. If I failed to express that to

you clearly before, I am sorry about that. Hopefully, now you are clear on the expectation. Do you have any questions?”

This kind of conversation helps to minimize the confrontational nature of corrective action while being very clear about the expectations. It is not satisfactory to merely overlook the infraction (particularly if it is becoming a bad habit)—to do so is to establish a double standard that can demoralize the other staff members.

To be sure, there is no “one-size-fits-all” approach to such matters. Perhaps Suzi needs to discuss some troubling matters that are leading to her tardiness. We must be open to minister to such needs but we must also address the infraction. In doing so we may be helping the staffer learn lessons that will benefit them for the rest of their lives.

It is also important to follow up after addressing the issue with the staffer. If Suzi has difficulty coming to work at the assigned time and you intervene, hopefully her behavior will change. If it does, the leader needs to offer praise to reinforce the changed behavior. If it does not, the leader needs to intervene again—both swiftly and in no uncertain terms.

Often what is needed in such situations is to confirm that the staffer understands what the leader has said. An effective way to receive such confirmation is to have the staffer repeat back to you, in their own words, what you have said to them.

C. CAMP POLICIES

1.1 Screening staff members

Before an adult or teen begins to serve as a staff member in a sponsored program or event where the position of service involves ongoing and direct contact with a young person under age 18, the staffer must be prescreened. This includes having an up-to-date staff/volunteer application on file.

This screening will also include regular criminal and sex-offender background checks. Updates on these background checks can be sought at any time at HCA’s discretion. Refusal to submit to this standard is grounds for immediate denial of participation at any HCA event. This is for the protection of HCA, staff, and all participants.

Further, HCA reserves the right to observe any and all participant’s social media presence. Imagery, and/or speech in any format that is not in keeping with HCA standards of conduct will be grounds for immediate denial of participation at any HCA event.

In addition, all staffers working in a program or event that includes one or more overnight stays must acknowledge in writing their understanding and agreement to follow the policies set forth in this chapter.

1.2 Parental permission

Because camp events often involve underage (minor) children, it is essential that their involvement be pre-approved by a parent or other legal guardian. When an event involves one or more overnight stays, such pre-approval is to be confirmed and documented in writing by including in the event application or in a separate parental permission form, the explanatory text followed by a line for parental signature.

Under NO circumstance is a minor participant or minor staff member to be admitted to an event involving an overnight stay without this parental permission given in writing and kept in the appropriate camper's file.

1.3 Administering medications

When an event involves one or more overnight stays, a qualified nurse or other appropriately licensed healthcare professional is to be part of the event staff. The need for the administration of medications is to be noted in the event application which must then be followed by signed parental permission (see section 1.2).

The following policy regarding administering medications is to be adhered to:

1. Prescription and non-prescription medications may only be administered by health care personnel. This includes Tylenol, Midol, vitamins, etc. Under no circumstance is a staff member other than a health professional to administer prescription or non-prescription medication.
2. All medication must be turned in to the Health Center, in its original packaging, labeled with camper name, dosage, doctor's information, etc. This includes minor staff (under the age of 18) and ALL campers (even if age 18 and older).
3. Certain medications such as inhalers, EpiPens and insulin pumps may be kept with the child. The Dorm Leader needs to be aware of these situations. It is the health personnel's responsibility to follow-up with the child.
4. Certain topical acne or skin care medications may be kept with the camper.

1.3.1 Parent Notification

Camp will notify a camper's parent/guardian in the following situations:

- As directed, in writing, by the camper's parents.
- When serious problems arise.
- Immediately, following admission to the hospital.
- Immediately, in the event of death.

1.4 Prohibition of sexual harassment, sexual misconduct and improper discrimination

Heartland Camp follows the "HEARTLAND CHRISTIAN ASSOCIATION ANTI-HARASSMENT, ANTI-DISCRIMINATION, AND ANTI-SEXUAL MISCONDUCT POLICY".

All staff are required to read this separate document and be aware of this policy.

1.5 Reporting abuse of minors

Different states have different statutes concerning reporting of abuse. It is essential that all staff members be briefed concerning this policy.

1.5.1 What are child abuse and neglect?

Child abuse is the mistreatment of a child under the age of 18 by a parent, caretaker, someone living in their home or someone who works with or around children. The mistreatment must cause

injury or must put the child at risk of physical injury. Child abuse can be physical (such as burns or broken bones), sexual (such as fondling or incest) or emotional.

Neglect happens when a parent or responsible caretaker fails to provide adequate supervision, food, clothing, shelter or other basics for a child.

Review **Symptoms of Abuse** for additional information.

1.5.2 Mandated reporters

All camp staff members/volunteers are youth workers and are mandated reporters. Illinois state law mandates that workers in certain professions must make reports if they have reasonable cause to suspect abuse or neglect. A mandated reporter's failure to report suspected instances of child abuse or neglect constitutes a Class A misdemeanor.

1.5.3 Reporting suspected abuse

Any report of alleged or observed abuse of a minor received by a staff member of a program or event is to be immediately reported to the Camp Director. Do not under any circumstances tell friends, other staff members, campers, etc.

1.6 Substance abuse

The use, transfer, distribution, manufacture or possession of alcohol, unauthorized drugs, intoxicants, drug paraphernalia, and illegal or inappropriate use of controlled substances, or any combination thereof is prohibited at any program or event.

Controlled substances are any medications prescribed by medical doctors that are illegally or inappropriately used which may adversely affect a staff member's or participant's behavior. Such substances include narcotics, stimulants, and sedative hypnotics.

Prohibited drugs include all street drugs, including marijuana, cocaine, heroin and all other illegal drugs. Use or possession of prescription drugs consistent with a physician's directions is not considered a violation of this policy.

Any staff member or participant at an event failing to conform to these rules will be subject to disciplinary action at the sole discretion of the camp director.

Heartland Camp reserves the right to conduct searches and inspections of staff members and participants on event premises, whether those premises are owned, leased and/or rented. Attendance at such an event, as either a staff member or participant, constitutes consent to such searches and inspections, forgoing any expectations of privacy to the contrary.

1.7 Camper Discipline Policy

For the time we have campers, we are "en loco parentis", meaning "in place of the parents." We are responsible to discipline campers as their parents should. However, discipline should be viewed as an act of "disciplining" our campers.

It is the policy of Heartland Camp to keep disciplinary issues minimized and to have campers be responsible for their own behavior. Staff should present and model age-appropriate behavioral guidelines. We encourage self-control, self-direction, responsibility, and cooperation. When practical and safe, logical or natural consequences should be presented to a camper.

The individual primarily responsible for the discipline of campers is the Dorm Leader, however, all staff are empowered to handle situations if necessary. Throughout Camp, occasions may arise where a group of campers, or individuals within a group may require discipline. At camp the following important basic policies exist concerning discipline.

- Corporal punishment or abusive language as an answer to misbehavior is strictly prohibited.
- No staff member should ever touch, shake, poke, slap, pinch, bite, or hit a camper.
- A child shall not be deprived of food, isolated or subjected to abusive physical exercise as a means of punishment either by staff or another camper.
- Please use the process of positive discipline. Positive discipline instructs a camper as to what they should do. For example, “We walk inside the building,” versus, “No running!” Children learn best in an environment with love, guidance, and encouragement.
- When a Dorm Leader or other staff member has asked a camper or group of campers to refrain from acting in a certain unacceptable manner and the request is not followed, discuss the situation as follows:

<u>Who</u>	<u>Discuss with</u>	<u>If necessary, discuss with</u>
Dorm Leader	Overall Dorm Leader or Dorm Parents	Camp Director
Activity Leader	Activities Co-Coordinator	Camp Director
All other staff	Camper’s Dorm Leader	

- Keep in mind that good judgment is the key to good discipline. Choose the proper place and time to speak with a camper. Don’t embarrass any child in front of his/her peers.

1.7.1 Discipline Guidelines

- Communicate expectations
- Stay calm, speak calmly
- Listen before making a judgment
- Deal with situations promptly
- Enforce rules consistently
- Follow through with stated consequences
- Make certain that actions correct a situation, not punish
- Know when to deal with a situation and when to ask for help

What to avoid

Sarcasm

Loss of temper

What to do

Consider feelings of camper

Cool down, analyze each situation

Humiliating a camper	Show confidence in the camper's ability to make necessary changes
Public reprimands	Always reprimand in private
Threats and bluffs	Outline specific consequences of future violations, and follow-through
Showing favoritism	Give every camper fair treatment
Delay tactics	Give prompt attention to violations
Inconsistent enforcement	Treat all campers evenly when dealing with violations of rules

1.8 Health of staff members

It is important that all staff members and participants be physically able to participate in the event. Though physical examinations before events are not required for staff members or for participants they are recommended. Furthermore, it is required of all staff members that they complete an up-to-date health history form that is a part of the staff application package.

1.9 Insurance

Heartland Christian Association (HCA) has an accident insurance policy (known as "gap insurance") that helps pay for medical expenses that arise from accidental injuries suffered by participants or staff members during events. This coverage is secondary to family or personal insurance coverage and is subject to all of the terms and conditions of the policy. This coverage is also limited to accident-related medical expenses with no provision for expenses related to treating illnesses and there is no coverage for general damages (i.e. pain and suffering).

With respect to insurance coverage for camp staff members, it should be understood that HCA does not provide personal medical or health insurance, and that it is the responsibility of the staff member to provide personal insurance.

1.10 Staff training

A trained staff is essential for effective events. Staff training is a challenge due to limited time both before and during such events. Nonetheless, all staff members are to participate in whatever staff training is provided unless excused by the camp director. Staff training will often consist of a review of camp policies as well as a discussion of the tools and techniques that lead to successful events.

1.11 Baptism policy

If provided for, the camp chaplain is to see that all baptisms conform to the following requirements:

1. All those to be baptized at the event are to receive adequate pre-baptism counseling.
- The counseling will, as a minimum, present the meaning and purpose of baptism (entrance into Christ and into his body, the church), and will ascertain if those seeking baptism have turned meaningfully to Christ in repentance and faith, trusting in him as Savior and committing their life to him as Lord.

- This counseling is to include a clear presentation of the gospel including explaining that salvation is a gift of God's grace that is received through faith in Christ, not on the basis of personal merit (works) of any kind.
 - The counseling is also to include a discussion concerning the importance of active participation in a local church, including the appropriateness and advantages of waiting to be baptized in the presence of that church. If the candidate is not already connected to a local church, they should be counseled concerning this issue and assisted to get connected when they return home.
2. If a minor (a person under age 18) is to be baptized at the event, the following procedure is to be followed in all cases:
 - Obtain pre-approval for the baptism from the candidate's parent or legal guardian. This pre-approval may be obtained verbally or in writing (including email). The person receiving a verbal approval must make a written summary of the conversation noting the date, time, names of the parties to the conversation, and content of the conversation. This summary is to be kept on file with other camp records.
 - If the baptism candidate is under age 12, at least one parent or legal guardian **MUST** be present at the baptism ceremony whether or not the parent would give permission for the baptism in their absence. This requirement is to help avoid accusations of undue influence in the life of a pre-adolescent child.
 3. In the case of all candidates (of any age), the chaplain is to contact the candidate's pastor (or other local church staff member) to discuss the following issues:
 - The appropriateness of the baptism. Individuals are not to be baptized at the event if their pastor (or other church staff member) feels it would not be appropriate.
 - Participation by the pastor or staff member in the baptism at the event (they should be made to feel welcome to attend and participate).
 - The content of the pre-baptism counseling and a recommendation that this counseling continue back home in order to take the newly baptized person through a membership class, basic discipleship training, etc. The reason for this is to help facilitate the transition of the newly baptized person into fuller participation in the local church where they will attend.
 - Suggest that there be an appropriate celebration in the home congregation of the person baptized following the event. The purpose of this celebration is to publicly announce/celebrate the baptism and to encourage acceptance of the newly baptized person into full membership within the local church. Such celebrations could include presenting the person before the congregation, a time of prayer for that person, a recounting by that person of their faith journey, etc.
 4. A certificate of baptism is to be given by the chaplain to all those who are baptized at the event.

1.12 Visitor policy

Though visitors and guests benefit from visiting events, they can distract both staff and participants. It is therefore the policy at events to limit guests. All guests must register upon arrival

and staff members are to limit contact with guests to times when the staff member is not on active duty. Exceptions must be cleared beforehand with the camp director.

1.13 Private vehicle use policy

The following points represent the minimum standards regarding the use of private motor vehicles during camp. These policies help protect camp participants, vehicle owners and users and camp.

1. All drivers and their private motor vehicles (passenger cars, vans, motorcycles, pick-up trucks, motor homes or any other licensed vehicle) used to transport staff and/or campers to and/or from camp, and that will be on the campsite for any portion of the session, must be registered at the camp office upon arrival.
2. Prior to final departure, all drivers and their motor vehicles must be signed out and travel plans confirmed with the camp office.
3. No camper (non-staff participant) may keep a personal vehicle on the campsite for personal use during the camp session. A camper arriving in his or her own vehicle must register the vehicle, turn in his or her car keys to the camp office during check in, and the vehicle must be parked in the designated parking area for the duration of camp. Keys will be kept in secure lock up until sign out and final departure.
4. No camper (non-staff participant) may leave the campsite in a private vehicle except as authorized by the camp director or his agents, and only for authorized, scheduled camp activities. Campers may not take personal trips off camp.
5. All vehicles, drivers and passengers leaving the campsite (for official camp business or personal business) must sign out at the camp office and sign back in upon return.
6. All drivers must obey posted speed limits and “no parking” signs. Driving and parking are not permitted on grassy areas.
7. The use of 15-passenger vans for official camp business is strictly forbidden.
8. Heartland Camp, the Camp Director or other agents of HCA will not be held liable for any vehicle damages, wear and tear or maintenance costs resulting from personal use of a vehicle, on the way to, during, or on the way home from camp. Anyone using his or her own vehicle in service to Heartland Camp does so on a strictly voluntary basis and agrees that any damages resulting from motor vehicle accidents, normal wear and tear or misuse of the vehicle will be the responsibility of the insured owner. No private owner of a motor vehicle will be required to use his or her vehicle for camp business.

D. APPENDIX

HELPFUL HINTS

To make the most of your camp experience (not only for you, but also the campers):

- Don't sweat the small stuff.
- Be well-rested. Our patience runs low when we are tired – you'll want your patience tank full.
- Be organized. Know the schedule, plan your meetings, and keep your handbook and staff binder close!
- Be on time. We need to be on schedule. The kids paid to be here; don't deprive them.
- Keep your area clean. Leave it cleaner than when you arrived – we are guests at this camp.
- Set expectations early and hold to them. Many times correcting a camper's behavior can be dealt with by taking advantage of a "teachable moment." Choose to talk with and instruct them before handing out punishment.
- If a need for discipline arises, approach the situation with love, not anger.
- Deal quickly with situations. Don't procrastinate.
- Remember that ALL campers are our brothers and sisters. Encourage healthy relationships between all dorms.
- DON'T SACRIFICE YOUR TIME WITH GOD.

TEEN MINISTRY TIPS

“Preach the Gospel at all times. If necessary, use words.” - St. Francis of Assisi

Love Them ‘Til They Ask Why

Teens want to know they are loved. It is our responsibility to set this tone by building a “Wave of Love.” When they feel wanted and special, they are more willing to listen to our message.

Remember that teens are people, not projects!

“Show” Them a Sermon

Teens respond to what you DO as much or more than to what you SAY. Your example has a big impact on how teens behave. Be the Jesus representative in their lives!

Be Intentional

Teens want to know WHAT adults believe and WHY they believe it. Leave no confusion as to where you stand. Be familiar with the Gospel and be ready to share it. Don’t be afraid to teach – even if they seem uninterested, the teens ARE listening. Probe the deeper issues by getting teens thinking. However, don’t force your beliefs or opinions on them.

Know Their Perspective

Teens today have a different culture than we did at their age (even if you are only a few years removed from teenage years). Teens face some serious issues on a daily basis that we could never imagine. Ask God to help you understand their plight. Don’t make them feel separated or misunderstood.

Doubt is Normal

Without testing their beliefs, kids cannot “own” them. Don’t be afraid or put off by skeptical looks or questions. Give teens an opportunity in a safe setting to state their thoughts. Stay true to your beliefs and answer their questions honestly.

Encourage Them to Lead

Be patient and trusting to allow teens to step out and lead. Encourage them to influence others in a positive way. Gently guide and model appropriate behavior, standards and guidelines.

It’s Not About Us

God does the work. God may be asking us to prepare the soil, but not to water or weed it. Don’t be discouraged if a teen does not “ripen” in one week. Know that God has them on a journey and someone else may be there to take in the harvest.

SYMPTOMS OF ABUSE

*Taken from For Their Sake by Becca Cowan Johnson.

*Remember that one symptom does not indicate a serious issue. There must be a trend.

Indicators of Sexual Abuse

- Is reluctant to change clothes in front of others
- Is withdrawn
- Exhibits unusual sexualized behavior and/or knowledge
- Has poor peer relationships
- Either avoids or seeks out adults
- Is pseudo mature
- Is manipulative
- Is overly self-conscious
- Has problems with authority and rules
- Exhibits an eating disorder
- Is self-mutilating
- Is obsessively clean
- Exhibits extreme compliance or defiance
- Is constantly fearful or anxious
- Is promiscuous
- Engages in fantasy or infantile behavior
- Is unwilling to participate in sports activities

Indicators of Neglect

- Begs or steals food
- Is extremely dependent or detached
- Appears to be consistently exhausted
- States frequent or continual absence of parent or guardian
- Is consistently tired and listless

Indicators of Physical Abuse

- Is wary of adults or authority figures
- Is either extremely aggressive or withdrawn
- Is dependent and indiscriminate in attachments
- Is uncomfortable when others cry
- Is manipulative
- Has a poor self-concept
- Is frightened of going home

Indicators of Emotional Abuse

- Is overly eager to please
- Seeks frequent adult contact
- Exhibits significant changes in behavior
- Is excessively anxious
- Is depressed
- Is unwilling to discuss problems
- Is withdrawn
- Is apathetic
- Is consistently passive
- Has unprovoked fits of yelling or screaming
- Has low self-esteem
- Is unable to communicate or express him/herself
- Has a negative self-image