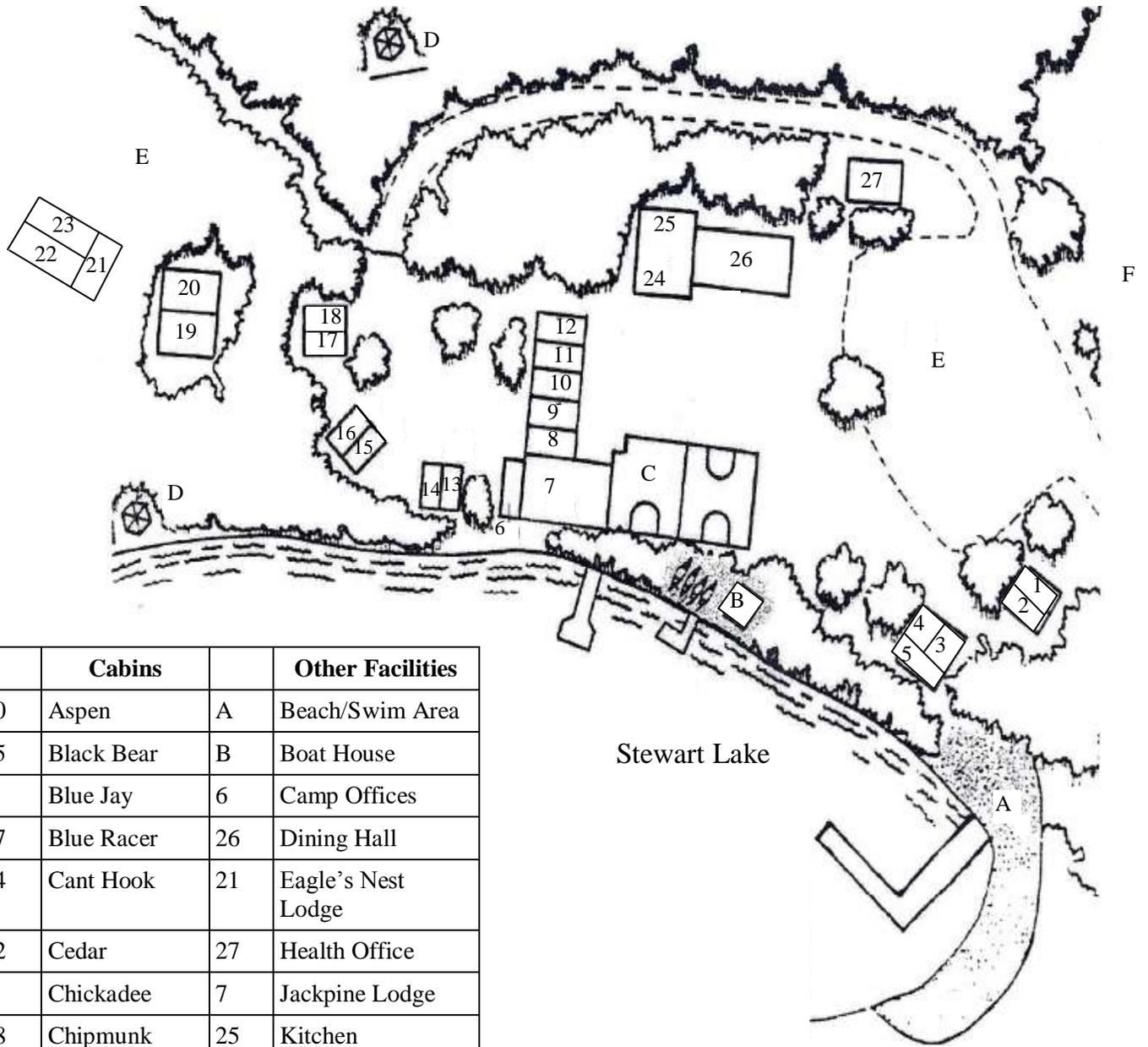


STAFF MANUAL 2015

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CAMP MAP



	Cabins		Other Facilities
10	Aspen	A	Beach/Swim Area
15	Black Bear	B	Boat House
1	Blue Jay	6	Camp Offices
17	Blue Racer	26	Dining Hall
14	Cant Hook	21	Eagle's Nest Lodge
12	Cedar	27	Health Office
2	Chickadee	7	Jackpine Lodge
18	Chipmunk	25	Kitchen
13	Cross Cut	24	Owl's Nest
3	Elk	E	Parking Lots
23	Falcon	D	Prayer Gazebos
22	Hawk	8	Sassafras Store
19	Heron	C	Sports Court
20	Loon	F	Sports Field
11	Maple	5	Whitetail Lodge
4	Moose		
9	White Pine		
16	Wolverine		

Stewart Lake



536 E 6 Mile Rd
Luther, MI 49656
800-CAMP LWA
231-797-5107
Fax 231-797-5552

CAMP LIVING WATERS

HISTORY OF CAMP LIVING WATERS

Summer youth camping was done for many years in Sunfield and Carson City by Michigan Conference people. In 1967, camp property was purchased which is now called Camp Living Waters, and the first summer camp program was offered in 1968.

Since that time, the program has expanded into a year-round operation. The camp now meets the needs of the United Brethren Churches and many other churches, schools, and community groups.

The 100 acre camp property is totally surrounded by the Pere Marquette State Forest. This location has given CLW numerous opportunities for programs beyond the camp property boundaries. These programs include horseback riding, backpacking, hiking, and skiing, and snowmobiling, motorcycle, and 4-wheeler riding.

STATEMENTS OF THE BOARD OF DIRECTORS

Objectives of Philosophy:

1. Camping should provide an experience of Christian living through:
 - a) A better understanding of Christian principles and teaching as revealed in the Bible.
 - b) An experience of living in the out-of-doors and by gaining new knowledge of its resources and developing skills in using and protecting them.
 - c) Giving campers a different perspective through experiencing living away from home.
 - d) Helping campers with their understanding of God and His purpose as they discover His work in nature.
 - e) Providing time for contemplation and learning to worship God in new ways in the out-of-doors.
 - f) Living in small groups within the total camp group and developing self-reliance and responsibility as a cooperative citizen in a Christian community.
 - g) Relating Christian growth in camp to life at home and in church.
 - h) Developing genuine Christian fellowship based upon respect for individual worth.
 - i) Providing learning experiences which will lead to Christian experience of Christ as Savior and Lord.
2. To carry out our purpose and objectives we need:
 - a) A quality staff adequately trained and properly motivated.
 - b) Adequate staff housing and facilities to prove good living and working conditions.
 - c) Sufficient grounds, facilities, and equipment, well located for maximum camper use and provisions for offsite learning and recreational opportunities.
 - d) An age level program of spiritual, physical, social and educational aspects that is attractive, varied, and meets the camper's needs for growth.
 - e) Proper financial programs of securing and spending general funds, consistent with Christian business practices.
 - f) A program of conservation, environmental concerns, and cooperation with local, state, and federal governmental agencies.
 - g) To make our staff and facilities available to individuals or groups who are willing to comply with any stated policies or regulations concerning their use.

CAMP LIVING WATERS MISSION, VISION, AND CORE VALUES

Our Mission:

SERVING AND LOVING PEOPLE SO THEY MAY KNOW AND GROW IN JESUS CHRIST

Our Vision...is to grow a ministry focused on the truth of God’s Word. Through relationships, sharing the Word of God and being a model of Christ, we challenge the people we serve to be an example of God’s love to others. By providing a natural setting where people can be still and experience God in His creation, Camp Living Waters is a place where people can break away from the busyness of the world, slow down and unplug. Our desire is that everyone will have the opportunity to meet Jesus for the first time or grow closer to Him.

Our Core Values:

1. God Honoring Stewardship

- Psalms 24:1 “The earth is the Lord’s, and everything in it, the world, and all who live in it.”

2. Creative Relevance

- 1Corinthians 9:22 “To the weak I became weak, to win the weak. I have become all things to all people so that by all possible means I might win some.”

3. Christ Centered Service

- Matthew 20:28 “...just as the Son of Man did not come to be served, but to serve, and to give His life as a ransom for many.”
- Philippians 2:6-7 “Who being in the very nature God, did not consider equality with God something to be used to His own advantage; rather He made Himself nothing by taking on the very nature of a servant, being made in human likeness.”

4. Godly Integrity In All Things

- Proverbs 14:2a “Whoever fears the Lord walks uprightly.”
- 1Chronicles29:17 “I know, my God, that you test the heart and are pleased with integrity. All these things I have given willingly and with honest intent. And now I have seen with joy how willingly your people, who are here, have given to You.”

5. God’s Word Is Truth

- 2 Timothy 3:16-17 “All Scripture is God-breathed and is useful for teaching, rebuking, correcting and training in righteousness, so that the servant of God may be thoroughly equipped for every good work.”

6. Unity Of Purpose

- Ephesians 4:1-3 “As a prisoner for the Lord, then, I urge you to live a life worthy of the calling you have received. Be completely humble and gentle; be patient, bearing with one another in love. Make every effort to keep the unity of the Spirit through the bond of peace.”

7. Family

- 1 Chronicles 16:43 “Then all the people left, each for their own home, and David returned home to bless his family.”
- Deuteronomy 6:6-7 “These commandments that I give you today are to be on your hearts. Impress them on your children. Talk about them when you sit at home and when you walk along the road, when you lie down and when you get up.”

8. Christ Centered Relationships

- Acts 2:42 “They devoted themselves to the apostles’ teaching and to fellowship, to the breaking of bread and to prayer.”

STAFFING AT CAMP LIVING WATERS

PERSONNEL PRINCIPLES AND POLICIES

When you become a Camp Living Waters staff member, you automatically enter into a community. It is a community that is based on Christ; together we are a part of the Body of Christ. This means that each staff member has a responsibility to stay spiritually healthy. If one member is strong, all of the Body will be strengthened. If one member of the Body is not well, the whole Body will suffer. (I Cor. 6:19-20, Rom 12:4-5)

It is also a 24-hour a day community. Except for your family living situation, and/or college dorm life, you probably will not have experienced close living conditions like you will here. What you do and say will affect at least a portion, if not all, of the staff for good or for bad. So that we might be able to live, work, play, and pray together in harmony, it is necessary to have certain principles and policies by which we live. The following pages have been written so that you might grow in and enjoy the Christian Community here at Camp Living Waters.

Principles

1. Values of Christian Camping

a. Genuine Community

Separation from home removes the familiar physical and social supports that provide comfort and security. Campers are forced to transfer trust to others or depend on someone more secure and mature.

b. Whole-Person Ministry

Camp powerfully communicates spiritual truths and spurs spiritual growth among campers – in the midst of God’s creation, participating in Bible studies, experiencing teachable moments, worship, relaxation, and reflection times.

c. Relationship Building

The influence for change is great at camp, where relationships are valued. Jesus is our model for ministry and He discipled His 12 by living and traveling with them in a relational ministry.

d. Memory Making

The product of heightened senses, total engagement, and readiness to learn combined with spiritual truths attached to these memory-making experience equal life-shaping memories.

e. Leadership Development

Very few opportunities exist for young people to be given significant responsibility for others, especially responsibility to minister to others.

2. CLW Summer Staff Requirements

The qualifications listed below are a goal for each staff person at Camp Living Waters. We know that as fallen people redeemed only by Christ, we will make mistakes and miss the mark. It is our desire to grow in all areas of faith and in doing so we hold to these characteristics.

Each CLW staffer will be:

- a. A growing Christian wanting to share their faith
- b. Flexible
- c. Team Player
- d. Compassionate/Caring
- e. Teachable
- f. Honest

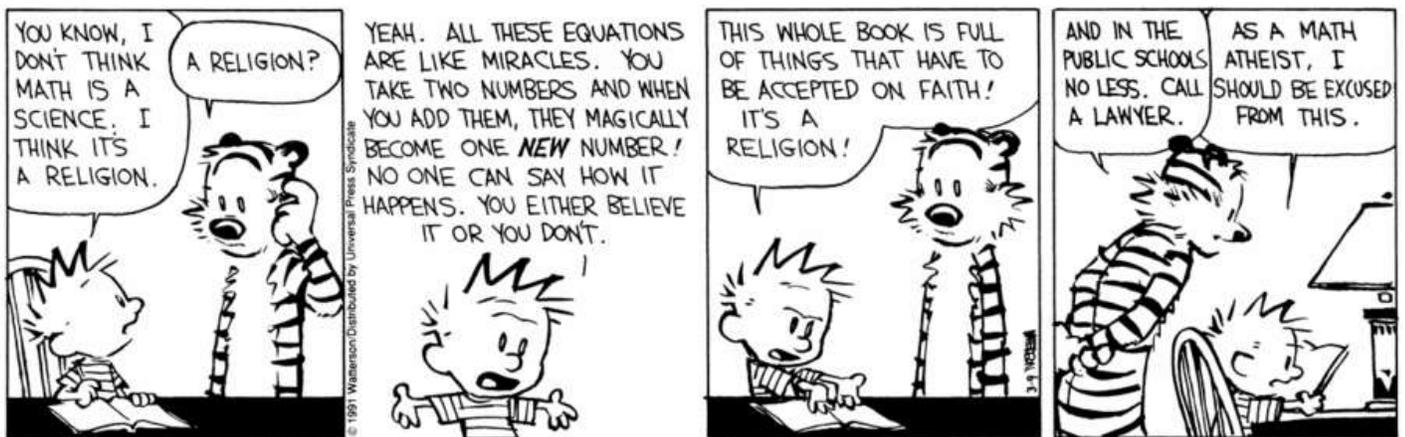
- g. Someone that wants to go beyond what is required
- h. Someone with integrity
- i. Someone willing to follow camp policies
- j. Respectable

Because we work with students from the age of 7-18 it is important that staff:

- a. Want campers to know Christ and grow in that relationship with Him
- b. Are willing to share faith with campers
- c. Have a servant attitude working with campers
- d. Want to have tons of fun working, living with, and investing in kids
- e. Hold to the statement that “Camp is for the Campers”

3. Spiritual Growth:

Spiritual growth should be a continuous process in the life of every Christian. Each member of the staff should also spend private time with the Lord. This will take effort, but the rewards will be great. Camp Living Waters is God's ministry, and each one of us needs to stay in close touch with Him so that we might do His will.



Staff Social Life

The Owl's Nest, is provided for your relaxation as an all staff lounge, **not for sleeping**. This is a non-camper area. Please remember to be good stewards and **keep this area clean**. All conduct in the Owl's Nest shall be above question and should embarrass no one.

Recreation

There are many opportunities for outdoor fun at Camp Living Waters. Staff members may go into a program area and use the area during their time/day off. The staff member is to check with the Program Coordinator for approval. No one except other staff or immediate family members may accompany the staff without approval from the Program Coordinator. **Remember when you are finished take care of the equipment.** Staff swimming sessions will be arranged and announced by the waterfront director. At no time is staff to use any of the waterfront facilities without the waterfront directors' permission. Staff trail rides may be scheduled by the Ranch Manager. Staff recreational activities should not interfere with the camp program.

Lifestyle and Philosophy

Camp Living Waters' staff members come from a variety of backgrounds and experiences, resulting in differing personal convictions about what are right and acceptable behavior for Christians. Your behavior and lifestyle reflect not only your testimony but that of Camp Living Waters as well. Total commitment to Jesus Christ as the Lord should be the benchmark of all our decisions and actions.

Dress

We expect all staff will practice good sense and judgment in personal grooming and dress. Modesty of attire is in order during both work and leisure. Over-garments and shirts should be worn when going to and from the beach. Bare feet and sunbathing are permitted only at the beach. As role models and brothers and sisters in Christ, staff are required to adhere to the Camper Dress Code (Pg. 13).

It is recommended that service staff, e.g. ranch, maintenance, and kitchen, wear clothing that is suitable to the work being done.

Relationships Between Men and Women

It is our desire that all conduct between men and women be above reproach, on and off the job.

All should show discretion in expressing physical affection in public (including staff lounge) as well as in private, with real respect for one another's bodies (1 Corinthians 6:19-20) "Or do you not know what your body is a temple of the Holy Spirit who is in you, whom you have from God, and that you are not your own? For you have been bought with a price: therefore glorify God in your body."

Relationships are encouraged among the entire staff. However, there are three restrictions:

- **No** dating is allowed between staff and campers.
- **No** dating is allowed among staff except on time off.
- **No** relationship shall interfere with employees work duties.

Remember that Women's Staff quarters are for women only, and Men's Staff quarters are for men only. The only exception to this policy is in regards to work assignment or an emergency.

Staff Policies

1. Medications and Illness

All staff medication should be kept in the medical dispensary, unless authorized by the Health Officer. **MEDICATIONS MAY NOT BE TAKEN INTO CAMPER CABINS.** Any illness, staff or camper, must be reported to the Health Officer at its onset. A current health record for each staff member is required. All staff are covered by Worker's Compensation Insurance while on the job. All staff members must have their own insurance for other times. Treatment for non-work related medical needs must be covered by your own payment/insurance or your parent's insurance.

2. Safety

Safety practices are a must in every area of the camp program. The waterfront, recreation, ranch, health, food, and maintenance supervisors, regard SAFETY as a priority. The practice of safety is imperative for the sake of the campers entrusted to the camp's care.

3. Leaving the Grounds

Staff members are not to leave the camp without permission from their immediate department head or a permanent year round staff if their immediate department head is not available. There will be a sign in and out sheet near the office.

Before leaving the grounds:

- All staff, 17 and under, that live on the grounds, are required to have written permission to leave the grounds. Parents may write a blank permission to allow the staffer to come and go as work permits, or they may write a limited permission slip designating when and how and with whom they may leave. Without a written permission slip the staff member must

have their parent or guardian call the camp office and must speak with the Executive Director, Program Coordinator or their immediate department head for each and every time they leave the grounds.

- All staff 18 years of age and older may leave the grounds whenever work schedules permit with permission from their immediate department head. Again you must sign in and out so we know where you are and when you expect to return.

4. Staff Guests

Staff may have visitors on their day off or during their free time. At no time will visitors be allowed to interfere with a staff member performing his/her duties or with the camp program. Visitors should observe all camp guidelines. When you invite guests for meals, please notify the food service manager as soon as possible. Prices for the meals are available in the office. Overnight guests are not permitted in staff living accommodations unless prior arrangements have been with the Executive Director. All visitors must register at the office.

5. Curfew

In order to ensure your good health and safety, it is required that all staff living on the grounds, will be in their living area by the following times:

- On Camp Days: **11:00 p.m.** unless prior arrangements approved by Program Coordinator.
- Days Off: **midnight** unless prior arrangements have been made with the Program Coordinator.
- Please note that counselor's curfew is the same as that of their campers and all staff should recognize and respect those hours unless cleared with a core staff.

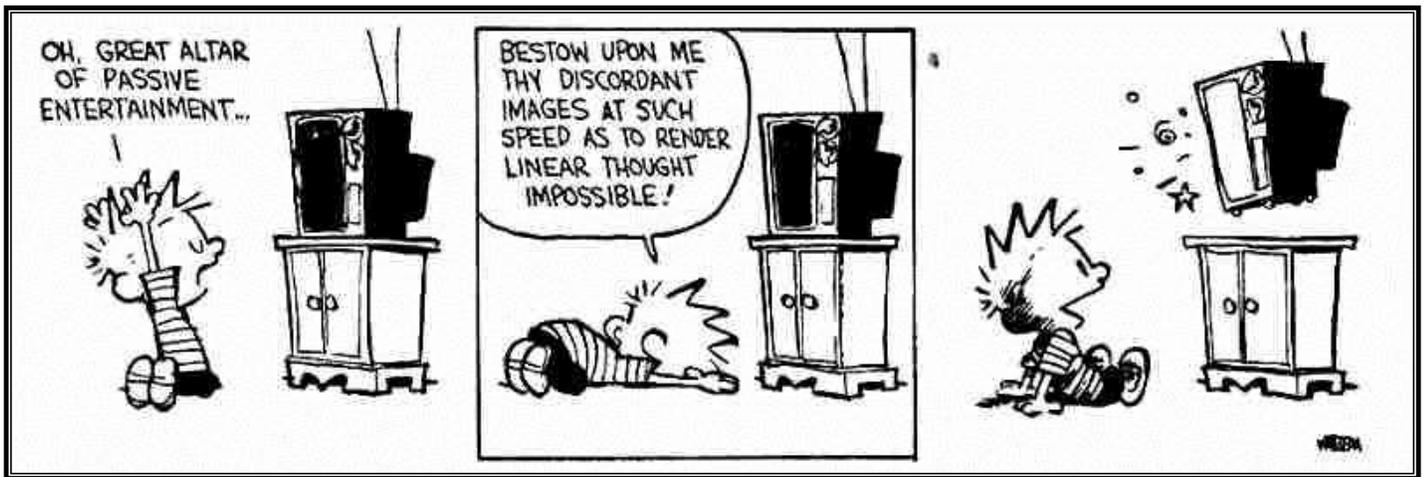
6. Camp Store Discount

Clothing articles are available for all staff at Camp Living Waters' cost. This discount is for personal use only.

7. Electronic Devices

Cabins are **not** a safe place to have any expensive electronics. Valuables can be kept in the office. However, the camp is not responsible for lost or stolen money or possessions.

- a. Any music played shall be appropriate.
- b. Anything viewed at camp needs to be of high moral quality.
- c. Anything watched or listened to should not interfere with camp or any job responsibility.
- d. Cell phone use should not interfere with job responsibilities. Personal calls either received or made should only be done **on your time off**.
- e. **No** personal photo or video equipment will be used in any bath room or inside any cabin.
- f. **No** pictures posted of any minor (campers and/or minor staff) on the internet.

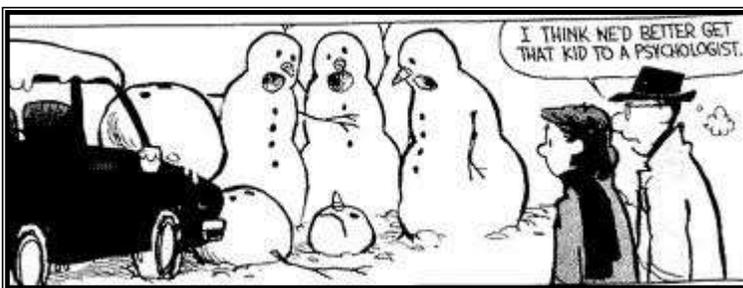


8. Stewardship

- a. Permission must be given by your department head, core staff or Program Coordinator to use any of the camp equipment.
- b. All keys must be turned into your department head or the Program Coordinator when you are finished working at the end your employment.
- c. Staff member rooms will be considered private and are to be entered only after knocking and being invited in. Male staff may not be in female staff's quarters and vice-versa. (The exception is for maintenance or an emergency.) Personal property should not be borrowed without prior permission. Doors should be closed when you are not in your quarters.
- d. If you break something irresponsibly you will be responsible to replace it.
- e. Shut off all lights when they are not needed.
- f. Keep all areas of camp clean even if you were not the one that made the mess.

9. Personal Transportation

- a. All vehicles personal or camp owned, shall be driven no faster than **15 MPH on camp roads**.
- b. All vehicles shall be parked only in designated areas.
- c. At no time shall Camp Living Waters be liable for accidents involving staff members in their private vehicles.
- d. When transporting other staff members, state laws must be followed.



10. Miscellaneous

- a. Staff living at camp is expected to attend church on Sunday mornings.
- b. Please be very alert to the presence of loitering persons or cars apparently intruding and contact your department head or the Director of Camping Ministries immediately.
- c. Have your mail addressed to you, in care of *your name*, Camp Living Waters, 536 E. 6 Mile Rd. Luther, MI 49656

- d. Pets are not permitted unless approved by the department head.
- e. Laundry facility is available for use by camp staff.
- f. Staff meetings will be held each morning, Monday through Friday, which will include but not be limited to a devotional or Bible study, program and schedule notes/changes/info, medical, wellness, and safety issues and any special or additional training needs.
- g. There will be an opening day meeting each Sunday before registration for any updates or last minute changes and a readiness check.
- h. Staff will have an end of the week evaluation time with either the Executive Director, Program Coordinator, Ranch Manager, or Core Staff.

11. Time Off

- a. Each cabin leader will have an hour off each day. This is a time for refreshing yourself while away from the campers. Use it wisely.
- b. Each staff member will have time off beginning Friday evening after all paperwork for the week has been turned in and a weekly evaluation has been completed and your cabin is cleaned and you have moved into your new cabin for the next week AND the camp as a whole has been made ready for the coming week. You will be expected to return to camp by curfew each day unless arrangements have been made and cleared by the Executive Director, Program Coordinator, or Ranch Manager. Which also means you will sign in and out on the weekends. Also reference II Staff Policies under C. Leaving the Grounds. Requests for certain days off e.g. weddings, personal business, etc. must be made before camp begins. Staff are encouraged to use this time off wisely remembering how exhausting a full weekend can be if you are going to give your all to your campers.

12. Unauthorized Personnel on Camp

- a. Be watchful for people other than staff, campers, and authorized persons on the grounds.
- b. Approach and ask person/s to identify themselves.
- c. Direct them to the office. If free to do so escort them there.
- d. Observe them if unescorted. Note gender, hair color, eye color, clothing etc.
- e. If person/s do not go to the office, notify staff in charge.

STAFF FAMILIES AND CHILDREN

In our desire to bring families on staff, we value the involvement of nonworking adults and children. Each employee has made the choice to work here and, in many instances, desires to impart the positive aspects of working for a ministry to their children. For the safety of children and all on grounds, to allow staff to focus on their roles, and to prevent unnecessary interference and distractions for our guests, we have the following policies.

STAFF CHILDREN POLICIES

Though not a comprehensive list, children are not to:

1. “Hang-out” in the staff lounge or offices
2. Interfere with programming and activities in any area of camp
3. Visit or walk through the camp store, kitchen, and/or food prep areas without permission from the appropriate supervisor
4. Ride or drive heavy equipment, tractors, etc.
5. Use any maintenance equipment or tools without the appropriate permission and supervision in compliance with all state and local laws
6. Refuel or perform functions related to fuel distribution

7. Be at the ranch, maintenance, or waterfront areas without appropriate adult supervision and clearance from the appropriate supervisor

In general, children should be instructed by their parents and other camp employees as needed to avoid all activities and situations on site which could be dangerous or harmful. God has given us this awesome place on the earth and we want everyone to be able to enjoy it; when these guidelines are followed, we are all able to do that safely.

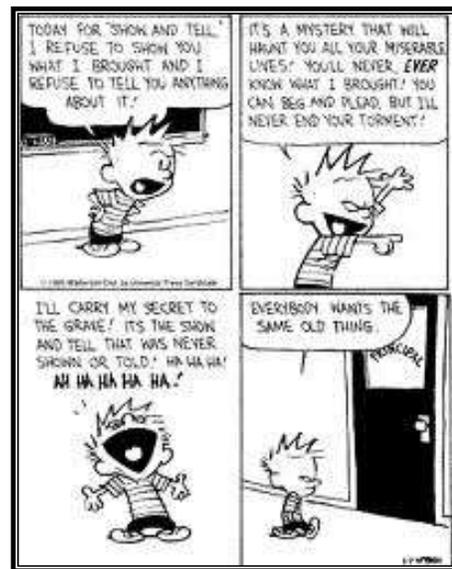
LINES OF AUTHORITY

All employees of Camp Living Waters are by definition of their job description accountable to their immediate department head. In any attempt to resolve personal differences or job related problems, all employees and supervisors shall be guided by Camp Living Waters Conflict Resolution Guidelines (see below).

CAMP LIVING WATERS CONFLICT RESOLUTION GUIDELINES

When differences arise between staff members, we agree to respond according to the following guidelines:

- Search your heart. Ask God to purge your heart of any sinful thoughts, selfishness, or personal bias.
 - Is the concern raised a matter of sin or violation of a Biblical standard? Or is it a matter of preference, style, or personal opinion? Challenge others to do the same.
 - Is this an issue that I should let go? Or does it need to be confronted?
- In handling a concern, go to the other person privately and talk it out.
 - If the issue is of a sin or serious nature, let the appropriate supervisor know; if possible, go with the other person to do so.
- Reconciliation, healing and restoration are always the primary goals. Grace, compassion and care are our primary tools. It is possible to be “in the right” about the issue, but “in the wrong” with your approach and attitude.
- **The concern you are dealing with should never become more important than the person with whom you are dealing. Be godly in all of your words and actions.**



If any issue arises in which there is a question of sinfulness, you are welcome to bring it to the appropriate supervisor, as long as you have first privately confronted the individual over their sin (Matthew 18:15, Galatians 6:1).

CAMPER POLICIES AND PROCEDURES

GENERAL POLICIES AND PROCEDURES

Arrival and Registration

Staff are to be ready and in place for registration at 3:30 on Sunday. Incoming campers will arrive for registration at 4:00 at the Campground Bathhouse. All campers must go through registration. All camper forms, final payments, and store money will be turned in at this time. Campers must also go through the health line to check for head lice and document their overall health status; campers with any medications must see the health officer at check-in. Once registered, campers will head to cabins. All staff is expected to take part in the registration activities.

Camper Spending Money

All camper spending money is collected at the registration line and recorded on a camp store sheet. Purchases at the camp store are charged against the amount left on the sheet. All money not spent during the week is refunded upon camper's departure; campers are given the option to donate that money to the camper scholarship fund.

Camper Communication

Outgoing camper mail needs to be in the mailbox at the office door at the end of breakfast. All incoming camper mail will be sorted and given to core staff to be handed out at flag pole.

Rally and Camper Check-Out

Campers must have cabins cleaned. Cabin leaders will assist campers in collecting belongings and getting them to the appropriate area. The camp store will be open for the outgoing campers and their families **after** the closing rally. **After** the rally parents/guardians/drivers must sign out each camper with the appropriate cabin leader and pick up any medications. If the pick-up person does not have appropriate authorization, follow the verification process.

Verification Process

Staff approved to verify a pick-up person in question include full-time and core staff. Two approved staffers must be present to verify parental authorization of the pick-up person in question.

1. The cabin leader will contact an approved staffer; the staffer, the camper, and the pick-up person must all go to the office. The cabin leader will stay with his or her cabin group.
2. The approved staffers will call the camper's parent or guardian and verify authorization of the pick-up person; the staffers will document the call by recording the time and date of the call, and the names of the camper, person spoken to via phone, and pick-up person. Both of the approved staffers and the pick-up person must sign the documentation.

Unauthorized Camper Departure

If someone unauthorized has picked-up/taken a camper: Get help immediately!

1. Get the person's name, make/model/year/plate number of vehicle, and anything to help positively identify the person in question.
2. If a kidnapping is apparent, Executive Director will contact the Sheriff at Baldwin (911 or 745-2712) or the State Police at Reed City (832-2221).
3. All mid-week authorized departures and arrivals will be communicated through the office.

GENERAL CAMPER RULES

1. Campers are expected to be considerate and respectful in all conduct while at camp and to follow the daily schedule.
2. Campers are not permitted to have electronic devices, fireworks, or weapons.
3. Campers are to refrain from vulgar language, smoking, alcoholic beverages, and use of drugs (except prescription drugs administered by Health Officer). Such actions may lead to the camper being sent home.
4. Campers are not allowed to leave the camp grounds without authorization.
5. Campers are to observe modesty of dress. Clothing needs to be appropriate for the activity in which they are involved.
 - a. General: No exposed underwear is allowed; no spaghetti strap, strapless, mesh, or sheer clothing is permitted. Boys must wear a shirt unless at the waterfront; bathing suits may only be worn to and from the waterfront.
 - b. Waterfront: Shoes must be worn to and from the waterfront. Girls must wear a one piece bathing suit; boys must wear a shirt to and from the waterfront.
 - c. Ranch: Activities require long pants and shoes that cover the whole foot.
 - d. Dining Hall: Shoes must be worn in the dining hall at all times.

CAMPER SUPERVISION POLICY

Our goal is that campers at Camp Living Waters have a safe, fun, and growing experience while they are here; it is therefore important that all staff take an appropriate role in camper supervision. Many safety and behavior problems can be avoided by proper supervision.

- Cabin Leaders
Camper supervision is one of your primary roles; therefore you should always know where your campers are and what they are doing. Most of the time this means you are with them. If a camper is not with you, you should still know where they are, what they are doing, and when they will be back with you.
- Core Staff
When leading an activity, your role is the same as the Cabin Leader, knowing where campers are and what they are doing.
- Support Staff, Cabin Leaders, and Core Staff
If you see a camper not with their cabin group when they should be or going into/in an area you are not sure that they should be, politely ask them what they are doing. If the camper's answer makes sense (ex: going to the bathroom, then getting back with their group), fine; but if they don't have a good reason, get them back to their appropriate place (Support Staff, if a camper refuses to listen to you, get a Core Staff or Cabin Leader to deal with them).
As staff at CLW, all campers are OUR campers, not just the ones that may be a part of your cabin group or in your activity area.

Part of camper supervision is making sure camp is a safe place. Any unsafe area you see should be reported to the appropriate supervisor (ex: broken glass on the beach should be reported to a Waterfront Supervisor, structure problems in a cabin should be reported to maintenance). Also be aware of anyone on camp you do not know.

If you see a stranger at camp, ask them politely if you can help them. If after talking to the person, you have any doubt that they should be on camp, immediately report this information to the Executive Director, Maintenance Director, Program Coordinator, Assistant Program Coordinator, or Core Staff so they can be checked out.

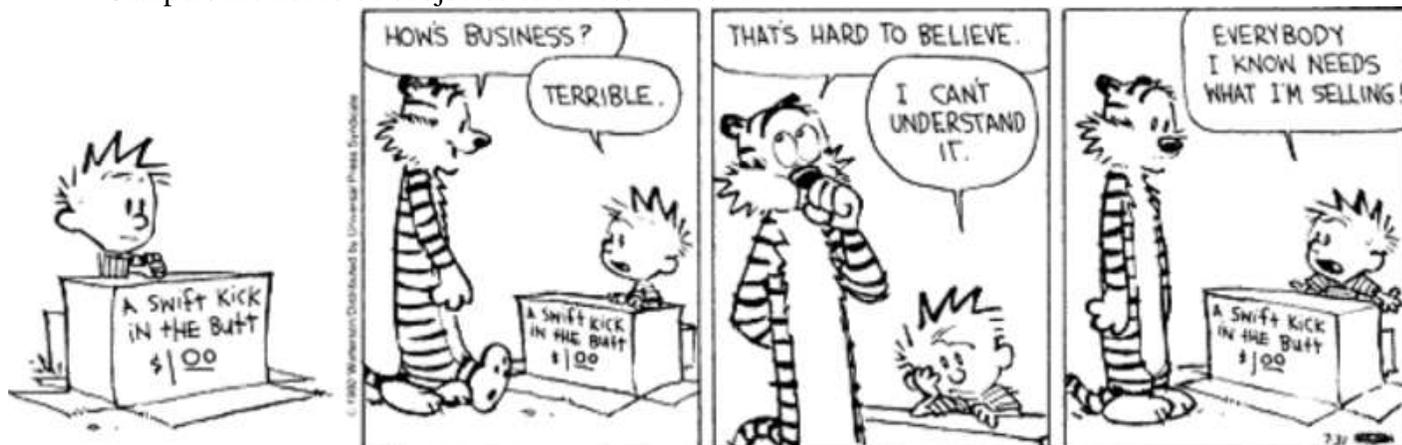
LOST & FOUND POLICY

Any item left on the grounds following a scheduled camp or retreat will be placed in a lost-and-found container; the container will be marked and dated. If campers are still on the grounds all efforts will be made to return the item(s) to their owners. Items of high value such as cameras, watches, etc. (not clothing) will be stored in office storage cabinets. Not less than 60 days from the date on a container the items will be given away to local organizations that help the needy. Items that can be used in the camp program will become camp property.

BEHAVIOR MANAGEMENT POLICY

Need for discipline is often the result of low expectations on the part of the cabin leader. Set your expectations high and you will be amazed at the results. Do not, however, expect to be a miracle worker. Expectations need to be real and reachable. On the whole, discipline is a matter of creative effort on the part of the cabin leader for each camper and each new situation. We do, however, observe certain guidelines here at CLW.

1. Don't let campers get bored, but do not ask them if they are bored either. Make sure they know activity options. Being still can be an activity.
2. Avoid creating situations which cause temptations. For example: Letting wrong behavior slip by as if unnoticed, ignoring rules yourself, leaving your campers unattended during cabin times, and keeping your valuables in the open. Do not allow pranks and do not do them yourself.
3. Effective discipline explains what the child has done wrong and offers alternative avenues of behavior. Give choices and make consequences known.
4. **NO** child is to be disciplined physically in any way or isolated. This includes washing out mouths, and abusive physical exercise. If you think you are going to hit a child, it is time to come to the office.
5. Never deprive a child of food or sleep.
6. A child must not be subjected to threats or ridicule.
7. Make sure you make an honest effort to get to the bottom of an argument or fight. Talk to both parties and let each one present his side. It usually turns out that both were wrong.
8. Keeping the fighting campers away from each other often allows the dispute to cool and die.
9. If you must bring a behavior problem to the office, bring him right after he committed a specific act. Do not bring him and say, "He's been bad all day long", etc. For discipline to be effective, it must closely follow the act.
10. Do not yell at the children. Do be firm.
11. Campers are not to be subjected to excessive restraint.



AGE GROUP CHARACTERISTICS

8-9 YEAR OLDS

- **PHYSICAL**

Eight and nine-year-olds grow steadily, rather than in spurts. They are active and energetic and are becoming more coordinated. Their attention span can be long if they are involved in an interesting project.

- **EMOTIONAL**

In these two years, much emotional growth takes place. Children begin to assert independence and make choice on their own. They begin to control their emotions more than in early childhood. They fear failure and want adult approval.

- **SOCIAL**

It's important to belong to the group. The peer group takes on more importance as dependence on adults lessens. Best friends usually of the same sex pair off, although the "best friend" may change allegiance often. Fair play, according to a set of rules, is important. This is an age to develop self-respect as well as respect and consideration for others. They can participate in cooperative activities successfully by the end of the two years.

- **INTELLECTUAL**

Children want to use their reading skills (but beware of vast difference of ability). Games, creative art and drama activities are excellent learning tools, as children enjoy them -- their creativity is at peak right now. They still accept the adult as authority and curiosity fills them with question.

10 - 11 YEAR OLDS

- **EMOTIONAL**

The ten-year-old has reached an emotional balance and is cooperative, agreeable and friendly. The eleven-year-old may be unsteady, and shift from one mood to another unpredictably. This age doesn't rely on adult's approval or attention but still needs loving, accepting relationship.

- **SOCIAL**

The ten-year-old still enjoys family and values parents. The eleven-year-old follows peer group behavior code, may be critical of adults, and may be unwilling to communicate openly. Cliques, gangs, and clubs form naturally at this time.

- **INTELLECTUAL**

Learning activities still need to involve action, creativity, and practical, daily application. Ten-year-olds want to know the reasons for right and wrong. Abstract thinking is difficult for some of them, but eleven-year-olds are getting a better grasp of it. Because independence is important, give a minimum of specific direction to encourage them to think on their own. Hero worship is strong. They also begin thinking about the future.

- **SPIRITUAL**

Independence comes through here too. Ten and eleven-year-olds benefit from involvement in planning and choosing their own projects. Scripture memory is easier than ever before. Ten-year-olds may feel a deep love for God and have a developing sense of responsibility to their church. Eleven-year-olds respond to God by seeking His guidance in decisions. Eleven-year-olds are also learning to think about concepts, relating facts or grouping them. Because of their hero worship, it is important for Christian adults to model in life what they teach in Bible exploration.

12-14 YEAR OLDS

- **PHYSICAL**

Junior highers grow very fast and in spurts. They are caught up in the details of puberty-- girls maturing earlier than boys. Uneven growth may result in tiredness, clumsiness, and

preoccupation with "looks". Many of their sensitivities, teasing of others, and self-image ideas are based on physical factors.

- **EMOTIONAL**

Junior highers emotions can be yo-yo like. The turmoil in every other area is reflected in emotions, to, up and down, ecstatic or depressed, but usually unpredictable. Thus junior higher emotions can easily lead to unexpected embarrassments, hot tempers, self-criticisms, or discipline problems. Respond with patience, few demands, and time.

- **SOCIAL**

Cliques are inevitable for this age group, so work around them rather than against them. Being part of a peer group helps a junior higher develop meaningful relationships, handle rejection or loneliness, and try new social skills. Though belonging to a peer group helps an individual feel safe from criticism, it may not keep him or her from being cruel and critical of others. Learn to respond with patience and humor.

- **INTELLECTUAL**

As junior highers begin to think abstractly, they also gain the ability to think more logically. They want facts and proof for things they previously accepted on trust. While they are sharper intellectually, they may be indifferent or negative toward things such as memory work. They want to think like a grownup and be treated as one. But they often lack the all-around development needed to say the right things at the right times, to be self-disciplined or to be consistent in their decisions.

- **SPIRITUAL**

Junior highers are apt to voice doubts and even disbelief in God. This may be part of their desire for independence from home and authority, or it might be because they can't "prove" Christianity. They tend to associate commitment to Christ with proper Christian behavior, but give up because they can't cope with their own failure. A keen sense of right and wrong makes them eager to work on projects for the less fortunate. And idealism can be nurtured by showing them how God can use them now—they are special to Him. During these years adults communicate spiritually by being the right kind of model as much as by talking about right behavior.

15 - 18 YEAR OLDS

- **PHYSICAL**

Senior highers covet, and yet avoid responsibility. Respect for authority is built on respect for the person who is in authority.

- **EMOTIONAL**

Senior highers covet, and yet avoid responsibility. Respect for authority is built on respect for the person who is in authority.

- **SOCIAL**

Gaining independence, they spend much time with friends. Peer influence is very strong. Senior highers are looking for identity—they want to experience real life, not just a humdrum existence. In many respects, they are very grown up, yet underneath they are still boys and girls. Boys are beginning to catch up with girls in maturity.

- **INTELLECTUAL**

Personal convictions are being formed. Senior highers have a strong desire to discuss and explore. They are imaginative, adventurous, demanding and may also be wrapped up in their personal fears, frustrations, and confusion.

- **SPIRITUAL**

Religion is recognized as part of their search for meaning in life. They are ready and able to grasp the intellectual content of faith. Senior highers are at readiness to give and serve.

CHILD PROTECTION PLAN

Pursuant to the provisions of Act 238 of the Public Acts of 1975 as amended, known as the Child Protection Law, the following plan is set forth:

DEFINITIONS:

"Child abuse" means harm or threatened harm to a child's health or welfare by a person responsible for the child's health or welfare which occurs through non-accidental physical or mental injury, sexual abuse, or maltreatment.

"Child neglect" means harm to a child's health or welfare by a person responsible for the child's health or welfare which occurs through negligent treatment, including the failure to provide adequate food, clothing, shelter, or medical care.

PLAN

1. A staff member who has reasonable cause to suspect child abuse or neglect shall report it immediately to the Executive Director, who in turn will call the Department of Human Services (1-855-444-3911).
2. The reporting staff member shall file a written report within 72 hours. That report shall be made available to the FIA and the Executive Director. A staff member will not lose their job for making a report of suspected child abuse or neglect.
3. If an allegation of abuse is made related to a staff member, that staff member will be immediately isolated from the camp program and all campers and will be under supervision of the executive director until the appropriate action is taken. An investigation of the allegation will be conducted by a representative of the FIA. (State of Michigan Licensing Inspector will be notified immediately.)
4. The written report shall include the following:
 - a. Name of the child
 - b. Description of the abuse
 - c. Names of child's parents, guardians and those he/she resides with.
 - d. Age of child
 - e. Information which might establish the cause of the abuse or neglect that occurred.
5. The written report shall be sent by mail to the FIA of the county in which the child suspected of being abused or neglected is found.
6. The camp will continue from this point to act according to the provisions of Act 238 of the Public Acts of 1975 (a copy of Act 238 shall be on file in the camp office).

ACTIVITIES POLICIES

All activities are to be done with the intent of providing safe, fun learning with a spiritual lesson. Game play and all interactions are to be carried out in a positive manner for all involved.

ARCHERY

STAFF: All archery activities shall have an adult activity leader who has had training to the satisfaction of the Executive Director and/or Program Coordinator; there shall be not less than one staff member per 8 campers.

CAMPER PARTICIPATION: The use of archery equipment shall be limited only by the size and strength of the camper/archer. Range length shall be set for the age group participating at the discretion of the activity leader. There shall be no more than 4 campers per 1 bow. All campers will hear and adhere to the posted archery range rules.

ACTIVITY AREA: The archery range shall be marked by danger signs on all approaches. The arrangement of the range shall be as required by state regulations. At no time shall the fire line be staggered, (i.e.) one archer in front of another archer. The activity instructor shall be responsible to maintain, inspect, and clean up the range before and after each shooting session. The range configuration shall not be changed without discussion with the Executive Director and/or Program Coordinator.

BOWS, ARROWS AND ACCESSORIES: The bows used shall be solid construction and be maintained in good shooting condition. Arrows shall be maintained in good shooting condition. Finger tabs and arm protectors shall be available; this equipment shall be kept in good condition at all times and shall be replaced when worn out or fallen into disrepair. All bows, arrows, and accessories shall be stored in a cool, dry, designated locked storage area.

RIFLERY

STAFF: All rifle activities shall have an adult activity leader who has had training to the satisfaction of the Executive Director and/or Program Coordinator; there shall be not less than one staff member per 8 campers.

CAMPER PARTICIPATION: The use of .22 rifles shall be limited to those who are middle school and high school campers. B.B. guns shall be used by junior campers. The length of range used for any particular age group shall be at the discretion of the activity leader. There shall be no more than 4 campers per 1 rifle.

ACTIVITY AREA: The rifle range shall be marked by danger signs on all approaches. The activity instructor shall be responsible to maintain, inspect, and clean up the range before and after each shooting session. The range shall not be changed without discussion with the Executive Director and/or Program Coordinator.

RIFLES, GUNS, AND AMMUNITION: All guns shall be maintained in good condition. If a gun shall malfunction it shall be removed from service until the appropriate repairs are made. All ammunition, rifles, and guns shall be kept in a designated locked storage area.

PAINTBALL

STAFF: All paintball activities shall have an adult activity leader who has had training to the satisfaction of the Executive Director and/or Program Coordinator; there shall be not less than one staff member per 8 campers.

CAMPER PARTICIPATION: The use of paintball equipment shall be limited to those who are middle school and high school campers. Campers will be required to wear appropriate protective equipment, including facemasks, at all times while on the field.

ACTIVITY AREA: The paintball field shall be clearly designated. The parameters of the game play shall be at the discretion of the activity leader, so long as they are within the boundaries of the field. The activity instructor shall be responsible to maintain, inspect, and clean up the field before and after each session

EQUIPMENT CARE: All markers shall be maintained in good condition. If a marker shall malfunction it shall be removed from service until the appropriate repairs are made. All ammunition, CO2, equipment, and markers shall be kept in a designated locked storage area.

FISHING

STAFF: All fishing activities shall have an adult activity leader who has had training to the satisfaction of the Executive Director and/or Program Coordinator; there shall be not less than one staff member per 8 campers.

CAMPER PARTICIPATION: All fishing is catch-and-release.

ACTIVITY AREA: The fishing area begins at the observation deck and continues to the gazebo; fishing may not occur in swim or boating areas.

EQUIPMENT CARE: All camp fishing poles, tackle, and equipment are to be appropriately stored. The activity leader is responsible for the proper care and storage of all equipment used.

MOUNTAIN BIKES

STAFF: All mountain biking activities shall have an adult activity leader who has had training to the satisfaction of the Executive Director and/or Program Coordinator; there shall be not less than one staff member per 8 campers.

CAMPER PARTICIPATION: The use of mountain bikes shall be limited to those who are middle school and high school campers. Campers will be required to wear appropriate protective equipment, including helmets, at all times while on the bikes.

ACTIVITY AREA: Biking areas will be approved and confirmed with the appropriate supervisor before any ride.

EQUIPMENT CARE: All bikes shall be maintained in good condition. If a bike shall malfunction it shall be removed from service until the appropriate repairs are made. All bikes shall be store appropriately in the large maintenance barn; helmets shall be stored appropriately.

WATERFRONT POLICIES

All waterfront activities are to be done with the intent of providing safe, fun learning with a spiritual lesson. Game play and all interactions are to be carried out in a positive manner for all involved.

The Waterfront Supervisor and other waterfront staff are in complete charge of the waterfront; they must be obeyed by campers and staff for the safety of the entire camp.

All parts of the waterfront are open only when lifeguards are on duty. All waterfront rules are to be followed at all times. Rules are posted at the waterfront.

There shall be one lifeguard per every 25 swimmers and one aquatic observer per every 10 swimmers. There will be at least three staff members present, at least one of whom must be an adult.

Waterfront Staff

Waterfront Supervisor

The waterfront supervisor shall be an adult who has satisfactorily completed training and certification which is equivalent to requirements set forth by the State of Michigan to fulfill the role as head lifeguard.

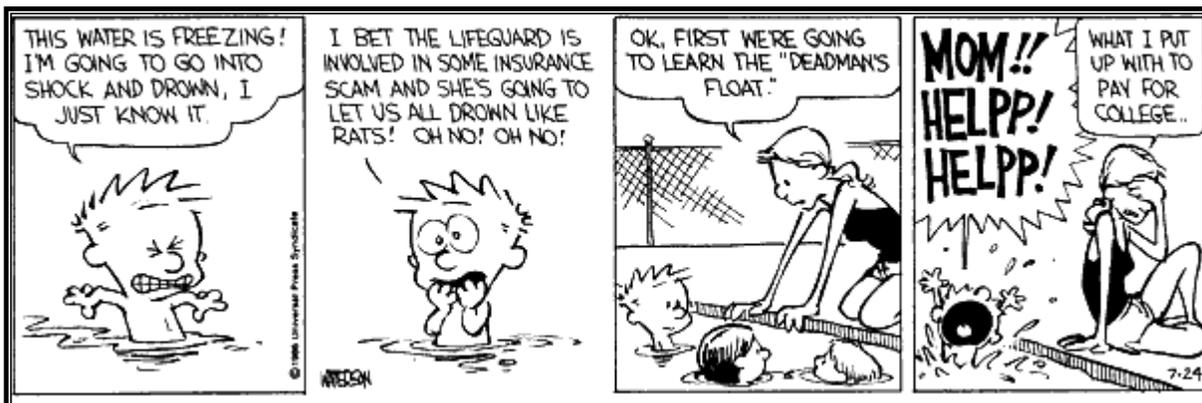
Lifeguards

A lifeguard shall be an adult who has satisfactorily completed lifeguard training and certification which is equivalent to requirements set forth by the State of Michigan

Aquatic Observers

An aquatic observer shall be a person not less than 16 years of age who has satisfactorily completed aquatic observer training and certification which is equivalent to requirements set forth by the State of Michigan

Waterfront staff are responsible for the maintenance and care of all waterfront areas, activities, and equipment.



SWIMMING CLASSIFICATIONS

Each camper and staff member will take a swim test. Based on the results, swimmers are placed in one of three ability categories and given a corresponding wrist band. Campers must wear their wrist band all week; the wrist bands indicate what sections of the swim area swimmers may safely enter.

Categories

- Shallow: red
- Intermediate: green
- Deep: blue

SWIM AREA

STAFF: Lifeguards and aquatic observers must be present per required ratios.

CAMPER PARTICIPATION: Campers must swim in areas at or less than tested skill level, follow all waterfront rules, and wear proper attire. Waterfront staff are to be obeyed at all times.

ACTIVITY AREA: There shall be three clearly delineated areas for shallow, intermediate, and deep swimming. Waterslide is included in the shallow area and iceberg is included in the deep area.

EQUIPMENT: Each time the waterfront closes, waterfront toys are to be picked up and appropriately stored.

Safety equipment is for waterfront staff use only and is not to be used as a toy. The following safety equipment must be present at all times:

1. Lifeguard whistles
2. Reach pole
3. Ring buoy, rescue tube, or other flotation device with a rope attached, which is of sufficient length for the area where it is being used
4. Backboard
5. First aid kit



BOATING

STAFF: Lifeguards and aquatic observers must be present per required ratios. Non-waterfront staff are required to wear a personal floatation device (PFD) when in watercraft.

CAMPER PARTICIPATION: All campers are required to wear a PFD. Any shallow (red) swimmer must have a staff member (who is not on duty as a lifeguard) in the watercraft with them; intermediate (green) and deep (blue) swimmers may go in a watercraft without a staff member.

ACTIVITY AREA: Boating is permitted in all sections of the lake not designated as swimming areas.

EQUIPMENT CARE: Equipment must be stored properly at the end of each use. Watercraft are stored on the outdoor racks provided; PFDs, paddles, safety equipment, and other equipment are stored in the boathouse.

LOST SWIMMER EMERGENCY ACTION PLAN

We operate on the premise that there is **always** the potential for a swimmer to need rescue.

Using the buddy system, if a swimmer is missing the buddy is instructed to instantly notify the waterfront staff; a buddy check will begin immediately. If the buddy check fails to locate the missing swimmer, the waterfront staff will initiate the Emergency Action Plan (EAP).

1. Alarm (air horn located at the buddy board) is sounded in a series of short blasts for approximately one minute. Cell phone contact is made with the Executive Director and program staff.
2. All campers go immediately to the **sports field** and group up with their cabin mates for role call conducted by the Executive Director or Program Coordinator. All staff who are waterfront-rescue trained report to the waterfront immediately; other staff sweep their designated areas of camp.
 - a. Silence and order must be maintained.
 - b. After a whole cabin has been verified present, that cabin sits down.
 - c. Once role call is complete, a report of any missing persons will be sent to the Waterfront Supervisor.
3. Campers remain at the **sports field** under the supervision of staff while other staff continue searching until the missing swimmer is located and all-clear is given.
 - a. The Executive Director debriefs the campers at the **sports field** and then debriefs the staff involved in the search.
 - b. A short blast on the air horn from the waterfront indicates that all activities are clear to resume.
4. If the missing swimmer is not located within ten minutes, the Executive Director or person in charge will call the Lake County Emergency Services (911) and ask for the search and recovery squad to be sent immediately.

Staff will be trained in the Waterfront Emergency Action Plan during pre-camp training; drills shall be conducted periodically. The Waterfront Supervisor shall keep a log of all trainings and drills.

CAMP LIVING WATERS RANCH

Camp Living Waters Ranch exists to encourage adults and children toward a healthy relationship with God and each other through the use of horses by means of horsemanship lessons, trail rides, and life parallel lessons.

Ranch Staff

1. **Ranch Manager** will be a minimum of 21 years old and CHA certified, with experience in horse management, teaching and camping. The Ranch Manager works under the direct supervision of the Program Coordinator and Executive Director.
2. **Wrangler Instructors** will be a minimum of 18 years old and either CHA certified or trained by the Ranch Manager and/or other CHA certified staff. Instructors work under the direct supervision of the Ranch Manager.
3. **Wrangler Assistants** will be a minimum of 16 years old with experience and/or the desire to learn what is necessary under the supervision of the Ranch Manager and Instructors.

Ranch Chores

Summer Ranch Staff will rotate weekend ranch chore duty; when chores are done at least one other person must be present for safety reasons. CHORES ARE NEVER TO BE DONE WITH NO ONE ELSE AROUND.

1. Feeding Horses
 - a. Grain: a feeding chart is hung on the wall at the feed box having each horse listed with the amount of feed it should receive and how often.
 - b. Hay: this is on the feeding chart as well. When fed outside, the hay should be fed in the feeders.
 - c. Water: the water tank should be checked at each feed time and kept as full as possible; cleaned as needed.
2. Stalls
 - a. Will be cleaned out with campers during the week, and as needed by Ranch Staff.
 - b. Cobwebs swept as needed.
3. General Cleaning Tack Room
 - a. Sweep cobwebs, sweep floors, dust.
 - b. Outhouse: cleaned as needed.
 - c. Barn and Hitching Area: raked, picked up, and/or swept while the horses are out.

Ranch Safety

1. **Barn** will be checked daily by the Ranch Manager and/or Instructors each morning.
2. **Tack** will be checked daily with each class by the Instructors and Assistant Instructors.
3. **Arena** will be checked daily by the Instructor with the first class of the day using the arena.
4. **Trails** will be checked daily or when ridden; changes made and hazards reported and removed as necessary.
5. **Horses** will be checked daily first thing in the morning and observed throughout the day. Any injuries, lameness, illness, etc., should be reported to the Ranch Manager and will be dealt with as needed. (The veterinarian's phone numbers as well as other important numbers are posted by the Tack Room door.)
6. **Fencing** will be checked once a week by a Ranch Staff member, for hazards or damage.

Ranch Summer Camp

1. When the barn is closed and/or there and no Ranch staff are at the barn, the entire area is off limits, including any fenced in areas.
2. The Ranch staff and staff who have permission are the only people allowed inside any fenced area at the Ranch, at any time, due to safety reasons.
3. Campers are only allowed at the Barn with Staff supervision.
4. Do not feed the horses anything without Ranch staff supervision.
5. Campers and summer staff must have basic instructions before handling horses.
6. Campers must be entering grade 4 to participate in the Ranch camp.
7. All riders, whether going into the arena or on the trails, will be given basic instruction in the form of a "Pre-Ride Demonstration" prior to mounting.
8. All riders under the age of 18 are required to wear a riding helmet while on horseback. All riders over 18 will be offered riding helmets for their safety. In choosing to NOT wear a helmet they assume all risk of that decision as written in the MICHIGAN EQUINE LIABILITY ACT, which is posted in compliance in at least two different places in the barn.
9. Summer Staff may ride at agreed upon times under the supervision of qualified Ranch Staff with the permission of the Ranch Manager.
10. Riding classes in the arena may not exceed 10 students with an Instructor and an Assistant.
11. Trail ride groups may not exceed 12 riders per an Instructor and an Assistant. The higher trained Staff will ride to the rear of the group.
12. Trotting and cantering on the trails will be allowed ONLY at the CHA certified Instructor's discretion.
13. When returning to the barn, ALL HORSES WILL WALK.

Ranch Classes

ALL GROUND LESSONS, ARENA LESSONS AND TRAIL RIDES NEED TO BE:

1st: SAFE, 2nd: FUN, & 3rd: EDUCATIONAL

Ground Classes

- An Instructor with at least 1 Assistant will teach these classes at the barn before the class is mounted. These classes can be a regular class, a rainy day activity, bookwork or a game, as long as it is safe, fun and something is learned.

Arena Lesson

- These classes are taught by an Instructor with the help of at least 1 Assistant per 10 campers. CHA materials that have been adjusted to our program specifically will be implemented for each lesson.

Trail Rides

- There must be at least 2 Ranch Staff on each camper trail ride. The staff in the front of the line is responsible to set the pace, choose the trail, and watch the first half of the group behind them. This means that they will ride **LOOKING BEHIND THEM**. This lead person will also call out hazards for the group to be aware of.
- The Ranch staff in the rear, **having the more experience**, is responsible for the last half of the group, overall safety of the whole string, and will call out to the staff in the front when the line needs to slow down or stop for any reason. The staff in the rear is the one who will dismount to assist a rider while the staff in the front keeps the line still.

- When there is a third staff person, they will ride in the middle of the line and watch the two horses in front of them and the two horses behind them.
- Communication can be critical so make sure that those who need to hear you CAN HEAR YOU!

Ranch Emergencies

Personal Injury

1. Check the area for safety, then secure the area, make sure that all riders and horses are under control. Riders may need to dismount and hold onto or tie up their horses.
2. The Instructor in charge of the ride should stay with the injured person; the Assistant should be in charge of group control.
3. Contact the Ranch Staff at barn for assistance if needed.
4. Check injured person for: (ONLY FIRST AID TRAINED STAFF)
 - a. Consciousness
 - b. Airway (are they breathing)
 - c. Bleeding (apply pressure if they are bleeding)
 - d. Pain anywhere, especially in their head, neck or back
 - e. Pulse, sensation and movement in hands and feet

If person complains of neck, shoulder or back pain or if they have the sensation of tingling in any extremity, or if they fell off the horse and landed on their head or back, **DO NOT MOVE THEM.** Leave helmet on unless it obstructs the airway. Get the Nurse or other qualified medical staff to assess and assist.

If EMS is needed, phone the Ranch Manager and/or Executive Director, for help. Someone may need to wait for and direct the ambulance to the accident location when it arrives.

AN INCIDENT REPORT NEEDS TO BE FILLED OUT WITHIN 24 HOURS.

Weather Emergencies

1. Heavy Rain: dismount and seek protection, avoid lowlands.
2. Thunder & Lightning: dismount, tie horses and move away from them. Seek shelter; avoid tall trees, hilltops, and lowlands.
3. High Winds: dismount and seek shelter. Watch out for dead trees and falling limbs.
4. Tornado: dismount and if time allows, untack horses and release them. Seek shelter in a depression; lay on your stomach with the saddle over your head.
5. Fire: if at the barn, untack horses and release them, then report to the ball field. If on the trail, contact the Executive Director or Ranch Manager by phone to let them know where you are and who is with you. Return to the hitching area as quickly as possible. Dismount, untack the horses if time allows, release them and report to the ball field.

HEALTH SERVICE POLICY

HEALTH OFFICER AND FACILITIES

A health officer is on call 24 hours a day and is required to live on camp. Any health officer will meet the requirements of the Department of Consumer and Industry Service Rule 121 (2), (3). Time off will be covered by another staff member who meets the same minimum requirements as listed above. The Health Office is well equipped and stocked; beds are available for isolation patient care.

Emergency medical care is on call at Mercy Hospital in Cadillac or Spectrum Health in Reed City. Camp will have a vehicle available to transport non-life-threatening injuries to appropriate medical facilities. In cases of life-threatening injuries, county ambulance services will be called (911 or 745-2711). Qualified medical camp staff will determine the level of required care and mode of transportation.



UNIVERSAL PRECAUTIONS

As a camp we interact with people of many backgrounds; because of this we need to be aware of how to appropriately handle health care and cleanliness. Due to the contagious nature of conditions such as AIDS and Hepatitis B, it is necessary to follow these precautions.

1. **Wash Your Hands:** hand washing should be done before and after assisting a camper with toileting, eating, tooth brushing, etc. Always wash your hands with soap and water. This will also protect you from possible infections such as the cold, flu, etc. Hands should be kept away from the mouth and face; always wash hands before eating or touching the face.
2. **Gloves:** the use of gloves is recommended if contact with blood, bodily fluids, secretions, or excretions is anticipated. It is particularly important for staff with non-intact skin to protect those areas, because many contagions are passed via blood-to-blood contact. Gloves should also be worn when cleaning bathrooms and emptying trash.
3. **Proper Disposal:** when assisting a camper with disposal of materials such as tissues, sanitary napkins, dressings, bandages, etc. that may contain bodily fluids, be sure these are disposed of properly in lined garbage bins. Always wash hands after disposal. Bedding or clothing soiled with bodily fluids should be put in properly marked bags and taken to a health officer.
4. **Collection & Decontamination:** maintenance staff will gather trash in garbage bags and tie securely; maintenance staff should wash hands following this procedure. Staff with primary

health care responsibilities will know and follow the proper procedures for handling injuries, cleaning up spills, and sanitizing facilities and equipment.

5. **Disease Prevention:** all precaution will be taken to contain any communicable disease. Red Cross Standards will be followed.

These precautions are for the campers' benefit as well as your own. Proper health care and cleanliness practices help ensure a safe and healthy environment for everyone.

MEDICATION STORAGE AND ADMINISTRATION

All camper and staff medication must be turned in to the health officer. They must be in the original container with dosage and frequency clearly marked. The health officer is responsible for keeping all medication under locked storage. The health officer will dispense medication to all campers and staff as needed. Camper medication is dispensed at meal times in the dining hall and as needed at the health office. Staff medication is dispensed at morning huddle location and as needed at the health office.

CAMPER CONDITIONS, ACCIDENTS, & INJURIES

Each cabin leader will be informed by the health officer of the pertinent medical conditions of any camper for whom they responsible. Cabin leaders will sign documentation indicating they received and understood this information; all such information is confidential and should not be shared. Cabin leaders should be aware of each camper's daily physical condition and alert the health officer to any changes in appearance, appetite, activity level, or health habits.

All accidents needing attention shall be reported to the health officer. When possible, take the camper or staffer to the health officer; if it is inadvisable to move the injured person, send someone with an explanation of what has happened to get the health officer. Illnesses need to be immediately reported to the health officer. Campers or staffers needing observation or isolation will be housed in the health office. The health officer will report necessary cases to the executive director for consultation. A record of each person treated will be kept on file, as required by licensing.

The health officer will define what care staff is permitted to provide and what situations require assistance.

PARENT NOTIFICATION

Camper parents will be immediately notified by the appropriate staff if the camper has ongoing elevated temp, doctor visit, admissions to a hospital, or death occurs. Parents will also be notified the day following an overnight stay in the camp health office or as directed in writing by the parents.

HEALTH INSPECTION & LICENSING

The camp is inspected by the Michigan Department of Social Services, the local Health Department, and the Fire Inspector at various times during the year. Standing Orders are approved by **Dr. Mutch of Family Practice of Cadillac**. All waterfront activities are directed by certified Red Cross lifeguards. The Department of Consumer and Industry Services will be notified in writing within 48 hours in the event that a camper: has an accident or illness that results in an overnight stay in a hospital or clinic or in being sent home (excluding homesickness) or if an camper dies; only the Executive Director will communicate such news in **any** form of media.

OFF-SITE TRIPS

OFF-SITE TRANSPORTATION POLICY

DRIVER QUALIFICATION: Drivers must be 21 years old, have a valid driver's license, and no moving violations for the past 12 months. They must also be approved by the Executive Director or the Director of Maintenance. A driver will drive no more than 4 consecutive hours, and no more than 10 hours in a 24 hour period. Relief drivers will be used every 4 hours, with rest stops every 2-4 hours. A travel plan will be turned in to the Executive Director prior to departure, with an alternate route identified. Communication with Camp Living Waters will be daily unless other arrangements are made prior to departure.

Drivers will review safety regulations before a trip, including:

1. Backing up, esp. if the vehicle is different from the one normally driven.
2. Loading and unloading passengers safely.
3. How to deal with a vehicle breakdown or passenger illness.
4. Handling camper behavior.
5. Location of campers during refueling.
6. Vehicle check before departure.

VEHICLES: Drivers must complete a pre-trip safety check and document the procedure. The Maintenance Director will check vehicles and perform preventative maintenance. All vehicles with the capacity of 12 or more will be inspected by a certified mechanic.

PASSENGERS: One staff member in addition to the driver will accompany each group of 14 or less campers. All passengers will wear vehicle seat/safety restraints, if provided. All passengers will ride in manufacturer approved areas of vehicles. All passengers must have a seat.

LOADING/ UNLOADING AND EVACUATION: All Camp Living Waters staff and campers will load and unload off of roadways. Available exits will be noted and utilized. Campers will be loaded and unloaded away from hazards. Campers will remain orderly to enter and/or leave the vehicle. Staff will do head counts when loading and unloading campers. If the vehicle is disabled, the vehicle will be marked appropriately after all campers are in a safe zone. No gear is to be stored in a manner that causes aisles or exits to be blocked. All staff and campers will exit the vehicles while the vehicle is being refueled.

HAY WAGON: All hay wagons used to transport campers must be properly marked and lighted and have sideboards to reduce the risk of campers falling off. An adult Camp Living Waters staff member must ride with the campers. All staff members and campers must keep their hands and feet inside the hay wagon while on hayrides.

OFF-SITE CANOE TRIPS AND OVERNIGHT BACKPACK TRIPS

1. Minimum of 2 adult staff with each trip with a minimum staff: camper ratio of 1:10.
2. One staff member must be trained in first aid.
3. One lifeguard and an appropriate number of Aquatic Observers must be on all trips that involve swimming or boating.
4. Copies of all camper health forms must be taken on trip, along with a first aid kit.
5. On canoe trips, all campers must wear PFD's.
6. Staff office must know location of trip and estimated return time to camp.
7. All trips must be cleared with Program Coordinator.

EMERGENCY PROCEDURES

Camp Living Waters is located within the Pere Marquette State Forest, in Lake County, North Newkirk Township, section 31, off Old M-63, north on Twin Creek Road, then west on 6 Mile to the camp.

EMERGENCY CONTACTS

Staff Cell Phone Numbers:

Brad North: 417-296-5850
Josh Boulis: 989-763-6309
Janet North: 417-296-2594
Laura Boulis: 989-339-1909

A vehicle will be available at all times for use in emergency situations.

LOST OR MISSING CAMPER PROCEDURE

In the event that a camper appears to be missing, the cabin leader is to immediately notify the office. The administrative person on duty will begin the search, assisted by staff that are off-duty at the time. The cabin leader will return to their other campers. Search continues through phases until camper is found.

1. Initial Search Phase (duration: ~15 minutes)
 - a. Camper's cabin
 - b. Where camper was last seen
 - c. All activity sites and other cabin group locations, including tepees
 - d. All camp buildings, including staff housing and off-limit areas
 - e. The lake, including swimming & boating areas and under decks & docks (not yet a full-scale waterfront EAP)
2. Secondary Search Phase (begins as soon as Initial Phase fails to find camper; duration: ~ 15 minutes)
 - a. 2 ORVs with drivers who know the trails will go out the front gate, one going left and one going right, sweeping both directions and returning to camp through the state trail access, returning back no longer than 15 minutes after departing
 - b. A vehicle will drive south on Twin Creek Rd to Old M-63, then sweep west to M-37 and east to King's Highway, returning back no longer than 15 minutes after departing
 - c. 2-3 persons on horseback who know the trails will search towards Lost Lake, reporting back via phone every 15 minutes
 - d. Off-duty staff continue searching on camp, rechecking every location
3. Tertiary Search Phase (begins 30 minutes after camper is reported missing, regardless of how far along previous search phases are)
 - a. Waterfront EAP is initiated and ORV and horseback searches continue; all staff not involved in the search assume watch of the campers at the sports field
 - b. Administrative person will contact the Baldwin Sheriff's Department at (231)745-2711 as soon as full-camp role call fails to find the camper
 - c. Executive Director will notify the camper's parents/guardians at this point
4. Search continues until the camper is found

FIRE PROCEDURE

A fire orientation, including sounding the alarm, will take place at the beginning of each week of camp under the supervision of the Executive Director. The alarm for a fire is the continuously ringing bell. A "Fire Drill" will be conducted under the supervision of the Executive Director and kept in a log which will include: date, time, how long the drill took, and name of the person in charge.

It is important that extreme care be taken in the use of fire both on and off camp. Staff should be constantly alert to the danger of fires and should follow the rules stated below:

1. Always clear an adequate area of approximately 10' around any campfire, be sure any fire is never left unattended, and always extinguish completely when finished
2. Campers are not allowed to carry or use matches or lighter fluids
3. Do not use flammable liquids to start your fire
4. Toss used matches in the fire
5. All staff members should familiarize themselves with the location and operation of fire suppression equipment

Additional Information: Open fire areas and outdoor cooking areas will be approved by the Director of Maintenance. Storage of flammable materials and fluids will be at the maintenance barn and used by staff 18 years of age and older, and under the supervision of the Maintenance Director. Fire extinguishers will be checked annually by a licensed qualified professional.

In the event of a fire on the camp, the following procedure should be followed:

1. The fire alarm (continuous ringing of the bell) will be sounded
2. All campers and staff are to run immediately to the **sports field**
 - a. Staff will be responsible for campers in their assigned areas, to make sure they all go to the **sports field**
3. Cabin Leaders for each cabin will take a roll call
 - a. Once your cabin is all accounted for, have them sit down in their cabin groups until the all clear has been given
 - b. Remain quiet to hear further instructions

The following areas will be checked by assigned staff:

- Eagle's Nest Lodge, Hawk, Falcon, Loon, and Heron
- Chipmunk, Blue Racer, Black Bear, Wolverine, Cant Hook, and Cross Cut
- Jackpine Lodge, Main Office, Cabin Row- Sassafras, White Pine, Aspen, Maple, and Cedar, and Laundry Room
- Kitchen, Dining Hall, Owl's Nest, and Health Office
- Whitetail Lodge, Moose, Elk, Blue Jay, and Chickadee
- Ranch and Maintenance Barns
- AS NEEDED: Archery Range, Rifle Range, Teepees, Paintball Shed, Waterfront, A-frames, Bathhouse, and Campground

Checkers must be sure to check thoroughly including every bathroom. As each assigned area is checked, that staffer reports to the Program Coordinator at the **sports field**, then reports to the fire location and get directions from the Maintenance Director. Staff not assigned to check an area report to the **sports field** to assist.

Executive/ Program/Maintenance Directors are the only ones who can give an all clear. All calls for emergency assistance will be made by the Executive Director or Maintenance Director.

SEVERE WEATHER PROCEDURES

Administrative staff will monitor weather conditions and alert staff.

Severe Thunderstorms

In the case of severe thunderstorms, staff will be alerted by administrative staff, at which time all campers and cabin leaders report to their own cabin. Roll call is to be taken, and administrative staff will check with each cabin leader to be sure all campers are accounted for.

Tornados

In the case of tornados, alarm will be sounded. The alarm for tornados is administrative staff blowing whistles and verbally alerting staff.

1. In the event of immediate danger, seeing or hearing a tornado, seek the lowest place and lie down there. This would also apply to those away from the camp and not near shelter.
2. When a tornado alarm is sounded, all campers and cabin leaders will run to their assigned storm shelters if time permits. Support staff report to closest shelter and assist.
 - a. Cabin Row Basement: All Junior Campers and Cabin Leaders, Female High School Campers and Cabin Leaders
 - b. Staff House Basement: All Middle School Campers and Cabin Leaders, Male High School Campers and Cabin Leaders
 - c. Campground Bathhouse: Ranch Campers and Wranglers
 - Special Camp will be assigned shelters per needs of campers
3. Once in shelter, remain there. Cabin Leaders take roll call of their cabin and report to the administrative staff. The administrative staff make a head count of staff.
4. Executive/ Program/Maintenance Directors are the only ones who can give an all clear. As soon as the tornado passes over and the all clear has been given, the program schedule will be resumed.

EMERGENCY CAMP EVACUATION

1. The decision to evacuate camp will be made by the Executive Director, Program Coordinator and Local Emergency Personnel.
2. The Executive Director or Program Coordinator will then contact 911 and the Pine River Area Schools Superintendent, Matt Lukshaitis 734-625-7477, and Pine River Area Schools Transportation Director / Operation Supervisor, Rob Sibary 231-388-0029 to alert them of the evacuation. Pine River buses will be dispatched to camp to transport campers and staff.
3. All campers and staff will be sent to Jackpine Lodge. If Jackpine Lodge is deemed unsafe, all campers and staff will assemble in a designated safe zone.
 - a. Campers are to stay in their cabin groups and roll call will be taken.
 - b. If a camper is unaccounted for a Lost Camper Search will take place.
4. Campers and staff will then be transported to the Pine River Area High School gymnasium located at 17445 Pine River Road, LeRoy, Michigan 49655; 231-829-3141
5. Camp Health Officers will accompany campers bringing with them all the medications and health forms including staff medications and health forms.
6. Upon arriving at the Pine River Area High School roll call will again be taken of all campers.
7. The Executive Director, Program Coordinator, and Local Emergency Personnel will determine the safety of the camp site and whether campers will be allowed to return to camp.
8. If Camp Living Waters is deemed unsafe for campers return, parents will be contacted and camp staff will coordinate arrangements for camper departure.

HANDBOOK ACKNOWLEDGMENT FORM **(EMPLOYEE'S COPY)**

I, the undersigned employee of Camp Living Waters, hereby acknowledge that I have received and read the Employee Handbook. I also confirm that I understand the policy, rules and regulations stated in the Handbook. I know that failure to abide by these rules and regulations will result in reprimand, suspension or dismissal from employment.

I understand that the Handbook is not a binding contract, but, rather, a set of guidelines for the implementation of personnel policies. I understand that Camp Living Waters may modify or rescind any of the provisions in this Handbook at any time for any reason it sees fit, and may do so with or without prior notice. I also understand that, notwithstanding any of the provisions in this Handbook. I am employed on an "at will" basis. My employment and compensation may be terminated at any time, either by me or by Camp Living Waters, with or without cause, and with or without notice. I also understand that no supervisor or other representative of Camp Living Waters, other than the Executive Director, has any authority to enter into any agreement for employment for any specified period of time, or to make any agreement contrary to the foregoing.

Employee's Signature _____

Date _____

All staff is expected to abide by the staff policies stated in the Staff Handbook. Failure to comply will be disciplined appropriately for each specific situation. This could ultimately result in termination.

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