STAFF TRAINING MANUAL

2026

LAMOKA BAPTIST CAMP



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STAFF APPLICATIONS & REFERENCES

STAFF APPLICATIONS, REFERENCES, AND QUALIFICATIONS

1. All Applicants shall fill out a standard Application Form each year.
2. Staff who have never worked before must submit 3 references from non-family members. Returning staff, who are serving under the same Administrator, must submit 2 references from non-family members.
3. One (of the 2 or 3) reference must come from the applicant's pastor, or a pastor of like-faith in extenuating circumstances.
4. Positions shall be filled based on age, experience, qualifications, and references.
5. All staff and volunteers must pass a NYS approved background check before they work at Lamoka Baptist Camp.

JOB DESCRIPTIONS

ADMINISTRATOR (Director)

General Duties and Responsibilities

1. He shall be responsible for the overall operation of the camp. This can include, but not be limited to, staffing requirements, employee screening, program development, scheduling, supervision, and site evaluations at camp and trip sites.
2. He shall ensure that the camp maintains compliance with Subpart 7-2 (Children's Camp Code).
3. He must be at least 25 years of age and have a bachelor's degree.
4. He must be from an Association Church or with the understanding that he will become a member of an Association Church.
5. He shall be actively involved in maintaining a beneficial spiritual tone at camp.
6. He shall have at least 25 weeks of previous supervisory or administrative experience in camping or in an area deemed equivalent by the Board of Directors.
7. He shall receive clearance from the Department of Social Service Central Register of Abuse and Maltreatment and from any other NYS required clearance checks.
8. He shall submit a "Prospective Children's Camp Director (Administrator) Certified Statement" Relative to the Conviction of a Crime or the Existence of a Pending Criminal Action.
9. He shall attend all board meetings unless specifically granted permission to be absent.
10. He shall ensure that all safety equipment is properly maintained and is in compliance with all State requirements.
11. He shall cooperate with and aid any Board appointed Forman of any special project being undertaken on campus.
12. He shall be a willing aid to all Board Committees as they carry out their assigned tasks.
13. He shall cooperate fully with the Treasurer to ensure that the bills are handled in a timely manner.

Off Season Duties and Responsibilities:

1. He shall process all registration forms for the up-coming season.
2. He shall process all mail sent to the camp's address.
3. He shall update, and gain approval for, the Safety Plan (SP) and other Staff Training Documents when necessary.
4. He shall prepare a Spiritual Development Program for the staff.
5. He shall prepare a balanced operations budget, with the aid of the treasurer (before the annual meeting), for the up-coming year, insuring that all areas are properly equipped to provide the best program possible.
6. He shall, with the aid and approval of the Program Committee, prepare a safe and well-balanced camp program.
7. He shall, with the aid and approval of the Personnel committee, recruit all camp staff for the up-coming season.
8. He shall ensure that all applications, fees, licenses, permits, and notifications are processed in an accurate and timely manner.
9. He shall represent the camp at conferences and seminars.
10. He shall present the camping program to interested churches, schools, etc. This shall include maintaining some kind of visual presentation of the camping program.

Camping Season Duties and Responsibilities

1. He shall implement a spiritual development program for a high spiritual tone at the camp.
2. He shall oversee Launch, and be sure that all pertinent training material (SP, STM, etc.) is covered.
3. He shall ensure that fire drills are conducted each week in compliance with State regulations.
4. He shall cooperate fully with the State inspectors.
5. He shall maintain a high morale among the staff and campers.
6. He shall oversee the planning and provision of a well-balanced menu.

7. He shall coordinate the operation and use of the camp facilities during retreats and weekend usage. This includes the communication of rules to, and the collection of fees from, outside groups.
8. He shall oversee the implementation of the Property Committee's Maintenance program throughout the camping season.
9. He shall oversee the ordering of all camp supplies (food and non-food items).
10. He shall ensure that the proper water samples are taken, as they are required by the Department of Health.

The Organizational Relationships of the Camp Administrator

1. Those he answers to:
    a) To God.
    b) To the Board of Directors (and to its Chairman).
    c) To the Association of churches.
2. Those he answers for:
    a) For himself.
    b) For his assistant(s).
    c) For all coordinators and staff.

The Terms of Service for the Camp Administrator

1. Selection – by the Board of Directors for an indefinite period of time.
2. Benefits and compensation packages – to be established by the Board of Directors and reviewed annually as part of the budgetary process.
3. Termination of Employment
    1) By the acceptance of the resignation of the Camp Administrator by the Board of Directors between October and April of any given year.
    2) By dismissal by the Board of Directors.
    3) By the "Home-going" of the Camp Administrator.

ASSISTANT ADMINISTRATOR *(Position filled by, and absorbed by, a Head when necessary)*

1. Shall be responsible to the Administrator and for all the coordinators and staff under him on the chain of command.
2. Shall assist the Administrator with his responsibilities and be ready and willing to do any task given to him by the Administrator.
3. Shall oversee the program and schedule at Lamoka Baptist Camp. This includes the oversight of meals (start time, announcements, etc.), the delegation of bell duty, and the adjustment of the schedule to adapt to problems or bad weather.
4. Shall make the security checks on buildings and turning exterior lights on around campus in the absence of security personnel.
5. Shall be responsible to give reports to the Administrator concerning the effectiveness and status of the counselors, coordinators, and staff.
6. Shall have daily contact with counselors - encouraging, assisting, rebuking, etc. as needed.
7. Shall be able to step into the Administrator position if called upon to do so.
8. Shall walk about the campus looking for, and correcting, safety hazards.
9. Shall seek and maintain a good relationship with all staff.
10. Shall assist the Administrator in training the staff during Launch Week.
11. Shall be familiar with all the information in the Safety Plan (SP) and all other training manuals and documents.
12. Shall consider the pursuit of the following certifications, which are not required but extremely helpful: RET (Responding to Emergencies), BLS CPR, and a PV Boating License.

BOAT DRIVER

1. Shall be responsible to the Waterfront Coordinator.
2. Shall meet any requirements mandated by the State of New York for the operation of a boat in a camping program. They must possess current boater safety course certificate and a public vessel (PV) license.
3. Shall operate the motor boat for boat rides and tubing.
4. Shall have charge over the care and fueling of the motor boat.
5. Shall see that the motor boat(s) is properly equipped, according to boat safety regulations, and registered.
6. Shall see that the motor boat(s) is properly docked while not in use.
7. Shall be responsible to fill out all and any forms provided by the Administrator.
8. Shall be responsible to enforce/uphold all rules and regulations related to their task area(s) within the Safety Plan and Staff Training Manual.

BOAT STAFF

1. Shall be responsible to the Waterfront Coordinator.
2. Shall have charge of all the non-motorized boats.
3. Shall have charge of signing out boats and seeing that they are properly equipped.
4. Shall see that each boat signed out is not loaded beyond its capacity.
5. Shall not allow campers on docks without proper lifejackets
6. Shall maintain order and safety on the docks and in the boat area.
7. Shall be responsible to fill out all and any forms provided by the Administrator or his/her Coordinator.
8. Shall work together with the Boat driver to load and unload passengers safely.

ASSISTANT CHEF

1. Shall be responsible to the Head of Foodservice (Head Chef).
2. Shall be responsible for assisting the Head Chef with all of their duties at the direction of the Head Chef (see Head Chef job description.

COMUNICATIONS DIRECTOR

1. Shall be responsible to the Administrator.
2. Shall be responsible to run all social media accounts and oversee all lines of communication with association churches, campers, alumni, staff, and supporters.
3. Shall be responsible to oversee and run, with the aid of the Administrator, any and all fundraisers.
4. Shall, with the help of the Administrator, put together and oversee promotional and advertisement campaigns.
5. Shall be responsible to enforce/uphold all rules and regulations related to their task area(s) within the Safety Plan and Staff Training Manual.

CONCESSIONS COORDINATOR (C)

1. Shall be responsible to the Head of Personnel and for all concessions staff (i.e., Hunger Haven, Gift Shop staff)
2. Shall have general oversight of the Hunger Haven, Tony's, and the Gift Shop.
3. Shall be responsible for the cleanliness of Hunger Haven, Tony's, and the Gift Shop.
4. Shall be responsible for all the cash and merchandise within their areas. This includes the securing, maintaining, sale, inventory, etc.. associated with these things.
5. Shall be responsible, with the aid of the Camp Administrator, for the ordering of food, supplies, and merchandise for Hunger Haven and the Gift Shop.
6. Shall be responsible to enforce/uphold all rules and regulations related to their task area(s) within the Safety Plan and Staff Training Manual.

CONSESSIONS STAFF

1. Shall be responsible to the Concessions Coordinator.
2. Shall know the prices of all products in their Task Area.
3. Shall follow all procedures and rules in the Safety Plan and Staff Training Manual pertaining to their Task Area.
4. Shall inform their coordinator if more products are needed.
5. Shall keep the interior and exterior of Hunger Haven, Tony's, and Gift Shop clean.

COUNSELOR

1. Shall be responsible to the Head of Counselors and for all the campers in their care.
2. Shall supervise campers, so that they are protected from any unreasonable risk to their health or safety, including physical or sexual abuse.
3. Shall be within visual and audible distance of their campers during activities and shall have a method of accounting for the camper's whereabouts at **all** times.
4. Shall be 18 years old and a high school graduate. (However, 10% of the counseling staff may be 17 years old).
5. Shall arrive at camp on Monday mornings for the weekly staff meeting.
6. Shall prepare and implement the Monday morning program that will keep campers involved from the arrival of the first camper until lunch time.
7. Shall be ready to assist campers with any spiritual needs – male counselors shall counsel only males and female counselors shall counsel only females.
8. Shall see that all excessive discipline problems are reported.

9. Shall have a one-on-one with each camper by Thursday of each week.
10. Shall conduct evening devotions with his or her cabin each day.
11. Shall be responsible to see that lights are out and that their campers are quiet and in bed at the designated time.
12. Shall report all symptoms of illness to the Health Care Coordinator.
13. Shall stay with campers at all times unless excused by the Camp Administrator or Assistant Camp Administrator.
14. Shall be responsible to see that his or her cabin is cleaned daily at cabin clean-up time.
15. Shall act as activities' leaders in accordance with these guidelines:
    1. Shall maintain discipline during the activity.
    2. Shall have a thorough knowledge of the activity's rules, equipment, techniques, and safety procedures.
16. Shall be responsible to fill out any and all forms presented to them to be completed, including, but not limited to, the Camper Evaluation Form, etc...
17. Shall be responsible to enforce/uphold all rules and regulations related to their task area(s) within the Safety Plan and Staff Training Manual.

COUNSELOR COORDINATOR *(responsibilities shall be absorbed by the HEAD of Counselors when present)* **(C)**

1. Head Counselors are not over other counselors in the chain of command, instead they are responsible to spiritually guide and support the counselors throughout the summer. This will be accomplished through 1) being aware of the spiritual, emotional, and physical needs of counselors (male head counselors will support and interact with male counselors and female head counselors with female counselors ONLY), 2) pray daily for the spiritual needs of their fellow counselors, 3) connect weekly with counselors for accountability, support, and encouragement. 3) Be available to answer questions asked by fellow counselors in regard to policy, conflict settlement, spiritual matters, or any other issue brought up (if a head counselor is unable to answer any question, they will direct them to the best person to answer that question).
2. Shall be responsible for giving reports to the Administrator or Assistant Coordinator concerning the effectiveness and status (spiritually, emotionally, physically) of the counselors.
3. Shall, unless advised otherwise, act as regular counselors, carrying out the duties of a typical counselor at Lamoka Baptist Camp.
4. Shall be responsible Assistant Administrator.
5. Shall be responsible to enforce/uphold all rules and regulations related to their task area(s) within the Safety Plan and Staff Training Manual.

CRAFTS COORDINATOR (C)

1. Shall be responsible to the Head of Personnel and for the Craft Staff.
2. Shall have general oversight of the Crafts Barn and its budget.
3. Shall be responsible for ordering supplies and crafts for the Craft Barn.
4. Shall be responsible for the cleanliness of the Craft Barn.
5. Shall instruct and supervise the crafts.
6. Shall be responsible to enforce/uphold all rules and regulations related to their task area(s) within the Safety Plan and Staff Training Manual.

CRAFT STAFF

1. Shall be responsible to the Craft Coordinator.
2. Shall keep the Craft Barn clean and orderly and assist campers as they do crafts.

DAY CAMP COORDINATOR (C)

1. Shall be responsible to the Head of Counselors and for the Day Camp Counselors.
2. Shall be responsible to create and execute a Day Camp program that reflects the mission and values of the camp.
3. Shall be responsible for all Day Campers in their care.
4. Shall be responsible to coordinate with all task areas (e.g., concessions, waterfront, etc…) that overlap with the Day Camp Program.

DAY CAMP COUNSELOR

1. Shall be responsible to the Day Camp Coordinator and the Head of Counselors.
2. Shall be at least 16 years of age or older.
3. Shall be responsible for all the Day Campers assigned to them, and clear which Day Campers are assigned to them. No Day Camp Counselor will have more than 10 Day Campers assigned to them, and when possible, Day Campers should be spread out in equal amounts to all Day Camp Counselors.

4. Shall know the names of all the Day Campers assigned to them.
5. Shall adopt all the pertinent responsibilities listed under the Counselor job description (i.e., numbers 2, 3, 5, 6, 7, 8, 9, 12, 13, and 15).
6. Shall help to set up next activities and clean up finished ones.
7. Shall keep the Day Camp Room/Cabin tidy and clean.

FOOD SERVICE COORDINATOR (C)

1. Shall be responsible to the Head of Foodservice and for the Foodservice Staff.
1. Shall organize the Food Service staff and assign to them their duties.
2. Shall be responsible for the following rooms/areas: kitchen, dish pit, dining hall, front porch, storage rooms, conference room, pantry, and supply/storage rooms.
3. Shall be responsible, with the aid of the Head of Foodservice/Administrator, to order supplies for the above areas.
4. Shall be responsible to enforce/uphold all rules and regulations related to their task area(s) within the Safety Plan and Staff Training Manual.

FOOD SERVICES STAFF

1. Shall be responsible to the Foodservice Coordinator & the Head of Foodservice (Head Chef).
2. Shall assist in the preparation and service of food under the direction of the Foodservice Coordinator and Cook.
3. Shall be responsible for setting tables, serving food, cleaning up after meals, washing dishes, and the cleaning of the Foodservice Building.

HEAD OF COUNSELORS

1. Shall be responsible to the Administrator and for all counselors (including the Day Camp Counselors and Day Camp Coordinator). This responsibility extends and prioritizes the oversight of the spiritual, physical, and mental health of all counselors.
2. Shall assure counselors are doing everything they are responsible to do (e.g., camper supervision, one-on-ones, eval sheets, circles, interest sheets, etc...).
3. Shall check in with and pray with/for all counselors throughout the week.
4. Shall look for ways to encourage counselors.
5. Shall look for inefficiencies in the counseling system and fix them.
6. Shall replace counselors who are sick, excused, or off campus.
7. Shall be the theological source for counselors who need Biblical counseling or who have questions from campers.
8. Shall help with difficult campers, homesick campers, and with bed wetting, etc...
9. Shall create and oversee a counselor schedule and relay to the Administrator when needed.
10. Shall give a brief, daily report on their area (hurdles, accomplishments, praises, prayer requests, personnel issues, anomalies, etc…) to the Administrator.
11. Shall run or oversee fire drill, fire drill log, lost camper plan, lost camper drills, etc…
12. Shall read a handful of eval sheets each week, and give counselors feedback and ideas based on their contents.

HEAD OF FACILITIES (H)

1. Shall be responsible to the Administrator and for all the maintenance staff (including the maintenance coordinator).
2. Shall oversee all facilities and the maintenance of all facilities and property.
3. Shall be responsible to make sure that all maintenance tasks, duties, responsibilities are accomplished when they are supposed to be accomplished and in a way that exceeds expectations, as well as, in a way that glorifies God.
4. Shall coordinate between maintenance and the other areas on campus (e.g., program, foodservice, etc.)
5. Shall give a brief, daily report on their area (hurdles, accomplishments, praises, prayer requests, personnel issues, anomalies, etc…) to the Administrator.

HEAD OF FOODSERVICE (Head Chef)

1. Shall be responsible to the Administrator and for all the following Foodservice concerns/items.
2. Meal Planning & Preparation:
    -Plan and prepare nutritious, balanced meals for campers, staff, and rental groups (menu setting).
    -Ensure meals align with dietary requirements, allergies, and special requests.
    -Cook meals that are not only healthy but also appealing to a variety of age groups and tastes.
3. Food Ordering & Budgeting:
    -Shop around to compare prices, order food supplies, and manage the camp's food budget effectively.
    -Maintain an inventory of kitchen supplies, ensuring adequate stock without excessive waste.

4. Staff Supervision & Training:
    -Oversee kitchen staff and volunteers, ensuring they are well-trained in food preparation, hygiene, and safety procedures.
    -Foster a positive, team-oriented, Christ-focused and honoring environment in the kitchen.
    -Coordinate schedules and work tasks for kitchen staff and volunteers.
5. Kitchen & Foodservice Facility Management:
    -Maintain a clean, organized, and sanitary kitchen and foodservice area in accordance with health and safety regulations (NY Health Code 7-2)
    -Ensure proper storage of food and supplies to avoid spoilage and contamination.
    -Manage kitchen equipment and ensure it is well-maintained and functioning properly.
6. Communication & Collaboration:
    -Work closely with camp leadership and rental group coordinators to understand and fulfill meal expectations and specific dietary needs.
    -Be proactive in communicating any issues related to meal planning, food supplies, or scheduling.
    -Coordinate between the foodservice area and the other areas/departments (e.g., maintenance, program, etc)
7. Operational Support:
    -During times when the kitchen is closed or meals are not served, assist with general camp operations or administrative tasks as needed.
    -Assist with special events or additional camp activities when applicable, including specialty/off-site camps/programs, staff meals, board meeting meals/refreshments, and Camp Association needs.
8. Shall give a brief, daily report on their area (hurdles, accomplishments, praises, prayer requests, personnel issues, anomalies, etc…) to the Administrator.

HEAD OF PERSONNEL (H)

1. Shall be responsible to the Administrator and for the coordinators (and by extension all the staff) under him/her in the chain of command.
2. Shall be responsible for overseeing all task areas under him/her in the chain of command.
3. Shall coordinate between all task areas on campus so that they can work together efficiently (moving staff if an area is short or offering extra help or helping solve issues).
4. Shall know all the policies and procedures contained in the SOP and STM, and shall make sure the coordinators and staff are following them (looking over a section before visiting an area once a week would be awesome).
5. Shall identify inefficiencies and fix (money is available for these fixes)
6. Shall communicate all matters of import to the Administrator, including a brief update daily on the task areas beneath him/her.
7. Shall create circle groups for all staff and select group leaders. Shall keep coordinators beneath him/her accountable to the circles.
8. Shall help leaders manage staff if there is an issue, including disciplinary issues and possibly dismissals from staff.
9. Shall help create and oversee Staff Cabin assignments (for summer), moving staff if needed.
10. Shall oversee the summer Staff schedule (for those beneath him/her, collecting info from coordinators and making sure their areas are all covered.
11. Shall pray for/with each coordinator and check on every task area at least 1-2 times a day.
12. Shall help with registration and dismissal of campers.
13. Shall identify safety or cleanliness or clutter issues and communicate desired changes to coordinators.
14. Shall set a brief meeting (weekly) with their coordinators and cover any big picture issues or ask for any concerns...etc.
15. Shall create and oversee the security schedule in conjunction with the other Heads.
16. Shall give a brief, daily report on their area (hurdles, accomplishments, praises, prayer requests, personnel issues, anomalies, etc…) to the Administrator.

LIFEGAURD

1. Shall be responsible to the Waterfront Coordinator.
2. Shall actively supervise participants in the camp's swimming activities as detailed in the camp's Safety Plan
3. Shall be responsible for the security of the waterfront when it is closed.
4. Shall not be engaged in duties or activities that distract him/her from the direct supervision of the waterfront.
5. Shall be familiar and in compliance with all waterfront policies in the SOP and SP.
6. Shall have a current life guarding status, *BLS* for the professional rescuer, and also hold a current waterfront lifeguarding certificate.
7. Shall assist in the maintenance of the waterfront and its equipment.
8. Shall assist the Waterfront Coordinator, doing all tasks assigned to him/her.

MAINTENANCE COORDINATOR (C)

1. Shall be responsible to the Head of Facilities and for the Maintenance Staff.
2. Shall be in charge of the cleanliness and general upkeep of the camp grounds.
3. Shall adhere to rigid standards of sanitation and see that the garbage is cared for properly.
4. Shall be responsible for making sure the bathrooms are cleaned every day.
5. Shall be responsible for the maintenance and upkeep of the camp facilities.
6. Shall be responsible to maintain and protect and secure all maintenance equipment and vehicles, as well as all paints and chemicals.

MEDIA COORDINATOR (C)

1. Shall be responsible to the Head of Personnel and the Administrator and for any Media Staff.
2. Shall be responsible to record and edit photos/video for promotional purposes. This includes the responsibility to be able to operate the technologies used for this purpose (e.g., gimble, drone, cameras, software, etc…).
3. Shall create weekly video.
4. Shall run all social media (Facebook, Instagram, stories, etc…).
5. Shall create promos/posters/art for Summer, Fall, and Spring events.
6. Shall oversee the creation of a weekly email to be sent out at the end of each Summer week.

MEDIA STAFF

1. Shall be responsible to the Media Coordinator.
2. Shall be responsible to assist the Media Coordinator is all their efforts/responsibilities.
3. Shall, upon request and if needed, assist the Office Administrator with projects, mail, and other various responsibilities.

MEDICAL COORDINATOR (Nurse) (C)

1. Shall be responsible to the Head of Personnel and for any and all Medical Staff/Assistant Nurses.
2. Shall keep the Administrator well informed on all medical matters and/or changes.
3. Shall review and maintain campers' confidential medical histories.
4. Shall oversee initial health screening of campers and daily surveillance of the camp occupants.
5. Shall handle health emergencies and injuries, including emergency preparedness and follow-up for professional health care.
6. Shall maintain the camp medical log.
7. Shall inspect cabins for health concerns/dangers to campers (can be done by a designee).
8. Shall be a Registered Nurse, an EMT, or a Licensed Practical Nurse. He or she shall have a current ARC Responding to Emergencies First Aid certificate or its equivalent and CPR for the professional rescuer.
9. Shall, with the Administrator's aid, purchase necessary supplies.
10. Shall be responsible to keep his or her assigned quarters neat and acceptable for inspection at all times.
11. Shall implement the camp medical plan.
12. Shall interview (or a designee shall interview) each incoming camper; examine each for athlete's foot and head lice; and obtain any other pertinent information required by the Administrator.
13. Shall maintain such records on each camper as may be required by the Board of Directors.
14. Shall treat any ill or injured camper within his or her professional competency. In cases where further treatment or hospital care is needed, the Health Care Coordinator shall, in cooperation with the Camp Administrator, make the necessary arrangements.
15. Shall advise the Camp Administrator of any medical problems that either limit the camper's activity or would warrant the necessity to call the camper's home. *The Camp Administrator will be notified before parents are called, and all phone calls will be made out of direct hearing of the camper. The Administrator will decide if the camper needs to go to the hospital or home.*
16. Shall notify the Camp Administrator and/or the Health Department of reportable injuries and illnesses. The Health Department must be notified within 24 hours. *See Phone Number Directory.*
17. Shall review the health forms and notify the appropriate staff concerning any possible life-threatening conditions, disabilities, or limitations of campers, staff, or volunteers. (For example: kitchen staff should know about any food allergies; waterfront staff should know about any epileptic campers, etc.). The counselor shall be notified of any camper that needs medication and how often he/she needs it.
18. Shall exercise discretion in giving out any medical information about any camper. The Camp Administrator shall be advised of all illnesses and accidents. Any public announcement of medical information problematic to the entire camp (i.e. more than three cases of reported diarrhea) shall be at the discretion of the Camp Administrator.
19. Shall be responsible, in the event of an evacuation, to transport the camper and staff health forms.
20. Shall be familiar with the part other staff members play in camp safety (e.g. which personnel have first aid or CPR).
21. Will investigate each report of contact with a stray animal and take the appropriate steps in compliance with NYS guidelines.

MEDICAL STAFF

1. Shall be responsible to the Medical Coordinato/Nurse(s).
2. Shall oversee the cleanliness of the Nurse Station and Handicap Bathroom.
3. Shall help with crowd control and direct campers when they come to the nurse station.

OFFICE ADMINISTRATOR

1. Shall be responsible to the Administrator.
2. Shall keep the office tidy and clean.
3. Shall compile a list each week of paid staffers.
4. Shall answer the phone and run errands as directed by the Camp Administrator.
5. Shall take camp mail to the Post Office and pick up the mail daily.
6. Shall be responsible to organize and dispense incoming mail.
7. Shall, in conjunction with the Communications Director, draft the weekly email sent out by Lamoka.
8. Shall be responsible to compile and organize any and all staff and camper paperwork.
9. Shall file all documents and paperwork in an appropriate manner.
10. Shall help during registration on Mondays.
11. Shall be responsible to send Evaluation sheets to appropriate churches.
12. Shall update the Association contact sheet at the beginning of each summer.

PROGRAM COORDINATOR (C)

1. Shall be responsible to the Head of Personnel and for the Program Staff.
2. Shall be responsible for the maintenance, inventory, and safe use of all equipment assigned to his/her care.
3. Shall be responsible for the development of suitable sporting events, activities, and games.
4. Shall create and/or oversee all activities/program on campus, unless otherwise directed by the Head of Personnel, Assistant Administrator, or the Administrator.
5. Shall be responsible to report any program related injuries or accidents to the Nurse, recounting details associated with the injury or accident.
6. Shall be responsible to keep any and all logs associated with the activities under his/her purview (e.g. climbing rope log).
7. Shall follow all guidelines and procedures laid out in the Safety Plan for program equipment and activities, including, but not limited to, inspections of program equipment and activity areas.
8. Shall, under the oversight of the Assistant Administrator, be responsible for the basic daily schedule. This includes, but is not limited to, the ringing of the bell to signify the start and/or end of activities or events. And shall also be responsible to report any delays or changes in schedule to the Assistant Administrator.
9. Shall, if possible, gain certifications/training for, and run, the following activities: Zip-line course, Climbing Wall, Archery, Paintball, Nerf Tag, and the Low Ropes Course.

PROGRAM STAFF

1. Shall be responsible to the Program Coordinator.
2. Shall be responsible for the maintenance, inventory, and safe use of all program equipment.
3. Shall organize and properly store all program equipment after use and whenever said equipment is disorderly.
4. Shall know all the rules and safety guidelines for all program related activities and games.
5. Shall help run all activities and games. This responsibility includes, but is not limited to, the enforcement of the rules, helping to explain the rules or demonstrate the activity, handing out of equipment, and crowd control.

SECURITY

1. Shall be responsible to the Head of Personnel or designee.
2. Shall be at least 18 years of age or trusted to carry out the necessary responsibilities.
3. Shall be physically capable of patrolling the grounds; seeing that campers are safe and where they should be.
4. Shall patrol the grounds after “lights out” until a time designated by the Camp Administrator.
5. Shall make sure that all buildings are secure and that no unauthorized people are on the grounds.
6. Shall be responsible to ensure proper lighting of the campus.

SPEAKERS

1. Shall follow the schedule of ministry as outlined by the Program Committee.

2. Shall consult with the Camp Administrator before leaving the campgrounds.
3. Shall be in agreement with the Camp's doctrinal position and be willing to sign a statement to that effect.
4. Shall be responsible to be prepared with an age-appropriate message for each chapel service.
5. Shall uphold church, family, and camp values.

WATERFRONT COORDINATOR (C)

1. Shall be responsible to the Head of Personnel and for all the waterfront staff, including the Lifeguards and the Boat Dock staff.
2. Shall establish and oversee all swimming activities at the camp.
3. Shall supervise all staff and campers participating in swimming activities.
4. Shall respond to waterfront emergencies.
5. Shall implement/oversee the buddy system.
6. Shall be allowed to serve as a lifeguard if they are properly certified as a lifeguard.
7. Shall be at least 21 years of age and have at least three years of waterfront experience.
8. Shall possess CPR for the Professional Rescuer or equivalent.
9. Shall possess current lifeguard status level IIB and be able to perform those duties.
10. Shall be responsible for the buddy system and safety of all participants in all swimming activities.
11. Shall see that all safety regulations are complied with – as outlined in the SP and SOP (related to Waterfront Program) and any additional requirements mandated by the State of New York.
12. Shall see that all safety equipment is on hand and in proper working order.
13. Shall have general oversight of the maintenance and fueling of lakefront equipment.
14. Shall see to physical conditioning of the lifeguards.
15. Shall be responsible for measuring the water depths off the docks and slide.
16. Shall be responsible for removal of algae and other hazards that may enter our lakefront area.
17. Shall be responsible for the completion of Waterfront and State reports.
18. Shall plan times of instruction and skill practicing for his/her staff.
19. Shall be responsible for the security of the waterfront when it is closed.

PROGRESSIVE SWIMMING INSTRUCTOR (WSI)

1. Shall assess the swimming ability of each camper prior to allowing the child to participate in swimming activities.
2. Shall conduct a swim test for all campers and staff that want to swim.

COUNSELOR TRAINING & RESOURCES

THE KEYS TO COUNSELING WELL

The role of counselor is demanding and brings with it great responsibility. The following KEYS may seem like we are expecting perfection. We don't. We do, however, believe that counselors who make these KEYS a priority will be more effective in the role.

1. Love Christ first – This includes carving out time daily to spend it in the Word and prayer.
2. Love your campers – Your campers will figure out quickly if you are here for them or if you have another agenda. Make sure that they know they are your priority-that you are here for them and they will have the week of a lifetime. Spend time with your campers during free time.
3. Be morally upright.
4. Be flexible – Stuff happens at camp! You never know when the power is going to go out or a thunderstorm is going to roll in. Plans often have to change. It is essential that you are able to go with the flow and support the program team with the changes that are necessary.
5. Dress modestly – Don't get close to violating the appearance code, and if someone talks to you about changing, do so without grumbling and complaining.
6. Speak positively in support of the whole camp ministry and program at all times (even if you disagree).
7. Work through problem situations by confronting the appropriate parties in love.
8. Handle all discipline in your cabin.
9. Be enthusiastic and active – You are the primary motivator for your campers. We are counting on you to generate enthusiasm for every aspect of the program. Every game/event is "the best ever"! Remember, the campers will reflect your attitude.
10. Follow the rules and be firm on the rules.
11. Interview each of your campers at least once during each camp week (one-on-one).
12. Keep your campers' secrets, secret.
13. Don't let any camper fall through the cracks – Every week there will be campers with introverted personalities. Do not ignore them. Take the time and put in the effort to get to know them and find out who they are and where they are coming from.
14. Show appropriate behavior towards other counselors, staff, and campers with no flirting, handholding, kissing, etc.
15. Major in the major doctrinal issues, don't "major in the minors."
16. Support all decisions made by the Program Staff and Coordinators (especially if you don't agree).

CREATING AN EFFECTIVE CABIN ENVIROMENT

Camp is an incredible place, and a major thing that distinguishes camp from any other ministry or place is that it is a group experience. Therefore, one of your major roles is to create a positive and effective cabin environment.

1. Become part of your cabin group early – Learn the names of your campers, find out their interests and favorite activities at camp, etc. Let them know how excited you are that they are here and that it is your goal to help the have the week of their lives.

2. Develop a sense of belonging – Make sure everyone is included in the cabin discussions, activities, etc. No one should be left behind! Try your best to not allow cliques to form. Unite the group by planning activities together.

3. Create Identity – Make your cabin unique. You can do this by wearing your clothes in a similar way, wearing red bandanas, etc.

4. Identify the natural leaders – Look for the camper(s) who usually takes charge of an activity or that other campers follow or look to for direction. Get them on your side by giving them responsibility in the cabin. Make them a part of your team. This will make your life so much easier.

5. Set the rules – On the first night, set the cabin rules. The simpler the better. For example – your cabin rules could include the following: don't take anything that does not belong to you without permission, no swearing or other disrespectful language, respect each other's privacy, no one is the butt of a joke. This will set the tone for the cabin and the week. Get everyone to "buy in" and then hold them accountable.

AGE GROUP CHARACTERISTICS

DAY CAMPERS[1]

Move forward and backward, hop and stand on one foot, and go up and down stairs easily.
Draw circles, squares, and people (with 2-4 body parts).
May copy a few letters, especially the initial letters of their names.
Play more cooperatively with other children.
Show more independence.
Begin to focus longer on an activity.
Like to retell Bible stories (and other stories).
Increase their vocabularies (maybe up to 2000 words).
Develop good hand-eye coordination.
Play cooperatively and may work together to create elaborate scenarios.
Exercise steady control of scissors, pencils, and crayons.
Want to know why and how.
Begin to copy words and can spell/print their names.
Begin to ask questions about God.
Enjoy classifying, sequencing, and sorting.

[1] Adapted/taken from Lifeway Ministry Article.

JUNIORS & TEENS

Campers 7-11

Physically
Strong, healthy, active.
Likes the outdoors.
Needs 10-10 ½ hours of sleep.
Slow growth.
A few girls reach puberty.
Often talkative.
Competitive spirit.
Enjoys teamwork.

Socially
Respect for authority.
Hero worship.
Demands justice and fairness.
Likes to be in a gang/club.
Indifferent or mean to opposite sex.

Mentally
Reads well.
Memorizes well.
Acquires more info than they understand.
Great curiosity.
Has reasoning ability.

Emotionally
Enjoys slapstick humor.
Developing a value system.
Little control of emotions.
Emotional control is developing.

Spiritually
Capable of making decisions.
Has questions – accepts adult answers.
Ideals are being formed.
Concerned for the lost.
Can have a quiet time.
Low attention span.



Campers 12-14

Physically
Rapid, uneven growth.
Endurance is low.
Puberty – girls before guys.
May appear awkward.
Voice changes.
Needs 9 ½ - 10 hours of sleep.

Socially
Attracted to a gang.
Wants to be grown-up.
Has "crushes" on favorite adults.
Wants to be independent of adults.
Desires approval from a group.
Hero worship.
Desires both solitude and society.
Needs recognition and patience.
Needs the security of authority.

Mentally
Ability to memorize increases.
Likes adventure and discovery.
Imagines that they are heros – daydreamers.
Thinks he knows everything.
Quick to judge.
Strong sense of humor, often uncontrolled.

Emotionally
Fluctuating emotions.
Feels misunderstood.
Self-conscious.
Wants to be treated as an adult.

Spiritually
May doubt miracles, hopes for the miraculous.
Basic beliefs of childhood may break down.
May doubt God's love.
Periods of readiness to accept Christ.
Wants to act for the Lord.
Can begin a habit of devos and Bible study.



Campers 15-19

Physically
Keen senses – touch, smell.
Time of experimentation.
Physical habits forming.
Needs 8 ½ - 9 hours of sleep.
Boys' metabolism rate exceeds that of girls.
Physical activity reduced for girls.

Socially
Cares about appearance.
Wants social approval.
Rebels against authority.
Interested in fads.
Likes a crowd.
Wants to be with the opposite sex.
Copies what they think is grown-up.

Mentally
Remembers ideas better than words.
Idealistic.
Interested in success.
Can form opinions based upon reasoning.
Has a long memory span.
Can see another's point of view.
Can see relationships.

Emotionally
Wants a thrill.
Emotions intense and fluctuating.
Peer groups set emotional pattern.
May hide feelings.
Starting to develop a philosophy of life.

Spiritually
May be indifferent to spiritual things.
Religion is personal.
May start to develop doubts.



INTEREST & EVALUATION SHEET

1. Counselors are responsible to have 1 interest sheet in their cabin for each camper in any given week. Interest Sheets can be obtained from the Main Office or from the Office Administrator.
2. Camper Interest Sheets should be handed out to each camper to fill out **after** they arrive at your cabin and **before** you begin the launch event.
3. Counselors are encouraged to assist young campers in filling out the sheet. Some young campers may not be comfortable writing or reading yet.
4. This sheet should be fun! And a means of getting to know the campers. Counselors are encouraged to fill one out themselves (at the beginning of the summer or each week) so that they can talk to campers about the similarities and differences between their interests.
5. Counselors should collect all the sheets and use the bottom portion to make notes throughout the week (especially during one-on-ones), preparing to fill out the online evaluation sheet for each camper.
6. Counselors are not required to turn in the Interest Sheets, but should keep them for reference. They are required to fill out 1 evaluation sheet for each camper in their cabin before Evening Chapel on Friday.
7. This evaluation form is an online form and can be found at this URL: **www.lamoka.com/evaluation**. If you have any trouble accessing this form, please contact the Administrator.
8. The Evaluation Form contains questions on the following topics: Spiritual maturity, appreciation for the program, social maturity, understanding of the Gospel, salvation, decisions, favorite things at camp, etc.

ONE-ON-ONES

In all cases, go to God's Word as our main source of information and advice (use the Scripture References for Counseling recourse). In the "gray areas," of Scripture be honest and give advice as your opinion only. Use this time to ascertain or support your conclusion as to where each camper is on the spectrum of spirituality (0, 1, or +1), and then act/counsel accordingly. A few tips on one-on-one counseling:

A. Pray! Depend on the Holy Spirit.
B. Individual session / problem with camper – Keep it private.
C. Never be shocked. Appearances are seldom as they seem.
D. Keep their confidence (see exceptions below). *
E. Listen – Force yourself to concentrate on them.
F. Emphasize God's ability to solve problems, not yours.
G. Help them to make their own decisions / own conclusions.
H. Ask open-ended questions and let them answer.
I. Men counsel boys; women counsel girls.
J. Quietness doesn't mean they aren't listening or don't appreciate your concern.

**EXCEPTIONS TO CONFIDENCE RULE: The following must be reported to the Administrator or Assistant Administrator as quickly as possible: 1. Abuse: Sexual or Physical 2. Suicide talk/attempts (past or present) 3. Harm to others.*

CAMPER MODISTY GUIDELINES

We have the unique opportunity at Lamoka to create a setting that fosters spiritual, relational, and personal growth. Immodesty can quickly destroy that opportunity. These guidelines are not meant to be legalistic or treated as misdemeanors, instead these are to be basic guidelines to assure modesty on our campus and limit distraction. If you need to address something on this list, please do so privately and with love.

- Shoes and shirts must be worn at all times. The exception being, guys can take their shirts off during swimming
- Tops end where bottoms begin. Your belly belongs behind one or the other.
- We're all about unity at Lamoka, and that includes our swimsuit choices. Please wear modest one-piece bathing suits only (or a long colored T-shirt in a pinch).
- Underwear belongs UNDER your other clothes. Don't go showing it off.
- Sleepwear is for sleeping in. Please don't wear your jammies around camp (unless there is a pajama activity or meal).
- And as ironic as it may sound, the longer the shorts the better. The finger -tip rule is a good standard.

CAMPER CONDUCT STANDARDS

We will all build each other up and encourage one another in love at all times! The following camper behaviors will not be tolerated at camp and must be brought to Assistant Administrator's attention immediately:

1. The use of Alcohol, Drug, or Tobacco (Use or Possession)
2. Homosexual Behavior or Language
3. Self-Mutilation / Eating Disorder
4. Stealing or Lying
5. Profanity
6. The use of inappropriate Language or Conversation
7. An Attitude that is Negative / Disrespectful
8. Skipping Chapels or required activities
9. Abuse (Verbal, Physical, or Sexual)
10. Bullying, Name-calling, or Taunting
11. The Possession of Contraband (Use or Possession) (knives, cell phones, meds, lighters, etc.)
12. Inappropriate PDA

COMMON CAMPER PROBLEMS

HOMESICKNESS

Homesickness is a genuine illness that grows out insecurity and/or fear. Implement the following advice to lessen its impact. Doing so might make the different between the camper going home and the camper staying.

1. Assure camper that it happens to other people as well.
2. Make it seem difficult for the camper to be released from camp. Tell them that the Administrator is the only one who can approve contact with parents, and the Administrator is not always available.
3. Avoid a phone call home, and talk of calling home, if possible.
4. Enlist the help of a "motherly" staff person and try to solve the problem before nightfall.
5. Offer love, affection, and understanding.
6. Pray for them asking God to help them through it.
7. Redirect their attention to camp activities.
8. If a camper can't handle it, that's OK! You did not fail.

BED WETTING

Bedwetting can be embarrassing and will cause both social and hygiene problems in your cabin. Be observant and identify the problem as quickly as possible. Take the following steps concerning bed wetting:

1. Make sure each camper goes to the bathroom before bed.
2. Limit drinks after dinner.
3. Don't make fun of campers with this problem.
4. If you discover a problem, notify the Foodservice Coordinator or ASSISTANT ADMINSITRATOR. They will remove the sleeping bag and have it laundered.
5. Do your best to respect the camper by keeping the matter from being known by other campers. Remember to keep your camper's secrets secret.

STAFF CRUSHES

It is likely that you, as staff members, will have qualities that a camper will find attractive. There is a danger associated with this "power" that you have. It is your responsibility to redirect the camper away from you and towards the Lord. Please do not allow your nature to embellish the moment but remember that you have a responsibility to look out for the camper's best interest. Be ready to recognize affection from campers and follow the guidelines below in regards to camper crushes:

1. Don't encourage them.

2. Don't display amusement (flirting, flattery, sexual comments, etc.)
3. Help them shift their focus.
4. If the crush is on you be appreciative of their friendship, but defend anything beyond this point.
5. If the "crusher" is aggressive, notify the Assistant Administrator.

BULLYING

Bullying involves an individual or a group repeatedly harming another person—physically (e.g. punching or pushing), verbally (e.g. teasing or name-calling), or socially (e.g. ostracizing or spreading hurtful rumors). Sometimes these harmful actions are plainly visible, but other times, such as when gossip and rumors are used to ostracize the target, the actions are covert. Bullying behavior might include assault, tripping, intimidation, rumor spreading and isolation, demands for money, destruction of property, theft of valued possessions, destruction of another's work, and name-calling.
In addition to watching for inappropriate/aggressive behavior among your campers, listen carefully to conversations that could be a form of bullying. Make sure that you are not joining in with the bully unintentionally by ignoring the situation, denying it, or laughing along with him or her.

When you witness bullying behaviors, take the bully aside and explain why their behavior is unacceptable. Remind him/her of the cabin expectations for treatment of fellow campers. Have him/her apologize. If the bullying continues, report the situation immediately to the Assistant Director.

After you've dealt with the bully, privately talk with the bullied. Say something like, "I'm sorry that happened to you, do you want to tell me about it?" Don't tell them what they should have done or what you would have done. Listen and help them think through how to address the problem effectively. Encourage them to report any bullying behavior to you, another counselor, any staff member, or area supervisor immediately. Make sure they understand that it is completely unacceptable, and they should not tolerate it.

FIGHTING

Serious fighting often evolves from what starts out as just "fooling around." Keep a close eye in such horseplay to keep it from getting out hand. When a fight breaks out, separate the combatants AT ONCE! Let your voice show calm, mature authority. Attempt to give them time to cool down. Watch facial expressions to indicate less tension. Disallow any angry verbal exchanges and remove any physical combatants to a "safe distance" from each other if necessary.
Fights that involve serious contact (hitting, kicking, biting, and punching) require both combatants to visit the nurse, who will check for bruising and internal bleeding. An incident report should be completed. Once combatants have regained composure, try one or more or the following:

1. Calmly discuss the situation separately with each individual. Emphasize resolving the problem, not placing blame. Aim for a mutual "shake hands and make-up" plan.
2. Hold a face-to-face hearing where each participant describes his/her version without interruption from each other. Attempt to help each other see the other side, then reconcile differences, make-up, and forgive.
3. Allow the individuals to discuss the situation between them privately, if you are sure the anger has dissipated. You can help mediate if they wish.
4. Invoke logical consequences if clear provocation can be established or if this is a repeat offense.

STEALING

Prevent stealing by establishing an atmosphere of trust within all members of the cabin. Discuss openly the need to respect each other's property. Enforce our cabin policy that campers are only allowed in their own cabin. Always discourage campers from leaving valuables out in the open unnecessarily. If stealing still occurs:

1. Give the offender opportunity to return the article anonymously, without punishment.
2. If you have evidence to identify an offender, deal with the camper privately. Give him/her a chance to make restitution and make a plan together to avoid bad behaviors.
3. If the problem persists, follow camp procedures and inform the Assistant Director.

DISCIPLINE

"Contrary to popular opinion, discipline is a positive function. The act of disciplining implies that there is a standard of conduct that is expected. When that standard is not met, then discipline serves to steer the person towards obedience. In the camping ministry, one person's behavior can influence every camper. Discipline is needed in the best interest of the entire camp. Don't be afraid to confront and discipline campers when they violate camp rules. The spirit of the discipline, however, should have within it the hope of restoration, not retaliation. Remember, discipline is positive: punishment is negative. We need to show the campers that God is not a God of confusion, but order. Discipline is a Godly characteristic." (WOL Training Manual) When discipling, remember the following:

1. Discipline is positive – punishment is negative.
2. Don't threaten – be realistic with discipline.
3. Stay in control – If you start to "lose-it," take a moment to yourself.
4. Discipline the behavior, not the person/personality.
5. Expect the best from campers--a negative expectation breeds negativity.
6. Hands off - In today's world we need to be extra careful to avoid any type of physical contact with campers that could be viewed as "inappropriate". This does not mean that we don't want you to put your arm around a camper in love. We're simply asking that you be very aware of how your actions could be misunderstood or misinterpreted.
7. Do NOT discipline by withholding food.
8. Do NOT discipline by isolation.
9. Be consistent and impartial.
10. Give your camper a chance to explain; they may have a good reason.

STEPS OF DISCIPLINE

1. Give a camper one warning; make it clear that they have done wrong. Make the rule clear.
2. If the camper continues or violates the same rule again, warn them a second time, communicating that if there is no change, you will have to notify the Assistant Director.
3. If they continue to violate the same rule, notify the Assistant Administrator.
4. If the Assistant Director cannot persuade the camper to change their behavior, the Administrator will be notified immediately.

THE R's of BEHAVIOR MANAGEMENT FOR DAY CAMPERS[2]

Request a child to stop disruptive or harmful behavior. Give children the freedom to fidget; pick battles.
Redirect misbehaving children. Ask the child a question on an unrelated subject to break the focus or the conflict. Provide the child an alternate toy, ask the child to help with a task in another part of the room.
Remove obstacles.
Recognize the underlying cause. If the child is tired, suggest a chillout time on a bean bag. If the child is hungry, provide him a small snack. If a certain toy is causing constant conflict, tell the toy "bye-bye" and put it out of eyesight for everyone.
Responsibility for instilling consequences or hard conversations should always be with adults. Teens should not be the ones to create "time outs" for the child. Teens are NEVER to talk to parents about behavior challenges.
Role Play: Consider giving one or two examples of common types of misbehavior and having the teens role-play how to handle it.

CAMPER SPIRITUAL EVALUATION SYSTEM

At Lamoka Baptist Camp, we use a shorthand to talk about the spiritual states or maturity of the campers in our cabins. This forces counselors to observe and get to know their campers, and it allows the staff and leadership to get a quick snapshot of any given cabin or the entire campus. The evaluation system identifies three state: DEAD (0s), ALIVE (1s), and AWAKE (+1s). Dead describes the state before conversion. Alive describes the state after conversion, but it doesn't necessarily mean the person is actively pursuing or passionate about the things of God. Awake describes a person who is actively pursuing God.

[2] Amy Fenton Lee's "*Teen Helper Training."*

CHURCH CARD SYSTEM

Counselors are ***responsible*** to ascertain which church each of their campers attends. If a camper in their cabin does not attend a church or does not have a home church, it is then the counselor's responsibility to give them a contact card for the association church nearest their home. These cards are stored in the Main Office.

LAMOKA LOGS

The Lamoka Logs are our camp's way of recording the work God is, and has, done in the hearts and lives of our campers. The logs, which are on display in the chapel, contain names in three different colors. These colors represent three different spiritual decisions that campers can make while at Lamoka. Campers that sign their names in RED are declaring that they became believers. Campers that sign in BLUE are declaring that they were assured of their salvation while at camp. And campers that sign in GREEN are declaring that they made a significant and specific spiritual decision while at Lamoka. Counselors should be present when campers sign the board, and no camper should write or draw anything on the board apart from their real first and last names.

CHILD ABUSE TRAINING

CHILD ABUSE, HOW TO SPOT IT AND WHAT TO DO ABOUT IT

A. Child Abuse Facts

1. Approximately 5 children die <u>every day</u> because of child abuse.
2. 90% of child sexual abuse victims know the perpetrator in some way. 68% are abused by a family member.
3. 1 out of 3 girls and 1 out of 5 boys will be sexually abused before they reach age 18.

This summer you **<u>MAY</u>** have one of these girls or boys in your cabin!
But, **don't panic**, you have plenty of support here at camp to help deal with any problem that may arise.

"Summer camp is an experience that millions of children enjoy every year. It is also a time in which caretaking responsibilities may be transferred from the child's family to others: the camp staff, including the camp counselor. In meeting your caretaking responsibilities, you may encounter obstacles – the children placed in your care come from an unknown background: they may have experiences you may not know about: and some will bring problems that you do not have the experience or training to address properly. In spite of these disadvantages, you are in a position to be a source of strength and help to children placed in your care...We all want experiences at summer camp to be a happy, carefree one for the children – one in which boys and girls experience independent living, develop an appreciation for nature, and work on their social skills. In order for us to provide for our children a carefree environment, however, we as adults must act responsibly and face the fact that child victimization and sexual abuse are harsh realities. A realistic approach to child safety is essential to protecting those for whom we really care."

(taken from the pamphlet prepared by the office of juvenile justice and delinquency prevention. Entitled: Guidelines for a Camp Counselor)

B. 10 Common Symptoms of Sexual Abuse

1. *Explicit* (sometimes bizarre) sexual knowledge – Acting out of inappropriate sexual activity or showing an unusual interest in sexual matters.
2. Withdrawal from normal human contact.
3. Suicidal depression or self-destructive behavior. Look for an acute LACK of self-esteem or self-worth.
4. Radical changes in behavior such as extreme mood swings (laughing one moment, crying the next), withdrawal, fearfulness, and excessive crying.
5. A sudden acting out of feelings or aggressive behavior.
6. Regression to infantile behavior.
7. Frequent nightmares, fear of going to bed; or other sleep disturbances, such as, chronic bed wetting.
8. An unusual fear of certain places, people, or activities. Sometimes they have a fear of being alone with an adult figure.
9. Loss of appetite (sometimes this is normal for a first day of camp).
10. *Unexplained* bruises or injuries, especially in the genital area. Pain, itching, bleeding, fluid or rawness in genital area.

NOTE:

These are symptoms, they **MAY NOT** indicate a problem. So proceed with extreme caution!!
It is vitally important to your camper's welfare that you stay alert without becoming paranoid.
It may be when they are changing their cloths to go swimming that you notice your camper has a number of bruises, burns, or other suspicious marks. It could be late in the week and after your camper has gained confidence in you that he/she confidentially tells you about major trouble in the home. You may also be approached by another camper who knows about someone else that is being abused. Do not blow off these stories. Report them to the Camp Administrator.

C. Six things TO DO Right Away

1. Report your observations or suspicions to the Camp Administrator.
2. Take care to be sensitive to the child's feelings and thoughts.
3. Take the problem seriously.
4. If the child wants your firm arm around their shoulder (young girls love to hold your hand), with discretion give what is needed. Do not be afraid to give wholesome love and attention, but at the same time, do not force it upon the child!
5. Urge other campers to mind their own business. If one of them sees the marks and begins to give the child a hard time, come to the child's rescue.
6. It is ALWAYS appropriate to reassure the child of God's love and care. Sometimes child abuse victims blame themselves for their problem. Reassure them that it is not their fault. Give them some appropriate verses that speak of God's undying love in the midst of trouble (i.e. the Psalms).

D. Six Things NOT TO DO Right Away

1. Do NOT PANIC!! You've got plenty of support here at camp to help you deal with this problem.
2. Do not overreact or act surprised at the details that may be given to you.
3. Do not criticize the child as if he/she are just overreacting to what happened. Take them seriously.
4. Please do not try to counsel them in what they should do concerning the problem.
5. Talk to the child about the problem in privacy. Do not talk to the other counselors or campers about the problems. It is not a topic of GOSSIP!!! What if the story turns out to be untrue, some good parents can be deeply hurt, as well as your testimony.
6. Do not play the part of judge. It is not up to you to question the child and get every detail about the abuse.

E. Precautions Against Accusations of Sexual Misconduct

As a camp counselor with the responsibility of caring for your children. You may be placed in sensitive situations, making you vulnerable to charges of sexual misconduct. If you heed these precautions, you need not be afraid of groundless accusations.

1. Have other staff members present. When supervising showers, changing for swim time, or other times when the child is dressing or undressing.
2. Respect the privacy of the children. Do not be intrusive or curious beyond what is necessary to monitor the health and safety of the children.
3. The child has the right to reject displays of affection. If they feel uncomfortable with your display of affection than back off. Not every child comes from a background where that is the norm. Respect a child's wishes. Use discretion when touching an individual. Do not touch in inappropriate places. Do not pinch or tease campers inappropriately.
4. Protect your own privacy. Because of your close proximity with your campers, there will be natural curiosity on their part. They may ask you questions about your personal relationships. KEEP THEM PERSONAL!!! You should use common sense in discussing sensitive subjects with your campers.

NOTE

Sexual Exploitation should not be confused with physical contacts that are true expressions of affection. A warm and healthy relationship can exist between the camper and his/her counselor and staff members if they respect the children and place wise limits on their physical interaction.

Appropriate and Inappropriate Touching

Love and caring can be expressed in the following appropriate ways, by:

- Bending down to the child's eye level and speaking kindly; listening to him or her carefully.
- Taking a child's hand and leading him or her to an activity (Junior & Day Campers).
- Putting an arm around the shoulder of a child who needs quieting or comforting.
- Taking both of the child's hands as you say, "You did such a good job!" (or "I'm so glad to see you. We've missed you!" etc.).
- Patting a child on the head, hand, shoulder or back to affirm him or her.
- Holding a child by the shoulders or hand to keep his or her attention while you redirect the child's behavior.
- Holding a day camp or junior camper who is crying.

You must avoid:

- Kissing a child, coaxing a child to kiss you, extended hugging and tickling.
- Touching a child in any area that would be covered by a bathing suit (except when assisting a child with toileting as outlined previously).
- Carrying older children or having them sit on your lap.
- Being alone with a child.
- Prolonged physical contact.
- Opposite sex piggyback rides.
- Seductiveness or suggestive contact.
- Any physical contact of any kind that is done for the pleasure or satisfaction of care providers.
- Any touching used to express power or control over a child.

GENERAL PROCEDURES & RESOURCES

LEAVING CAMPUS

Only the Administrator or Staff Coordinators may grant special permission for a leave of absence for special circumstances (i.e. wedding, graduation, etc.) And only the Administrator can grant permission for anyone under the age of 18 to leave campus. Staff members over the age of 18 must get permission from their Coordinator and the Assistant Director.

CABIN LIFE

1. All staff members are required to be in their cabins ready for evening devotions at the time scheduled. Exceptions will vary with each Task Area and are subject to the approval of the appropriate Coordinator.
2. Cabins must be kept clean and neat at all times. Beds are to be made, floors swept, and clothes put away. Trash is to be picked up at all times around cabins. Inspections will be made daily.
3. Staff may not to be on the porches, steps, around the windows, or in close proximity of the cabins of the opposite sex.
4. Furniture and beds should not be rearranged in the cabins without the permission of Assistant Director or House Keeping Manager.
5. It is the responsibility of all camp staff to report any facility/building problems (e.g. broken windows, blown light bulbs, etc). Any facility problems needing immediate/urgent attention should be verbally reported to the Maintenance Staff.

GENERAL TASK AREA POLICIES

1. Only staff members designated to work in a Task Area are permitted in that Task Area (and only during their established work hours). For example, If you are not Concessions Staff, you should not be behind any Concessions counter or in the Hunger Haven. And if you are not on the Food Service Staff, you should not be in the Kitchen.
2. No food, items, furniture, etc should be taken out of any Task Area without express permission from the Coordinator of that Task Area. For example, NO food is to be taken from the kitchen without permission from the FoodService Coordinator. And no chairs should be taken from Tony's without permission from the Concession's Coordinator.
3. No music can be played in any Task Area or on the campus without permission from the Coordinator. All music should be God honoring and not distracting (e.g. volume should be reasonable).
4. All Task Areas should be kept clean and organized.
5. Staff are responsible to report any maintenance issues or problems to appropriate Coordinator or/and the Assistant Administrator.

LAUNDRY

1. Laundry facilities are available for both personal and camp laundry needs.
2. Only approved staff can use the Kitchen Laundry Room. Personal and other laundry must be done in the General Laundry Room on the back of the Foodservice Building.
3. Extremely soiled clothes (grease, oil, caked or loosed dirt, and cement) must be rinsed by hand before being placed into the machines.
4. Any clothing left in the laundry room into the weekend will be turned in to the lost and found.

LOST AND FOUND

1. All lost and found items must be turned in to the House Keeping Manager.
2. All lost and found items that are not claimed two weeks after the end of the summer may be disposed of or used by the camp.

VEHICLES AND PARKING

1. Only those assigned to camp vehicles are permitted to operate them.
2. Neither campers nor staff may be transported in the open bed of a truck or trailer either on or off camp property.
3. There is no driving allowed on campus without express permission from a Coordinator or the Assistant Director.
4. Staff, campers, and visitors may only park in designated parking areas.

DATING

1. For staff members who are already in a relationship, moderation is the rule. Remember your primary objective for the summer.
2. We do not approve of staff members beginning a relationship while at camp, though such decisions are not forbidden.
3. Dating or spending excessive amounts of time with campers of the opposite sex, by staff, is not allowed under any circumstances.
4. Couples must refrain from any physical contact and time spent in isolation (physically or mentally).

CONTACT & COMMUNICATION POLICY

Appropriate Touching

a. handshakes and high-fives
b. girls walking hand-and-hand
c. short, congratulatory or greeting hugs between members of the same sex
d. arm around the shoulders
e. piggybacks with young campers
f. same-gender, younger campers sitting on counselor's knee (away from lap)

Inappropriate Touching

a. private back rubs, arm tickles, massages, etc.
b. touching of private parts (no exceptions!)
c. touching a child in anger, disgust, or frustration
d. frontal hugs with opposite sex
e. sexual embraces
f. lap sitting
g. kissing
h. intimate wrestling or tickling

Appropriate Talk

a. verbal praise for achievement or behavior
b. verbal encouragement
c. scripturally based teaching

Inappropriate Talk

a. compliments or questions relating to physique or body development
b. sexual jokes, homosexual innuendoes, or bathroom humor
c. swearing or vulgar language
d. verbal harassment or abuse
e. individual secrets or special gifts
f. sexual coaching or conversation

OFF-SEASON CAMPER CONTACT

Relationships are at the heartbeat of what we do. We hope all staff members will keep investing in the relationships that are forged at Lamoka. However, in today's world, we seek to do this in a manner that allows our campers to experience the love of Christ in a healthy and safe way. We expect all staff members to be above reproach and use the following guidelines when contacting campers in the off-season.

General Guidelines

- All personal communication with campers must have parent involvement and/or approval.
- Ensure all communication and in-person contact is appropriate, G-rated, spiritual, and encouraging.
- Consider how your words and actions will be perceived.
- If parents do not want you to personally communicate with their child, you must honor their request without exception.
- Professional counseling should be left to the professionals. And personal counseling should be encouraging, uplifting, and Christ-centered.

TECHNOLOGY POLICIES

1. Phones
   a. **Youth Campers** | Youth campers shall not bring or use cell phones without express permission from the Administrator. No youth camper shall be allowed to call home from ANY phone without the permission of the Administrator. If a camper is discovered with a cell phone, staff will report this to the Assistant Administrator immediately.
   b. **Staff** |All **Support Staff and Counselors** will either leave their cell phones at home or turn them into the office or to the office staff before campers arrive on Monday mornings. Phones will be kept in mailboxes and will remain off. It is recommended that support staff and counselors wishing to use a phone, use the nurse or office phone on breaks or when they get permission to do so by their coordinator. Support staff and counselors who wish to use their personal phone during a break or when they have permission from their coordinator, must also get permission from the Office Administrator or the Assistant Administrator and must use the phone either behind the kitchen or in the office before returning it to the mailbox. Counselors wishing to use their phone during morning breaks must follow the same procedures above (with one exception being the location for use rule), but must use their phones only in God honoring and critical ways and out of the sight of both campers and other staff.
   c. **Coordinators and Leadership** are allowed and expected to keep their cell phones on them at all time. In anticipation of an emergency, the Administrator should have all cell phone numbers. Staff with phones should only use them for official business when visible or on the job.

2. Computers and Other Devices
   a. **Youth Campers** | Youth campers shall not bring or use computers, tablets, mp3 players, or any other electronic devices not approved by the Administrator (e.g. medical devices, fans, hair dryer, alarm clocks, etc.) Any of these devices will be confiscated until the end of the week. NO youth camper will be allowed to use any computer, tablet, or device on campus.
   b. **Staff** |Though staff are allowed to bring their laptops and/or mp3 players, it is suggested that these things be left at home. Lamoka is not responsible for any lost, stolen, or damaged devices. Staff can only use these, and other approved, devices if they get permission to do so by their Coordinator.

3. WIFI and Internet
   a. **Youth Campers** | Staff shall not give any youth camper the Lamoka WIFI password.
   b. **Staff** |Support staff are not allowed to use the campus WIFI without permission from the Administrator. Counselors are allowed to use the campus WIFI during their morning break, as long as they have permission from the Assistant Administrator and their Internet use is God honoring and purposeful. Coordinators are allowed to us the campus WIFI. Internet use should never be abused and should not be used in a way that distracts from our mission.

PURCHASE & REIMBURSEMENT POLICY

1. All reimbursements must be approved by the Camp Administrator before a purchase is made. Purchases made before getting permission will not be reimbursed!
2. All purchases must be approved by the Administrator.
3. All purchases are tax exempt. Please take appropriate paper work or form to assure this happens.

VISITOR POLICIES

These policies and procedures apply to the entire campus and to all of its facilities, and they pertain to all visitors who come to the campus during any and all summer Youth Camps. Special events, such as the Fine Arts Concert, and Family Camp Weeks are not necessarily regulated by these policies and procedures. While we do not have specific hours designated for visitors, we ask that family and friends do not visit their camper/child before Wednesday evening. This allows the camper(s) to adjust to the new atmosphere and to the Camp's program and schedule. We also ask that visitors attend their own church's Prayer Meeting services on Wednesday night, if applicable, instead of visiting Lamoka (we are dedicated to the local church).

Visitor & VIP Sign In

Visitors will be directed to either the Visitor Center (Wednesday evenings after dinner only) or the Nurse Station to sign in and receive a visitor badge. All visitors must first sign in at the Visitor Center or Nurse Station and get a visitor badge. When visitors sign in, they will be asked to agree and abide by our visitor rules. These rules can be accessed in the Nurse Station and through a QR code on the visitor badge.

Visitor Rules

1. You must wear this visitor badge visibly at all times.
2. You must park in the visitor parking lot (unless otherwise instructed).
3. You must sign in upon arrival and sign out when you leave.
4. You are NOT allowed in any cabin(s).
5. You may only use the restrooms in the Dining Hall.
6. You may NOT be alone with a camper in a secluded area or building.
7. Visits are limited to 2 hours (per camper week)
8. Counselors are responsible for their campers.
9. You may be asked to leave at any time, for any reason.
10. Please return this visitor badge to the Nurse Station when you sign out.
11. We do not allow cigarettes, alcohol, or drugs on our campus. Any visitor who brings any of these with them onto the campus will be asked to leave immediately.





Responsibilities of Staff Concerning Visitors

1. All members of the staff are responsible to send ANY person(s) on the campus to the Visitor Center (or Nurse Station during the morning and afternoon) to sign in if they are not wearing a visitor badge.
2. If you deem it is unsafe or inappropriate for you to approach a visitor, send another staff to approach the visitor or notify the Assistant Administrator or Administrator immediately.
3. If a camper is taken/kidnapped DO NOT pursue the kidnapper. Make sure the other campers and staffers around you are safe, notify the executive team immediately, and be prepared to give the police descriptions and details concerning the event and kidnapper.

"How to Approach a Visitor who is not Wearing a Visitor Badge"

1. As always your **priority** must be to your campers - *protect them and keep them close.*
2. Approach the visitor in a friendly manner (i.e. smile, friendly greeting, ask them for their name, etc...)
3. In a polite manner, inform the visitor that you are part of the staff and ask the visitor why they are on campus.
4. Audibly identify the fact that the visitor does not have a visitor badge on; then tell the visitor that we require all visitors to sign in and wear a visitor badge while on campus (give them the benefit of the doubt).
5. If they refuse for any reason, notify the Administrator or Assistant Administrator immediately (or send someone to notify the Administrator or Assistant Administrator immediately).

Suggested Dialogue:

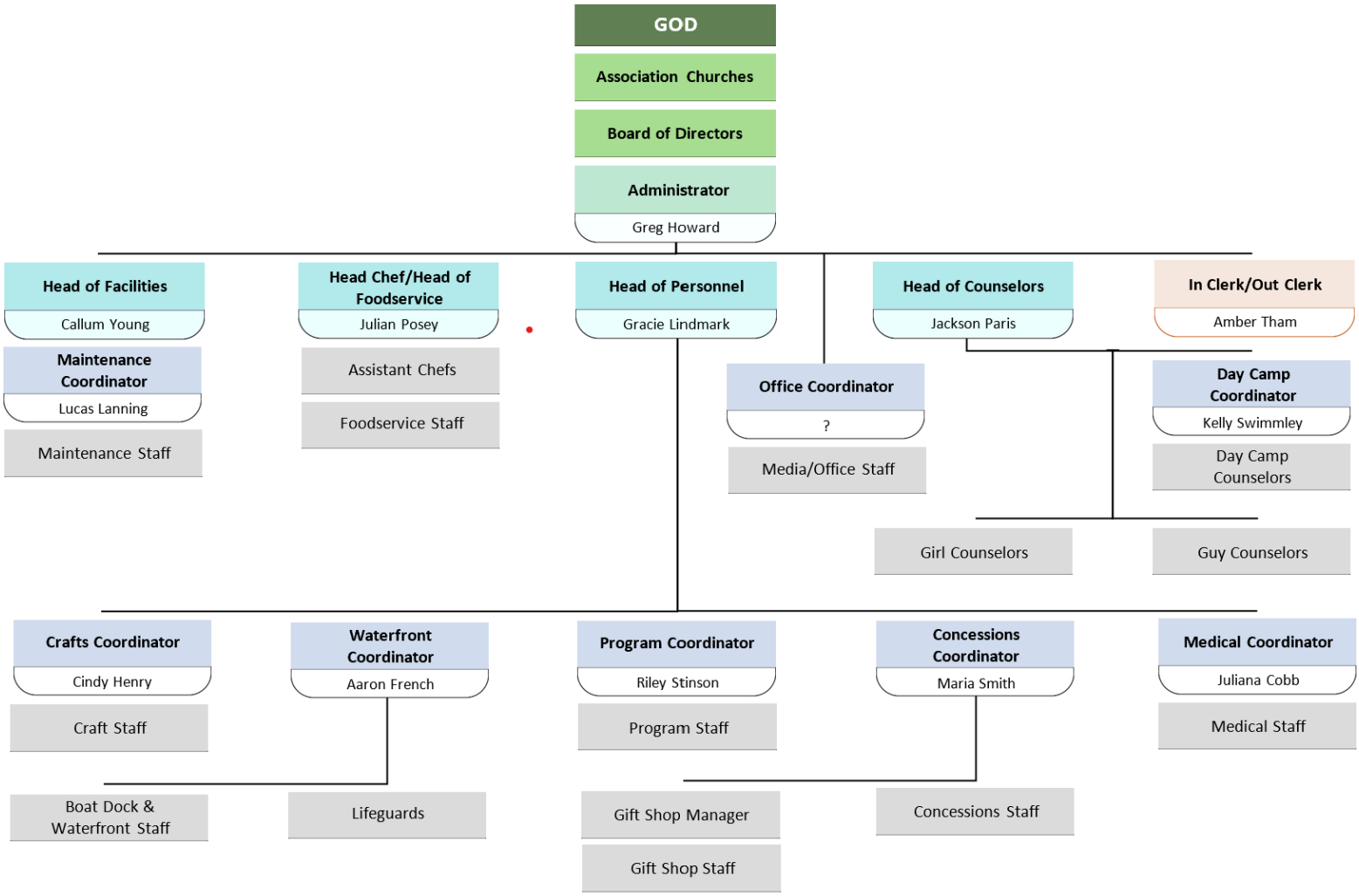
"Hi, how are you? What's your name?"
"Mr. Smith, Adam Smith."
"Well, Mr. Smith, I'm on staff here, and I noticed that you are not wearing a visitor's badge. Are you aware that all visitors need to be signed in and wearing a visitor badge while on camp grounds?"
"Really? No, I didn't know that.
"Is there a specific reason you came today?"
"Yes, I just came to see my boy, Paul."
"Oh, okay. Would you like someone to show you where to sign in and get a visitor badge?"
"Yes, please. And thank you."

INCIDENT REPORTING

This Training Manual contains all likely circumstances and problems you will encounter at camp, but it is not an exhaustive codex of procedures. We must always be prepared to handle things that we do not expect. All members of staff are responsible to report ANY and ALL incidents or events that are out of the ordinary (e.g. campers acting strange, visitors in odd areas, blinking lights or weird noises…etc.).

CHAIN OF COMMAND

Version: 2026A



MISSION, PURPOSE, & SCOPE

MISSION

We exist to PROCLAIM THE GOSPEL and to PROMOTE GODLY LIVING by providing a unique program and environment that contain the primary fundamentals of the Christian Faith.

SCOPE

Local Church Operation: Lamoka Baptist Camp will continue as a church camp, owned and operated by the churches of our Independent Baptist Camping Association. We will endeavor to keep our churches actively involved by using the Pastors and/or lay people in every area of service in which they can be used.

PURPOSE

Our purpose is to be realized as a well-balanced program, which will include: Bible studies, Missionary challenges, practical Christian living, instruction, wholesome recreation, and an emphasis on a close counselor-camper relationship. The reason for the existence of Lamoka Baptist Camp is similar to that of the local church. It is simply to glorify God. Local churches have banded together in a combined effort, through an association of churches, to fulfill the above purpose in four ways: **1) Biblical worship, 2) Biblical edification, 3) Biblical evangelism, and 4) Biblical fellowship.**

1) BIBLICAL WORSHIP: We have determined to bring focus and glory to GOD through our attitude and actions.
2) BIBLICAL EDIFICATION: We have determined to effectively aid in the God-designed process of moving each camper into a more Biblical and Christ-like behavior.
3) BIBLICAL EVANGELISM: We have determined to confront each camper with the universal and personal problem of sin and the Biblically defined remedy of personal trust in the Lord Jesus Christ alone for forgiveness and eternal life.
4) BIBLICAL FELLOWSHIP: We have determined to provide special opportunities for our campers to enjoy times of mutual encouragement and edification which can help them in their personal lives, their families, the ministries of their churches, and the ministry of the camp.

APPEARANCE CODE

Introduction
Lamoka Baptist Camp realizes that there is a certain amount of latitude in the definition of appropriate dress for its staff. All staff employed at Camp must be neat, well-groomed, and modest in appearance at all times. Some aspects of this appearance code are not directly from Scripture, but are based on Scriptural principles and they reflect institutional and leadership preferences that are deemed reasonable and enforceable. The appearance code below will encourage the staff to maintain good standards of appearance as well as comfort, safety, and personal taste in their dress. Exceptions to this code are made at the discretion of the Administrator. The Administrator is the interpreter and enforcer of this dress code for the Camp's leadership board. Any appeals to this appearance code should be addressed with him in an honoring, respectful manner.

Tops
Choose a clean shirt appropriate for camp activity that allows freedom of movement without presenting a safety hazard. If the shirt is worn untucked, the bottom hem should be long enough so that your midsection won't be exposed when bending down or reaching overhead. The neckline should be high enough that you can bend down without revealing your chest. If wearing a button-up shirt, the shirt should not be unbuttoned past the second button. Tops may not be sheer or tight. If wearing a tank-top or a cut-off shirt, no skin should be exposed past the underarm. (For example, wide-cut off t-shirts are not acceptable.) At no time should undergarments or undergarment straps be visible.

Bottoms
Wear pants, jeans, shorts, skirts or dresses. All clothing must be durable, practical and fit comfortably. Shorts, skirts and dresses should be long enough to be either mid-thigh or with an inseam of at least 5 inches. Athletic, acrylic or stretchy-fabric leggings may not be worn alone, but may be worn if covered by a dress, skirt, shorts, or long shirt (must reach fingertips.) Leggings may not be worn alone with a sweatshirt, hoodie, or t-shirt.

Hair and Make-Up
Please keep hair tidy: clean, brushed and kept back from the face. (If working with food,) tie long hair back with clips or hairbands to avoid contact with drinks or food. Please keep beards and mustaches neat and trimmed. Camp Lamoka reserves the right to ask you to restyle your hair if the style does not conform with professional guidelines. Make-up, when used, is to be used in good taste and in moderation. Excessive or extreme make-up will be removed upon request.

Jewelry & Tattoos
Keep earrings small or moderately sized. A small nose stud is allowed (no septum piercings or rings). No other pierced jewelry or body adornments are allowed, including tongue studs. Any other jewelry, such as necklaces, must be simple in design and must not be a health or safety hazard. Medical alert necklaces are allowed. Visible tattoos on face or neck are not permissible. Other visible tattoos are permitted so long as they don't contain any words or imagery that may interfere or contradict with one's Christian testimony.

Personal Hygiene
Please follow all reasonable personal grooming standards, including regular bathing and use of deodorant.

Swimwear
Swimwear is only appropriate for the waterfront and water-based activities. All staff members are to wear appropriate shorts and shirts when traveling to or from the waterfront. Women are required to wear one-piece or equally modest swimsuits. Swimsuits that are french-cut on the legs or low in the back or front are not acceptable. Men are not to wear tight-fitting, brief style swimsuits and must wear a t-shirt unless swimming in the water.

Logos, Brands, and Language
Clothing with logos or words upon them (e.g., hats, T-shirts, etc.) must communicate messages that do not contradict God's Word in any way.

STAFF COVENANT

Version 2022A

- I desire to grow spiritually and glorify God during my time at Lamoka Baptist Camp.
- I will obey all camp rules (including those that are communicated verbally) and I understand that they are in place for my safety and for my good. I understand that the Camp Administrator or the Board of Directors can dismiss me at any time and for any reason.
- I agree with the camps theological position (doctrinal statement) and will lead others accordingly.
- I will not bad-mouth Lamoka Baptist Camp, its workers, the board of directors, or its campers.
- I will not bad-mouth other Christian ministries or organizations (including their workers).
- I will be open and honest with the leadership of Lamoka, concerning, but not limited to my health, needs, and spiritual life. I will also comply with all directions given to me by those placed over me (see the Chain of Command).
- I will find creative ways to encourage campers to do what is right, and I will not resort to yelling or threatening.
- I agree to comply with and follow all guidelines that are laid out in the **SP and STM** (Safety Plan and Staff Training Manual).
- I will prioritize and work to complete the Discipleship Circle each week I work.

TASK AREA: _____ Coordinator/Supervisor: _____

NAME (Print)	SIGNATURE
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

ROCK CEREMONY

What is the Rock Ceremony?
Near the conclusion of every summer the staff meets out by the edge of the Lamoka woods for a celebration we have come to call the **ROCK CEREMONY**. This event is based on the command given to the Israelites by God in Joshua chapter 3 and 4. After crossing the Jordan River, God instructs them to take stones from the river and place them as pillars of remembrance upon the shore. When their children asked them about the pillars, they were to tell them about what the Lord had done for them. Similarly, our pile of stones reminds us that the Lord has done mighty and great things at Lamoka Baptist Camp. The Rock Ceremony will take place on SUNDAY NIGHT before the last week of Youth Camp (Teen Week II). As we get closer, we will announce the start time for the event/evening, which will include food and fellowship as well as time at the Rock Pile. Get this date on your calendar now so you don't miss it!

Rock Ceremony Rules
1. All rocks must be natural (no paint, no drawing on them, etc.)
2. All rocks must come from the campus.
3. Pick a rock that stands as a metaphor for an experience or some growth you experienced this summer.
4. You may bring as many rocks as you want, but try to focus on one of them to talk about so that it does not get too lengthy.
5. You may have help bringing your rock to the pile (if it is huge), but you must push it in yourself.
6. Remember these are a testament to **God's work**, not others.
7. **DO NOT FORGET!!!!!**

STAFF REQUIREMENTS & CONDUCT STANDARDS

General Staff Requirements
1. Shall be saved and, if possible, a member of a Baptist Church in the association.
2. Shall agree to the doctrinal statement.
3. Shall be willing to abide by the SP, Staff Training Manual, Appearance Code, and Staff Covenant.
4. Shall be willing to comply with all those placed in authority over them.
5. Shall be on time for the Monday morning meeting each week.
6. Shall not leave without the permission of the Camp Administrator.
7. Shall labor to promote the goals, purpose, and mission of the camp.
8. Shall be competent and qualified to perform the duties assigned.
9. Shall attend ALL chapels, unless given permission to do otherwise by the Administrator or a designee.
10. Shall promote Godly living and proclaim the gospel as outlined in the Bible.

Staff Conduct
Introduction
Camp Lamoka expects all staff to conduct themselves in such a manner to ensure that the reputation of Camp Lamoka and God is maintained. In order to accomplish this, it is necessary that we maintain conduct standards for our staff. Though not intended to be an all inclusive list, the following behaviors are examples of unacceptable conduct, and conduct that may constitute grounds for discipline or dismissal. The Administrator and/or the Personnel Committee reserve the right to dismiss any staff member at any time for any reason.

Examples of Unacceptable Behavior
1. Lifestyle unbecoming a Christian.
2. Failure to perform satisfactory work or 3. Excessive tardiness or leaving early.
4. Indecent language or conversational topics.
5. Disregard of safety rules.
6. Willful misuse or defacement of camp or camper property.
7. Use of tobacco, drugs, vaping, or alcohol on or off campus.
8. Insubordination - deliberate refusal to follow a supervisor's instructions.
9. Deliberate dishonesty.
10. Theft of camp property or camper property.
11. Failure to obey basic camp rules or policies.
12. Inappropriate personal displays of affection.
13. The inappropriate use of a cell phone (*Inappropriate* is defined as the use of a cell phone during times or in ways that violates the cell phone policy of camp).

Biblical Discipline & Immediate Dismissal Policy
The purpose of Biblical discipline is restoration to fellowship and the removal of unnecessary distractions from ministry. Lamoka Baptist Camp leadership seek to address disciplinary issues with this principle in mind. When a staff member is disciplined, his/her attitude and spirit of repentance will be taken into consideration. However, certain offenses, not limited to but including sexual immorality, possession and/or use of illegal drugs or lethal weapons will result in immediate dismissal.

EMERGENCIES SUMMARY

EMERGENCY PLAN (e.g. fire, flood, lightning, etc.)

1) Notify the Administrator or the Assistant Administrator of the emergency.
2) They, or a designee will sound the emergency signal (3 blasts in 5 directions).
3) Upon hearing the signal, all campers and staff will assemble at the flag pole (if there is lightning, guys go to the Craft Barn and girls go to the Dining Hall).
4) Further instructions will be given after role has been taken.

LOST CAMPER PLAN

1) If a camper is suspected missing, notify the ASSISTANT ADMINSITRATOR or Assistant Administrator.
2) If they are not found within a reasonable amount of time, they, or a designee, will sound the emergency signal (3 blasts in 5 directions).
3) Upon hearing the signal, all campers and staff will assemble at the flag pole (if there is lightning, guys go to the Craft Barn and girls go to the Dining Hall).
4) Further instructions will be given after role has been taken.
5) Support staff will stay put and maintain ratios while the counselors search for the missing camper (see missing camper zone map for details).

EVACUATION PLAN

1) If an emergency or circumstance warrants the evacuation of the campus, the Administrator or designee will sound the emergency signal (3 blasts in 5 directions).
2) Upon hearing the signal, all campers and staff will assemble at the flag pole (if there is lightning, guys go to the Craft Barn and girls go to the Dining Hall).
3) After roll is taken, further instructions will be given and everyone will be notified of the evacuation.
4) Counselors and older staff members will be responsible to transport as many campers to the designated meeting place by personal vehicle. Our designated meeting place is the Tyrone Fire Station. If vehicles are not available or if there is not enough room for everyone, campers and staff will be led by foot to the designated meeting place by the SSL or Assistant Administrator.
5) A roll call will be taken when the group arrives at the designated meeting place.
6) The Administrator will remain behind to coordinate emergency efforts.

ACTIVE SHOOTER PLAN

1) If there is a suspected gunman on campus or if there are shots fired on campus, notify the Administrator, Office Administrator, or Assistant Administrator, who will trigger the Active Shooter Alarm.

2) Upon hearing the gun shots or if you become aware of an active shooting on campus, evacuate the campers in your immediate vicinity away from the sound of gunfire and off the campus, getting multiple houses or tree lines between you and the campus. If you cannot move safely, hide and seek cover. Only if you cannot run or hide safety, does the leadership recommend you consider fighting to subdue the shooter and/or to protect the campers/other staff at Lamoka.

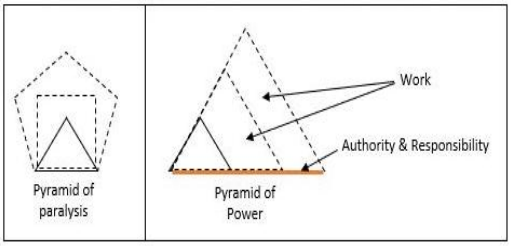
COORDINATOR DEFINED

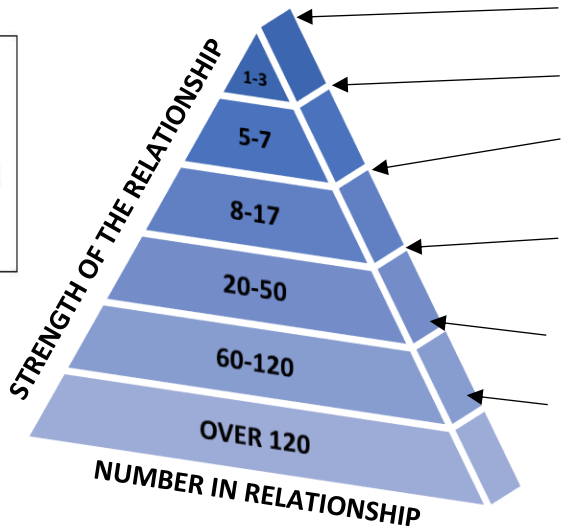
In **Exodus 18** Moses' father-in-law, Jethro, approached Moses with an idea that would fundamentally change the way the Israelite nation functioned.

"The next day Moses sat to judge the people, and the people stood around Moses from morning till evening. 14 When Moses' father-in-law saw all that he was doing for the people, he said, "What is this that you are doing for the people? *Why do you sit alone, and all the people stand around you from morning till evening?" 15 And Moses said to his father-in-law, "Because the people come to me to inquire of God; 16 when they have a dispute, they come to me and I decide between one person and another, and I make them know the statutes of God and his laws." 17 Moses' father-in-law said to him, "What you are doing is not good. 18 You and the people with you will certainly wear yourselves out, for the thing is too heavy for you. You are not able to do it alone. 19 Now obey my voice; I will give you advice, and God be with you! You shall represent the people before God and bring their cases to God, 20 and you shall warn them about the statutes and the laws, and make them know the way in which they must walk and what they must do. 21 Moreover, look for able men from all the people, men who fear God, who are trustworthy and hate a bribe, and place such men over the people as chiefs of thousands, of hundreds, of fifties, and of tens. 22 And let them judge the people at all times. Every great matter they shall bring to you, but any small matter they shall decide themselves. So it will be easier for you, and they will bear the burden with you. 23 If you do this, God will direct you, you will be able to endure, and all this people also will go to their place in peace."* **Exodus 18:13-23**

In this passage, Jethro, seeing that Moses was incapable of supplying one-on-one guidance and counsel to every individual Israelite, proposed that they adopt a system that would delegate the majority of Moses' responsibilities out to a group of mature and experienced Israelite men. This allowed Moses to better deal with matters of great importance, oversee the spiritual growth of the whole nation, and it provided the people with a more effective means of accountability and growth. Using this as a template, and in an effort to increase productivity and accountability and to foster more spiritual growth, in 2009 we established the **Coordinator System**. Each year the Board of Directors & the Director hire a hand-full of experienced, spiritually mature, and responsible individuals to take charge in the various "task areas" around campus. We call these leaders **Coordinators**.

The purpose of the system[3]





Intimate: most transparent about emotions.
Sharing: understanding of "why" others think the way they do.
Caring: recognition of "where" others are in terms of needs and desires.
Functional: recognition of who others are in terms of interest, work, and family.
Greeting: identification of names with faces.
Courtesy: recognize that others exist.

LEADERSHIP DEFINED

"The **process** of **moving** a **group of people** toward **godly goals** by means of **supernatural power**."[4]

[3] From Dr. Howard Bixby's Classroom notes at Clark's Summit University.
[4] *Adapted from a definition proposed by J.W. McLean, William Weitzel, and Dr. Howard Bixby*

LEADERSHIP ACCORDING TO PAUL (PART I)

Leadership According to Paul Part I: An Introduction

It is impossible to calculate the impact the Apostle Paul has had on believers and the Church since his conversion in the early first century. And though he was physically unimpressive, he was used mightily by God to help establish and launch the early church. If this second century writer can be believed, Paul was a "man with small stature, with a bald head and crooked legs, in a good state of body, with eyebrows meeting and nose somewhat hooked."[5] And in 2 Corinthians 10, Paul quotes this criticism about his appearance and speech: "For some say, 'His letters are weighty and forceful, but in person he is unimpressive and his speaking amounts to nothing.'" But none of this kept Paul from being one of the most influential believers and leaders in history. The inspired texts he penned have clarified salvation, sin, righteousness, faith, while at the same time teaching us how we should live as followers of Jesus Christ. "He was an adroit apologist, able to reason with the best contemporary philosophers of Athens (Acts 17: 18-34). He was a bold preacher of the gospel, helping spread the Word of God to all of Asia (Acts 19: 10). And he was an incredible instrument of healing, miracles occurred even when people touched an apron he had worn (Acts 19: 11- 12). But none of these things can compare to his contribution as a leader .... Without the leadership of Paul, the world would have been a very different place during the first century."[6] The reason Paul had the effect he did, besides the fact that God chose to work through him, was due to the fact that he *not* only preached truth, he lived by that truth and practiced what he preached. He was convinced of the veracity of Christ and Christ's teaching and this was seen in, and verified by, his leadership style. Paul led with boldness! He led with passion! He led by example! And most importantly, He led by leading others to Jesus Christ.

Why study Paul for leadership principles rather than Christ? Certainly, one could and should study Christ's life and leadership style, but we have a unique opportunity available to us in the study of Paul, because he was a frail human just like us.

> "In the apostle Paul God has provided the example of "a man just like us"(James 5:17), True, he was a man of towering spiritual stature, but he was also a man who knew failure along with his success. Even as he cried out in his despair, 'What a wretched man I am! Who will rescue me from this body of death?' he exulted, 'Thanks be to God-through Jesus Christ our Lord!'(Romans 7:24-25). These and similar outpourings of his heart bring him into our street, where we can more easily identify with his experiences. He was not 'an impossible, lofty saint,' but a frail, fallible man just like us-someone who can speak to our need."[7]

A lot can be learned from examining how Paul led people of the early church, and these principles, if applied, can undoubtedly improve the way we lead our staff at Camp Lamoka today. **Leadership According to Paul Part I** will examine this great man of the faith, specifically focusing on what he taught future leaders (*2 Timothy 2*) and what made him a great and effective leader in the early church. **Part II**, which will help us, and encourage us, to apply these principles as we lead at Lamoka is a handout.

Leadership According to Paul

1. Effective Leaders are Self-Leaders[8]

The term Self-Leadership refers to the act of leading one's self in the direction and in the way God desires. Before a person can effectively lead others, they must first learn to effectively lead themselves. Paul both teaches and exemplifies Self-Leadership.

Paul Teaches Self-Leadership

Paul says multiple things to his throughout his writings to encourage Self-Leadership and to communicate its importance in the life of both leaders and followers of Jesus Christ. How do the following instructions encourage Self-Leadership? Use the space below each verse to jot down a few thoughts.

"An athlete is not crowned unless he competes according to the rules." **2 Timothy 2:5**

"Do your best to present yourself to God as one approved, a worker who has no need to be ashamed, rightly handling the word of truth." **2 Timothy 2:15**

"I appeal to you therefore, brothers,1 by the mercies of God, to present your bodies bas a living sacrifice, holy and acceptable to God, which is your spiritual worship.2 Do not be conformed to this world,3 but be transformed by the renewal of your mind, that by testing you may discern what is the will of God, what is good and acceptable and perfect." **Romans 12:2**

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[5] John W Drane, *Paul: An Illustrated Documentary*, p14.

[6] Maxwell, *The 21 Most Powerful Moments in a Leader's Day*, p338.

[7] Oswald Sanders, *Dynamic Spiritual Leadership: Leading Like Paul*, p11-12.

[8] Term taken from Jae Kee Lee's *Leadership Characteristics of the Apostle Paul*, p25.

"Do not neglect the gift you have, which was given you by prophecy when the council of elders laid their hands on you. 15 Practice these things, immerse yourself in them,3 so that all may see your progress. 16 Keep a close watch on yourself and on the teaching. Persist in this, for by so doing you will save both yourself and your hearers." **1 Timothy 4:14-16**

Paul Exemplifies Self-Leadership

Paul is also an excellent example of someone who self-leads. How does Paul self-lead in the following passages?

"Do you not know that in a race all the runners run, but only one receives the prize? So run that you may obtain it. 25 Every athlete exercises self-control in all things. They do it to receive a perishable wreath, but we an imperishable. 26 So I do not run aimlessly; I do not box as one beating the air. 27 But I discipline my body and keep it under control,2 lest after preaching to others I myself should be disqualified." **1 Cor. 9:24-27**

"For the weapons of our warfare are not of the flesh but have divine power to destroy strongholds. 5 We destroy arguments and every lofty opinion raised against the knowledge of God, and take every thought captive to obey Christ." **2 Cor 10:4-5**

"I know how to be brought low, and I know how to abound. In any and every circumstance, I have learned the secret of facing plenty and hunger, abundance and need. 13 I can do all things through him who strengthens me." **Phil. 4:12**

"Not that I have already obtained all this, or have already been made perfect, but I press on to take hold of that for which Christ Jesus took hold of me. Brothers, I do not consider myself yet to have taken hold of it. But one thing I do: Forgetting what is behind and straining toward what is ahead, I press on toward the goal to win the prize for which God has called me heavenward in Christ Jesus." **Phil. 3:12-14**

2. Effective Leaders are Fully Devoted to Christ

Paul was one of, if not the, greatest Christian leader to ever exist. He was also one of the few throughout history that could claim that they were totally, wholly, completely, and passionately devoted to Christ! This is no coincidence and we can safely assume that the two are connected. What does Paul, and God, want us to learn about being fully devoted to Him in the following Scriptures.

Paul Teaches Full Devotion

"No soldier gets entangled in civilian pursuits, since his aim is to please the one who enlisted him." **2 Tim. 2:4**

"Be imitators of me, as I am of Christ." **1 Corinthians 11:1**

"I say this for your own benefit, not to lay any restraint upon you, but to promote good order and to secure your undivided devotion to the Lord." **1 Corinthians 7:35** *(READ CONTEXT)*

"And whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through him." **Colossians 3:17**

Paul Exemplifies Full Devotion

"Paul, a servant of Christ Jesus, called to be an apostle, set apart for the gospel of God…" **Romans 1:1**

"For am I now seeking the approval of man, or of God? Or am I trying to please man? If I were still trying to please man, I would not be a servant of Christ." **Galatians 1:10**

Quotes on Full Devotion

"Christian spirituality is Christocentric. The apostle Paul frequently describes the life of the believer "in Christ" to emphasize the union Christians enjoy with Jesus Christ. This is a dynamic union which the Synoptic writers describe as following Jesus, the Johannine writings as union in love, and Hebrews and I Peter as a pilgrimage. These and other metaphors imply the growth and dynamism of the life of Christ in the believer. For God's original purpose to create man in the image and likeness of God (Gen. I :26-28) is reinterpreted by redemption as being 'conformed to the image of his Son" (Rom. 8:29).'" (Houston, *Spirituality*, p1047)

"The gospel defines life for Christians, but that life is always lived out in a culture, a culture that also seeks to define us. Christians must therefore understand the culture they live in and must decide what in culture may be legitimately adapted and enjoyed and what must be rejected." (Klyne Snodgrass, *Ephesians: The NIV Application Commentary*, p41)

3. Effective Leaders are Diligent in the Face of Adversity

Paul experienced a lot of adversity, but instead of allowing it to crush his spirit or quell his resolve, it strengthened it. God used trials and adversity in Paul's life to teach him and to prove the value of truth. What does Paul and God want us to learn from the following Scripture?

Paul Teaches Diligence

"3 Share in suffering as a good soldier of Christ Jesus… 6 It is the hard-working farmer who ought to have the first share of the crops." **2 Timothy 2:3 & 6**

"But we have this treasure in jars of clay, to show that the surpassing power belongs to God and not to us. 8 We are afflicted in every way, but not crushed; perplexed, but not driven to despair; 9 persecuted, but snot forsaken; struck down, but not destroyed; 10 always carrying in the body the death of Jesus, so that the life of Jesus may also be manifested in our bodies. 11 For we who live are always being given over to death for Jesus' sake, so that the life of Jesus also may be manifested in our mortal flesh. 12 So death is at work in us, but life in you." **2 Corinthians 4:7-12**

Paul Exemplifies Diligence

"Five times I received at the hands of the Jews the forty lashes less one. 25 Three times I was beaten with rods. Once I was stoned. Three times I was shipwrecked; a night and a day I was adrift at sea; 26 on frequent journeys, in danger from rivers, danger from robbers, danger from my own people, danger from Gentiles, danger in the city, danger in the wilderness, danger at sea, danger from false brothers; 27 in toil and hardship, through many a sleepless night, in hunger and thirst, often without food,2 in cold and exposure. 28 And, apart from other things, there is the daily pressure on me of my anxiety for pall the churches. 29 Who is weak, and I am not weak? Who is made to fall, and I am not indignant?" 30 If I must boast, I will boast of the things that show my weakness." **2 Corinthians 11:24-27**

"So to keep me from becoming conceited because of the surpassing greatness of the revelations, a thorn was given me in the flesh, ha messenger of Satan to harass me, to keep me from becoming conceited. 8 Three times I pleaded with the Lord about this, that it should leave me. 9 But he said to me, "My grace is sufficient for you, for my power is made perfect in weakness." Therefore, I will boast all the more gladly of my weaknesses, so that the power of Christ may rest upon me. 10 For the sake of Christ, then, I am content with weaknesses, insults, hardships, persecutions, and calamities. For when I am weak, then I am strong." **2 Corinthians 12:7-10**

"Not only that, but we rejoice in our sufferings, knowing that suffering produces endurance, 4 and endurance produces character, and character produces hope, 5 and hope does not put us to shame, because God's love has been poured into our hearts through the Holy Spirit who has been given to us. 6 For while we were still weak, at the right time Christ died for the ungodly." **Romans 5:3-6**

"When you've passed through your own fiery trials, and found God to be true to what he says, you have real help to offer. You have firsthand experience of both his sustaining grace and his purposeful design. He has kept you through pain; he has reshaped you more into his image. What you are experiencing from God, you can give away in increasing measure to others. You are learning both the tenderness and the clarity necessary to help sanctify another person's deepest distress." (John Piper, *Suffering and the Sovereignty of God*, 166)

4. Effective Leaders are Humble Livers, Learners, and Teachers

It is hard to imagine why any believer, or leader, would struggle with pride. We are so clearly depraved and God is so clearly the one who makes things happen in our lives in the lives of those who follow us as we follow Him, but pride is a huge stumbling block for so many people, and the more visible you become, the harder it tends to get. Paul was the most visible believer in the early church, but he lived, learned, and taught with humility. What do the following Scriptures teach us about humility and what can we learn about humility from the life of Paul?

Paul Teaches Humility

"Have nothing to do with foolish, ignorant controversies; you know that they breed quarrels. 24 And the Lord's servant5 must not be quarrelsome but kind to everyone, table to teach, patiently enduring evil, 25 correcting his opponents with gentleness. God may perhaps grant them repentance leading to a knowledge of the truth, 26 and they may come to their senses and escape from the snare of the devil, after being captured by him to do his will." **2 Timothy 2:23-26**

"Do nothing from selfish ambition or conceit, but in humility count others more significant than yourselves. 4 Let each of you look not only to his own interests, but also to the interests of others. 5 Have this mind among yourselves, which is yours in Christ Jesus,1 6 who, though he was in the form of God, did not count equality with God a thing to be grasped,2 7 but emptied himself, by taking the form of a tservant,3 being born in the likeness of men. 8 And being found in human form, he humbled himself by becoming obedient to the point of death, even death on a cross." **Philippians 2:3-8**

Paul Exemplifies Humility

"So, to keep me from becoming conceited because of the surpassing greatness of the revelations, a thorn was given me in the flesh, ha messenger of Satan to harass me, to keep me from becoming conceited. 8 Three times I pleaded with the Lord about this, that it should leave me. 9 But he said to me, "My grace is sufficient for you, for my power is made perfect in weakness." Therefore, I will boast all the more gladly of my weaknesses, so that the power of Christ may rest upon me. 10 For the sake of Christ, then, I am content with weaknesses, insults, hardships, persecutions, and calamities. For when I am weak, then I am strong." **2 Corinthians 12:7-10**

"The saying is trustworthy and deserving of full acceptance, that Christ Jesus came into the world to save sinners, of whom I am the foremost. 16 But I received mercy for this reason, that in me, as the foremost, Jesus Christ might display his perfect patience as an example to those who were to believe in him for eternal life." **1Timothy 1:15-16**

☐ **5. Effective Leaders are Team Players**

As we have already stated, Paul was one of, if not the, most devoted believers of all time. God accomplished so much through Him, and he remained a humble, yet bold servant who fought to keep his focus on the one who enlisted Him. But even Paul understood the importance of, and the need for, others. Paul was a team player. He formed teams, sent out teams, and worked with teams. "Of all the biblical characters, the apostle Paul was an ultimate team player. In Acts and the Pauline letters almost one hundred individuals are associated with the apostle at one time or another during his ministry." (Jae Kee Lee, *Leadership Characteristics of the Apostle Paul*, p91)

Paul Teaches Teams

What do we learn about Christian teams, individual Christians, and the value of believers working together from the teaching of Paul in 1 Corinthians 12?

"For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ. 13 For in one Spirit we were all baptized into one body—Jews or Greeks, slaves or free—and mall were made to drink of one Spirit. 14 For the body does not consist of one member but of many. 15 If the foot should say, "Because I am not a hand, I do not belong to the body," that would not make it any less a part of the body. 16 And if the ear should say, "Because I am not an eye, I do not belong to the body," that would not make it any less a part of the body. 17 If the whole body were an eye, where would be the sense of hearing? If the whole body were an ear, where would be the sense of smell? 18 But as it is, God arranged the members in the body, each one of them, as he chose. 19 If all were a single member, where would the body be? 20 As it is, there are many parts, yet one body. 21 The eye cannot say to the hand, "I have no need of you," nor again the head to the feet, "I have no need of you." 22 On the contrary, the parts of the body that seem to be weaker are indispensable, 23 and on those parts of the body that we think less honorable we bestow the greater honor, and our unpresentable parts are treated with greater modesty, 24 which our more presentable parts do not require. But God has so composed the body, giving greater honor to the part that lacked it, 25 that there may be no division in the body, but that the members may have the same care for one another. 26 If one member suffers, all suffer together; if one member is honored, pall rejoice together. 27 Now you are the body of Christ and individually members of it." **1 Corinthians 12:12-27**

Paul Exemplifies Teams

What do we learn about Christian Teams and their value from the life of Paul in Titus 3?

"When I send Artemas or Tychicus to you, do your best to come to me vat Nicopolis, for I have decided to spend the winter there. 13 Do your best to speed Zenas the lawyer and Apollos on their way; see that they lack nothing. 14 And let our people learn to devote themselves to good works, so as to help cases of urgent need, and not be unfruitful." 15 All who are with me send greetings to you. Greet those who love us in the faith. Grace be with you all." **Titus 3:12-15**

After answering the above question, look up a couple of the following passages and answer the same question: 2 Corinthians 8:19, Acts 20:4-6, Acts 13:46; 15:32, 1 Thessalonians 3:2, 1 Corinthians 4:17, 1 Timothy 5.

6. Effective Leaders Train Leaders

Paul was not only working with teams, he was also selecting and training up certain individuals from those teams to become leaders. The most notable examples are Titus and Timothy, but throughout the New Testament, we see Paul giving responsibility and the reigns of leadership to many men.

Paul Teaches Leaders to Train Leaders

What do we learn about teaching teachers and training leaders from 2 Timothy 2:2?

"…and what you have heard from me in the presence of many witnesses entrust to faithful men, who will be able to teach others also." **2 Timothy 2:2**

Paul Exemplifies the Kind of Leader Who Trains Leaders

As we have already said, we can see Paul training leaders by looking at how he talked to and trained Timothy and Titus. Below is snippet from a letter written to Timothy from Paul. After reading the Scripture and flipping through a few of Paul's other letters, HOW does Paul train leaders?

"I reminded you to fan into flame the gift of God, which is in you through the laying on of my hands. For God did not give us a spirit of timidity, but a spirit of power, of love and of self-discipline. So do not be ashamed to testify about our Lord, or ashamed of me his prisoner. But join with me in suffering for the gospel, by the power of God." **2 Timothy 1 :6-8**

LEADERSHIP TRAINING WEEK DUTIES

1. Stay active in your personal devotions.

2. Pray for your staff.

3. LEAD your staff *(see the definition of leadership on page 25 of the STM)*

4. Be CERTAIN you know and are compliant with the sections of the Safety Plan and Staff Training Manual that apply to you.

5. Lead a GREAT first meeting.

See more information in the pertinent Practical Leadership Principles section.

6. Make sure your staff reads/reviews the pertinent information in the SP (Safety Plan) and STM (Staff Training Manual).

You do not need to read the entire Safety Plan (SP) or Staff Training Manual (STM) with your staff, but you need to go over any and all information that pertains to them (See Staff Training Reading List Handout). They will not have either of these, so you will need to present the material well (reading it and asking questions to assure comprehension).

7. Review the Appearance Code with your staff.

Your staff needs to read through and agree to follow the appearance code before signing the Staff Covenant (both can be found in the STM, but a copy of the covenant will be given to you for your task area).

8. Have your staff sign the Staff Covenant.

Have all your staff read and sign a staff covenant (handout). You will keep this to remind them of their commitment if necessary. Please be sure to cover each point and make sure everyone understands the entire thing. Their understanding of each point will make discipline and correction much easier later in the Summer.

9. Decide on a theme verse for your task area and display it in your task area.

You and your staff need to take some time during Launch Week to decide on a verse (or passage) that will be your theme verse/focus for the summer. Please find some way to display it in your task area to remind you that it is your focus. If you need supplies, please see Cindy Henry. Please make these projects professional and DOABLE within your time frame.

10. Prepare your task area for the summer.

This includes, but is not limited to, repairing things, cleaning, fixing/eliminating safety hazards, and planning ways to make your task area run more efficiently. If you need help with a repair or task, please ask the Assistant Administrator or Maintenance Coordinator.

11. Attend ALL the <u>ALL-STAFF</u> training sessions.

You and your staff will spend much of the Staff Training week working in your task area, but there are many training sessions that you and your staff are required to attend. These ALL-STAFF sessions will be clearly designated on the Staff Training Week Schedule. If we cover something in one of these ALL-STAFF sessions, then you do not need to cover it as a task area. You are welcome to have your staff attend any other training session, you believe would be beneficial to them, but please let the Administrator know if you plan to do so.

12. Train your staff & prepare them for the delegate routine duties

There are many different jobs that need to be accomplished in each task area throughout the summer. You cannot and should not be doing all the jobs yourself. It is far more effective and efficient if you delegate the necessary tasks to your staff (that is why they are here). During Launch Week, you will, and need to, spend most of the time training your staff to do the tasks they will need to do during the summer. If you need help training your staff, please let us know (we are here to be a resource to you).

LEADERSHIP SUMMER DUTIES

1. Stay Active in your personal devotions.

2. Pray for your staff.

3. LEAD your staff *(see the definition of leadership on page 25 of the STM)*

4. Direct your staff.

In short, make sure your staff is doing what they are supposed to be doing when they are supposed to be doing it. You are in charge, but remember that love, gentleness, kindness, and humility are more important than power.

5. Make sure your staff attends <u>every</u> chapel.

Chapel is incredibly important. It is the reason we are here! It is a chance to gather together in worship and an opportunity to proclaim the Gospel. Come with your staff, urging them to have open hearts and minds.

6. Attend all Chapels unless extenuating circumstances interfere.

We understand that, as a Coordinator, you have many different responsibilities and that sometimes those responsibilities could keep you from a chapel or two, but we urge you to make an effort to be there as much as possible. Lead by example and show chapel and the Word to be a priority!

7. Make sure you and your staff are compliant with the Appearance Code and Conduct Standards.

"Share the truth in love." - Ephesians 4:15 If you have any problems enforcing the Appearance Code, please utilize the chain of command. We are here to help you.

8. Run TADs/Circle Groups once a week (in groups).

Please prepare your own heart and plan ahead for these meetings. You are the leader and if your heart or head are not prepared and/or in the purpose of the meeting, your group has no reason to invest their time or energy into it either. Suggested format for these meetings: Welcome, Prayer, Share & Rebuke/encourage in love, Questions, Prayer, Dismiss.

9. Attend the weekly Coordinator/Leadership meeting.

Each week the coordinators will meet for a mandatory meeting (Wednesdays during 2022). This meeting will not take long. There are three reasons for this meeting: 1) to address any problems or concerns of the individual Coordinators, 2) to refocus on mission, 3) to maintain staff unity, 4) and to encourage discipleship efforts.

10. Assist your staff in their spiritual, mental, social, and physical growth.

Be prepared to address the spiritual, mental, social, and physical needs of your staff. They are responsible to you, AND you are responsible for them. Later in this packet we will discuss ways, methods, and tools that will help you assist your staff in their growth.

11. Keep your eyes open for safety hazards.

Report any safety hazards to the Administrator, Healthcare Coordinator, or the Maintenance Coordinator, depending on what the problem is.

12. Be CERTAIN your task area meets the criteria and code as written in the Safety Plan and Staff Training Manual.

13. You are responsible to make sure you staff goes to bed on time.

Sometimes the Administrator or Assistant Administrator will assign a specific bed-time for the staff (via the schedule for the week), and sometimes it will be up to you to set a bed-time. Please be wise as you do so.

14. You are responsible to train <u>new</u> volunteers (as needed).

Almost all of our volunteers will attend staff training week, but every once and a while a volunteer is unable to do so. If this happens, you must be prepared to instruct the volunteer(s) on Monday when they arrive.

15. Improve your Task Area.

Throughout the summer, you will look for ways to improve your task area. These improvements can be aesthetic or ways to increase efficiency. No one, not even the Administrator, will know your task area as well as you do; please don't take this for granted; instead capitalize on this fact in order to improve the ministry.

16. Make sure your supervisor (the person above you on the chain of command) is well informed.

To keep the campus unified, focused, and working efficiently, the ASSISTANT ADMINSITRATOR, Assistant Administrator, and the Administrator need to be well informed. Please take a few minutes every day to give your immediate superior a rundown of the day.

PRACTICAL LEADERSHIP PRINCIPLES

Outward Facing Principles

At Lamoka, we want our Task Area Groups to be outward facing – that is, focusing much of their efforts on those God has brought to camp. Internal fellowship and relationships between staff in any given task area is important, but should never detract or distract from the priority placed on the campers. An outward facing group is captured by the following 5 elements[9]:

1. **Intention**: Outward facing groups realize the power of reaching out together and have this goal as a central purpose of their group.
2. **Intercession**: Outward facing groups pray for opportunities to share the Gospel and God's Word, as well as for campers God has placed around them.
3. **Investment**: Members of outward facing groups intentionally spend time with unbelievers and campers to win them to Christ.
4. **Invitation**: Outward facing groups are made up of members that constantly invite campers into their "circle." These groups also have leaders that remind their members to do this. Inviting campers into their circle means 1) first and foremost, to invite unbelievers to become part of the family of God through salvation and 2) to avoid letting campers feel like they are on the outside, looking in. This requires intentional effort on the part of the group's members to be genuine, friendly, and inclusive.
5. **Imitation**: Outward facing groups have leaders that live-out the first 4 words/principles so that their group has someone to imitate.

Great First Meeting Principles

The first meeting of your task area group (or circle group) might be the most important meeting for your group. It sets the tone for all future meetings. Please invest time and thought into these. Follow the following principles to make your first meeting great[10].

1. **PRAY** – ask for God's blessing.
2. Prepare the environment – arrange furniture so everyone has a seat before they arrive in the space and so they can see each other (in a circle preferably). Make sure that you have good lighting where you meet so people can easily take notes and see their Bibles/materials.
3. Meet them at the door and know their names – Open the door or stand at the entrance of the space you will be using. Welcome them kindly by name as they enter.
4. Serve refreshments or give them something – Do not overlook a gift, even the gift of a cold drink or a cookie. Be creative and don't over think this.
5. **Start Promptly, with Purpose, and with a Plan** – Do not let the members of your group talk or sit for long before starting the meeting. The meeting can start with introductions or prayer, etc, but it should have an official and prompt start time. You should also start with a plan and purpose. It should be obvious that you have an agenda or plan and purpose for the meeting. Nothing is worse than going to a meeting that has no path or purpose. It is recommended that you make this purpose or the purposes known at the start of the meeting.
6. **Start the meeting with prayer and icebreaker or fun introductions**
7. **End the first meeting EARLY** – This will make a big difference and show that you value their time. Be sure to thank them.
8. **Close the meeting in prayer**
9. Give the group clear instructions on what is next

Delegation Principles[11]

1. Maintain the Chain of Command (page 23 of STM).
2. Authority and responsibility must be delegated equally – do not micro-manage.
3. Give a clear description of duties.
4. Delegate in proportion to ability and spiritual gifts.
5. Instruct in how to do the job.
6. Turn them loose to try it.

[9] Adapted from Jim Egli and Dwight Marable's *Big Impact: Connecting People to God and One Another in Thriving Groups*, p38.
[10] Adapted from Bill Search's *The Essential Guide for Small Group Leaders*, p23-24.
[11] From Dr. Howard Bixby on delegation in leadership from his class notes at Clarks Summit University.

7. Provide opportunity for reporting, accountability, and encouragement.
8. The delegator is still responsible.

Nix Negativity

"Those who complain the loudest give and serve the least. A spirit of complaint is the enemy of mission. A group that adopts a negative overtone show that they have become inwardly focused and have lost a proper perspective."[12] Try the following things (not in any particular order) to help with negativity.

1. Make a list of blessings that the group is thankful for.
2. Ask everyone in the group to write a thank you note to someone else on staff.
3. Remind the staff about the camp's mission frequently.
4. If the same complaints surface frequently, brainstorm solutions and/or ask for help with the complaint.
5. Every time someone complains…pray. Ask the complainer to lead the group in prayer about the issue.
6. Call out the complaint for what it is, and ask the group to move on to more productive endeavors.

Dealing with Difficult People[13]

"John Ortberg rightly says that 'Everybody's normal until you get to know them.' Here are some common personalities that might show up in your group and how you can help."

The Pharisee

Description: Like the pharisees in the Gospels, they know the words of the Bible very well but they miss the point. They are overly pious and judgmental.

Strategy: Remind them that your group is not for perfect people, but for people that are striving to grow in their faith.

The Egomaniac

Description: Everything somehow turns into a story about them. They cannot share attention with anyone else.

Strategy: Talk to them about a plan to get everyone or more people involved. They should be part of the solution. Encourage them to draw out others by asking questions and listening.

The Cryptic

Description: Everything they say is mysterious and hard to understand. They never seem to give a straight answer.

Strategy: Every time this happens, ask them to give a straight answer or to rephrase in simpler terms.

The Boss

Description: They may not be officially in charge, but they act like it. They are too sure of their opinions. They speak with authority, even though they don't have any.

Strategy: If they have genuine leadership skills and gifts, you can invite them to assist you or take on an authoritative role in some area. If they are just "bossy" and does not possess leadership skills or gifts, or if they are spiritual immature, have a gentle conversation with them and remind them of the group rules and chain of command.

The Contrarian

Description: They love and live to argue. They listen for mistakes and jump on them as soon as they happen. They tend to parse every word and phrase.

[12] Bill Search *The Essential Guide for Small Group Leaders*, p69. The list that follows below this quotation is also from Bill Search's book.

[13] Bill Search *The Essential Guide for Small Group Leaders*, p71-78.

Strategy: Well-behaved contrarians can help the group, but when they are immature or out of control, the contrarian is argumentative, rude, and combative. Outside of the group's ear-shot, remind them why they are here, the covenant they signed, and what love looks like.

The Wanderer

Description: The wanderer can be fun and creative, but can also lead the group down bunny trails endlessly. They can be disruptive to meetings. For this person, the agenda or mission are only suggestions that they like to ignore.

Strategy: To keep things on track, be prepared to say, "that is an interesting point/question, but lets get back to the matter at hand or the topic we are here to discuss. Perhaps we can talk about that outside of work/meeting.

The Comedian

Description: Everything is a joke and non-serious for the comedian. They are most often very clever or smart, but apply that intelligence in a disruptive way.

Strategy: Don't be afraid to laugh when appropriate but be prepared to have a conversation about the disruptive nature of the constant comedian if it becomes disruptive.

Effective Confrontation[14]

Confrontation should always be prompt, taken seriously, done lovingly, and aimed at correction and restoration. Do not put off confrontation or it will only get harder or worse. Do not enter the confrontation haphazardly or without a plan. Make sure you enter the activity with a focused/correct mind and heart. Following these steps will help you effectively confront members of your staff.

1. Start with prayer.
2. Ask your supervisor for input.
3. Confront face-to-face (not over the phone or text or email on the weekends).
4. Ask for permission from the staff member to share with them some observations you have made about them.
5. Use the sandwich technique (praise…concern…praise).
6. Focus on the issue (don't attack., but be direct).
7. Ask for response and affirmation that they have heard the problem and will work to correct it.
8. Follow up with encouragement (next time they do it correctly, be sure to compliment them).

Energizing a Weary Group

There are points in the summer season when your staff will be drained of energy. It is hard for staff that are weary to do their best or to focus on why they are at Lamoka. Try or adapt one of the ideas below to help energize your group.

1. Meet somewhere unusual – meet for devotions or a meeting somewhere different, odd, and/or fun.
2. Pray with and for your group specifically for energy (see what God does).
3. Bring snacks! Show up to the task area or send them off with a snack or refreshment.
4. Surprise them with a fun downtime activity – these should be pre-approved, group focused, and aimed at encouraging your staff.
5. Switch task areas – this can be difficult, but it can work well. The best way to do this is to trade 1 or 2 staff with those from another comparable task area (concessions and foodservice) and not all the staff. This must be done with permission and very carefully.
6. Surprise staff with additional money to their spending account and a note to express your thanks for their work.
7. Do something out of the ordinary – strange hair day, speak with accents hour, see how many times you can say a word like "frankly" or "stupor" in a given period of time without being called out on the oddness of the word usage, etc…

[14] Bill Search *The Essential Guide for Small Group Leaders*, p77.

DISCIPLESHIP STRATEGY

Strategy Introduction

Ministry in the 21st century is fraught with crisis and chaos. It is found within our policies and pews. It surrounds our churches and children. We face giants on every side. It is tempting to retreat or hide from the world, but this is not an option given to believers. The Great Commandment and the Great Commission propel us into the world, not away from it. In Matthew 22:37-39, believers are commanded to "love the Lord your God with all your heart and with all your soul and with all your mind" and to "love your neighbor as yourself." This we accomplish by fulfilling the Great Commission in Matthew 28:19-20: "Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you."

An average of 70 percent of individuals who attend LBC (Lamoka Baptist Camp) fall from the faith and stop attending church after high-school. This unfortunate statistic clarifies the failure of the ministry to move campers from the point of salvation to committed and life-long followers of Jesus Christ. This problem is not unique to camp. The results of a Lifeway Ministry poll in 2019 show that 66 percent of American teens fall away from their faith and church after high school,[15] and John Johnston's research into a similar problem led him to the conclusion that the American church is prioritizing salvation and programming at the expense of discipleship.[16] No, it is not a unique problem, but it is a problem camps must face and combat if we are to fully realize God's intended potential for the ministry at LBC.

Since its founding in the early 1930s, LBC has excelled in salvific work. The ministry has seen an average of 33 young people saved each summer since it began keeping records in 1991. Camp ministries, like LBC, are tailor made to lead young people to Jesus Christ through the proclamation and prioritization of the gospel message. For example, LBC spends ample time teaching its staff how to share the gospel in various settings and with different personality types. The camp also expends much energy crafting its schedule, chapels, and program to point children to the gospel and to give counseling staff a plethora of opportunities to share Christ.

The priority placed on the gospel message at camps like LBC is commendable, and the results and fruit are certainly wonderous, however, this salvific work does not fulfil the totality of the Great Commission to which we have been called. In Matthew 28:18-20, Matthew recounts the final words spoken by Jesus Christ before His ascension: "Jesus came and said to them, 'All authority in heaven and on earth has been given to me. Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you.'" In this final directive to His disciples, Christ does not merely call His followers to proclaim the Gospel and to lead people to Christ, He commands them to make disciples and to teach them to observe all of His commands.

God desires LBC, and the individual believers that make up its staff and leadership, to do more than proclaim the Gospel. God desires LBC to make disciples. This process begins with the Gospel and with salvation, but it does not end there. The process must continue. It must prioritize both justification and sanctification. The ministry must be prepared to move newly saved individuals from the point of salvation to fully committed and life-long followers of Jesus Christ. LBC must be committed to creating disciples that do not fall from faith after high school. Then, and only then, will LBC have the opportunity to realize God's full potential for the ministry.

Discipleship Defined

Simply put, *discipleship* is "the process of becoming more like Christ."[17] It is an "intentional, observable process of changing lives through worship, evangelism, fellowship, ministry, service, Bible study, and prayer."[18] Bobby Harrington and Josh Patrick focus the term further when they define discipleship as the act of **"forming our lives around Jesus and helping others do the same."**[19] These definitions meet the biblical standard by placing Jesus Christ at the center and by recognizing that discipleship is first and foremost a modeling gig – the believer should live out what they believe and practice what they preach. Out of the 260 references to the word disciple in the Gospels and the book of Acts, "every time the word is used, it refers to a declared relationship with Jesus Christ."[20]

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[15] Aaron Earls, "Most Teenagers Drop Out of Church as Young Adults," 2019. https://lifewayresearch.com/2019/01/15/most-teenagers-drop-out-of-church-as-young-adults/

[16] John G Johnston, "Discipleship: Stepping Stones to Developing your Church's Strategy" (Liberty University, 2009. In Liberty University's Scholars Crossing Database, https://digitalcommons.liberty.edu/doctoral/262/)

[17] James G. Samra, "A Biblical View of Discipleship," *Bibliotheca Sacra* 160 (April-June 2003): 219.

[18] John G Johnston, "Discipleship: Stepping Stones to Developing your Church's Strategy," Liberty University, 2009. In Liberty University's Scholars Crossing Database, https://digitalcommons.liberty.edu/doctoral/262, 45.

[19] Bobby William Harrington and Josh Robert Patrick, *The Disciple Maker's Handbook: Seven Elements of a Discipleship Lifestyle* (Grand Rapids: Zondervan, 2017), 22.

[20] John G Johnston, "Discipleship: Stepping Stones to Developing your Church's Strategy," Liberty University, 2009. In Liberty University's Scholars Crossing Database, https://digitalcommons.liberty.edu/doctoral/262, 10.

Discipleship Strategy – "forming our lives around Jesus Christ and helping others do the same"
Effective discipleship and discipleship strategies must integrate the following SEVEN priorities: **intentionality, relationships, identity, growth, group size, service, and reproduction.** Our strategy must be intentional (thought through and clearly pursued), it must focus on relationships, it must address and define identity (the world tries to label us and calls us to label ourselves, but the Bible is the source and must be the source of true identity), it must be defined by growth (true disciples must be continually growing toward Christ and to be more like Christ), it must limit the amount of people in any one discipleship group so as to improve effectiveness, it must encourage and incorporate service, and it must place spiritual reproduction as a goal (while we are going, we are called to make more and better disciples).

The strategy has three primary stages in the Summer. These stages are flexible and must be adjusted based upon the staff member and those in a staff member's circle, but these stages give us a trajectory to maximize and improve discipleship. These three stages are: **1) Spiritual evaluation, 2) Encouragement, and 3) Review.**

***NOTE**: in the following descriptions, the designation of counselor and camper are used, but these can be replaced by other titles in the strategy (e.g., leader and support staff, coordinator and task area staff, or staff member and other staff members/campers).*

1) Spiritual evaluation
In this first stage, each camper on a counselor's the discipleship circle will be *evaluated* by that counselor. This is a spiritual evaluation, intended to place each camper on the spiritual maturity spectrum, allowing the counselor and staff to craft and implement an individualized growth plan for each camper. This evaluation will be accomplished through an ice-breaker form (i.e., Interest Sheet), informal conversation, observation, and fact-gathering one-on-ones. The ice-breaker form or Interest Sheet is the first thing handed to each camper as they arrive at their assigned cabin. It contains a series of questions regarding a camper's interests, hobbies, hometown, etc. This sheet also contains a few questions that will help the counselor begin to evaluate the spiritual maturity level of each camper (e.g., what school do you attend and is it religious? What church, if any, do you attend?). Counselors will also use informal conversation and observation to ascertain the camper's location on the spectrum of spiritual maturity (e.g., Does the camper shy away from religious conversations? Does the camper show evidence of the spiritual growth?). Finally, the counselor will confirm their suspicions and evaluation on or by Tuesday night of each week with a specific one-on-one with each of their campers. During the one-on-one, the counselor will use what they have seen in the life of the camper thus far to ask them where they think they fall on the spectrum of spiritual maturity. Among other things, counselors will ask each camper if they are a believer, what they think of Jesus Christ, and if they would like to discuss any specific spiritual struggles. LBC will use an evaluation system to determine and communicate a camper's position. Campers who are unsaved will be designated as "zeros," campers who are saved, but not actively pursuing God's will for/in their lives are designated as "ones," and campers who are saved and actively seeking God's will for their lives are designated as "plus-ones" (Appendix C). The current spiritual status of each camper, as well as, the campers name, will be recorded on the Discipleship Circle Tool (Appendix C). This tool will help staff keep the discipleship of the specific campers on the forefront of their minds.

These designations are ***NOT*** meant to pigeon hole campers who attend LBC. Instead, they are meant to help staff place campers on the spiritual maturity spectrum, which will in turn help them know what steps to encourage the camper to take in order to move them in the right direction. Therefore, this tool is meant to help campers (and their counselors) recognize their current identity and possible identity. The first may be formed by or in the world, while the latter is connected to Christ and the truth found in His word. As Melisa Brandes so profoundly explains: "culture is a poor place to allow young people to form their identities. Instead of aiding young people in these tasks, the dominant culture has a tendency to constrict the possibilities for their lives and diminish their relationships with others, themselves, and the divine."[21] In contrast, places like camp allow young people to form their identity in a safe and biblical way.[22] Since discipleship is about "helping as many individuals as possible to discover their identity and giftedness in Christ,"[23] the discipleship strategy at LBC must prioritize discussions on identity. These discussions are not possible without clear and shared diction. This diction will be provided by the camper spiritual evaluation system (e.g., all staff and campers know that a "zero" is unsaved and the next step they need to take on the spiritual spectrum is salvation, which is accomplished through the gospel message and the grace that flows from it).

[21] Melissa Ann Brandes, "An Experiment in Christian Living: Camping Ministry and the Spiritual Development of Adolescents" (PhD diss., Garrett-Evangelical Theological Seminary, 2017) In PROQUESTMS ProQuest Central; ProQuest Dissertations & Theses Global, 10256473, 46.
[22] Ibid., 148-206.
[23] Bobby Harrington, *Discipleship That Fits: The Five Kinds of Relationships God Uses to Help Us Grow* (Grand Rapids: Zondervan, 2016), 115.

2) Encouragement

Once a camper is evaluated, counselors will move into the second stage: *encouragement*. In this stage, counselors will encourage campers to move along the spiritual spectrum (i.e., spiritual growth or progressive sanctification). Counselors will begin this process by clearly communicating that spiritual growth (or movement along the spectrum) is God's plan for humans. Or as Greg Ogden puts it: "the Christian life is described in various New Testament passages as growth from spiritual infancy to maturity. The new believer starts as an infant and eventually grows up in Christ."[24] If and when appropriate, counselors will reiterate this point with scripture, turning to places like 1 Peter 2:2-3, 2 Peter 3:18, Hebrews 6:1, Colossians 1:9-10, and Ephesians 4:13-16 to prove the point. Counselors will then encourage campers to make real movement along the spectrum based upon their current position. If a camper is a "zero," counselors will share the Gospel with them and surround them in love and grace, recognizing that the camper is not an enemy, but a prisoner. If a camper is a "one," the counselor will help them identify specific things that are holding them back from true and passionate discipleship and give them scripture that will help them throw off those sins and weights.[25] If a camper is a "plus-one," the counselor will encourage them to make biblical steps that will increase their commitment to Christ and their glorification of God. To do this effectively, LBC and this intervention plan must follow Chap Clark's imperative "to drop macro-platitudes, roll up our sleeves, and create a **micro-growth plan** for each individual young person at every stage in their ministry journey."[26]

MICRO GROWTH PLANS

Micro-Growth Plan for Campers Identified as "Zeroes." If a camper is identified as a "zero," counselors will share the gospel with them. While there are many good tools and means of doing this, counselors will be trained to use the Roman's Road Method.[27] This method explains the gospel through a series of passages in the book of Romans, starting in Romans 3:23, which says, "for all have sinned and fall short of the glory of God." Counselors will explain to unsaved campers that they, along with everyone else in history are sinners from birth. They will define sin as anything that violates God's will (found in the Bible), and they will explain that anyone who sins, even once, is a sinner.

As it is written: "None is righteous, no, not one; no one understands; no one seeks for God. All have turned aside; together they have become worthless; no one does good, not even one. Their throat is an open grave; they use their tongues to deceive. The venom of asps is under their lips. Their mouth is full of curses and bitterness. Their feet are swift to shed blood; in their paths are ruin and misery, and the way of peace they have not known. There is no fear of God before their eyes."[28]

Counselors will move next to Romans 6:23 and explain that "the wages of sin is death." The only just and right result and punishment for sinners is eternal separation from God in a real place called Hell, because God is Holy and can have nothing to do with sin.[29] Counselors will then turn to Romans 5:6-8 to communicate the good news of the gospel of Jesus Christ: "for while we were still weak, at the right time Christ died for the ungodly. For one will scarcely die for a righteous person— though perhaps for a good person one would dare even to die— but God shows his love for us in that while we were still sinners, Christ died for us." Furthermore, the scriptures tell us that "if you confess with your mouth that Jesus is Lord and believe in your heart that God raised him from the dead, you will be saved,"[30] and that "everyone who calls on the name of the Lord will be saved."[31]

Counselors will conclude by telling campers that this salvation, which is found through Jesus Christ and His sacrifice, allows us to be at peace with God.[32] Those that accept this free gift of grace by faith can have a relationship with their creator and Christ and that there is no way to separate us from His love and that grace. Romans 8:1-2 and Romans 8:35-39 will be used to communicate this fact to campers. After these things have been communicated clearly to an unsaved camper, counselors will ask that camper if they understand everything, asking them to repeat portions of the message if necessary. If a counselor is convinced that the camper understands the gospel, they will encourage the camper to respond by accepting

[24] Greg Ogden, *Transforming Discipleship* (Downers Grove, IL: InterVarsity Press, 2016), 96.
[25] Hebrews 12:1-2.
[26] Chap Clark, *Adoptive Church: Creating an Environment Where Emerging Generations Belong* (Grand Rapids: Baker Academics, 2018), 149.
[27] Counselors will be exposed to other resources concerning salvation, including *A Gospel Primer for Christians* by Milton Vincent, *The Gospel for Children* by John B Leuzarder, and *Leading Your Child to Crhist* by Marty Machowski.
[28] Romans 3:10-18.
[29] Psalm 5.
[30] Romans 10:9.
[31] Romans 10:13.
[32] Romans 5:1

the sacrifice of Jesus Christ for themselves as a covering for their sin. They will encourage the camper to call upon the name of the Lord Jesus Christ through prayer and ask Him to save them from their sins. If a camper responds positively and genuinely to the gospel and to this encouragement, counselors will encourage the camper to tell others at camp (and at home after their camp week) of their decision, allowing others to celebrate with them over what God has done. Counselors will also encourage the camper (immediately and during the time left in the camp week) to dedicate themselves to the pursuit of God's will for their lives, which begins with reading and responding to the commands in scripture. If campers do not have a Bible, they will be given a free one by their counselor.

Micro-Growth Plan for Campers Identified as "Ones." If a camper is identified as a "one," counselors will focus on helping them identify those things in their lives that are weighing them down and keeping them from being a true and passionate follower of Christ. They will do this primarily through the one-on-one process. Counselors will define discipleship for the camper (using the definition established in the definitions section of this thesis) and explain to that camper that God has called them to live a certain way, which demands life-long, sacrificial commitment. Counselors will ask the camper probing questions to ascertain the nature and source of their lack of commitment (e.g., do you believe God wants you to love your neighbor? Do you believe God wants you to avoid sin? Do you believe that God has called you to share the gospel with your friends? Do you believe God has a plan for your life? Why do you think you are not following God's will for your life?). Counselors will use resources like the *Quick Scripture Reference for Counseling Youth* by Keith Miller and Patricia Miller to help campers understand God's will and how to respond more appropriately to His call to growth, evangelism, and reproduction.[33]

The *Quick Scripture Reference for Counseling Youth* by the Millers contains an alphabetical list of topics that the Bible talks about. Under each topic, the authors give the reader an explanation of the topic, what the Bible says about that topic, biblical narratives associated with the topic, practical steps the reader can take, and further resources. This resource was written in response to the question: "if we believe the Word is truth and that it holds answers from God for our lives, why don't we use it?" The authors of the book concluded that the reason we don't use it as much as we should is because we are not as familiar with it as we should be.[34] This resource then answers that need by breaking the Bible down by topic and alphabetizing it to allow leaders and parents alike to find biblical answers quickly. This resource then is perfect for young counselors who have limited time with each camper God has placed in their cabin in any given week. Counselors will use this resource to help campers identified as "ones" to become "plus-ones."

Micro-Growth Plan for Campers Identified as "Plus-Ones." If the camper is a "plus-one," the counselor will help the camper identify biblical steps that God would have them take next, and encourage them to make those steps. These steps may include overcoming specific sins or doubts in their lives. If this is the case, counselors will use the *Quick Scripture Reference for Counseling Youth* to help them find good biblical answers and resources to combat those problems and weaknesses. Other steps will almost definitely include encouragement to increase service and reproduction.
Counselors will help the campers understand that the Bible calls us to serve others,[35] and that this is most critical when it comes to the local church. 1 Peter 4:10 says, "As each has received a gift, use it to serve one another, as good stewards of God's varied grace." A proper understanding of one's gifts and how to use them to serve others and the church is essential to this process. Therefore, counselors will be prepared to conduct a spiritual gifts test with campers in the "plus-one" category. Counselors will use the results of these tests to encourage campers to both recognize God has gifted them in particular ways and that they should be actively using those gifts to glorify God in and outside of church. This meets the reasonable recommendation of Brian Haynes in *The Legacy Path*, where he states, "part of exercising our faith as men and women is to recognize our spiritual gifts and use them as we serve Christ in the family, church, and the world. First Corinthians 12-14 lists spiritual gifts and the correct use of them in serving the body of Christ." Haynes continues along the same vein, strongly encouraging disciple-makers and leaders to "familiarize yourself with the list [in First Corinthians 12-14] and ask yourself what you see your young Christ-follower utilizing naturally. What gifts and passions does your child possess that indicate the use of his gifts?" [36]

In addition to encouraging campers to take a spiritual gift test and to use those gifts to glorify God, counselors will also give campers in the "plus-one" category a means of serving at LBC. Many churches in rural New York have very few ways young

[33] Miller, Keith and Patricia Miller, *Quick Scripture Reference for Counseling Youth* (Grand Rapids: Baker Publishing Group, 2014).
[34] Ibid., 9.
[35] Acts 20:35, Hebrews 6:10, Philippians 2:4, and Galatians 5:13.

[36] Brian Haynes, *The Legacy Path: Discover Intentional Spiritual Parenting* (Nashville, TN: Randall House Publications, 2011), 89.

people between the ages of four and eighteen can serve. This may be due to the fact that many churches in the area do not view teens or young people as inferior members of the church, not allowing them to serve until they are older and more mature. This may be due to the fact that many churches in rural New York as so small that they have very few places to serve. Or this may be due to the fact that church leadership in the area are not aware of the inextricable connection between service and gift-usage and spiritual growth. In any case, and no matter the reason, LBC will help answer this need by allowing "plus-ones" a chance to serve at LBC on staff. This will be pitched as an opportunity for them to use the gifts God has given them to glorify Him, grow as disciples, and to make more and better disciples. This will help us avoid the confusion spoken of by Jim Putman and Bob Harrington in *Discipleshift*, when they remind ministries that it is not enough to simply tell people to go serve: "Again, many churches push the right emphasis of serving, but the serving is never supervised. Church leaders may say, 'Okay, you've become a Christian. Now you need to go out and serve.' But the poor, confused Christian is left scratching his head."[37]

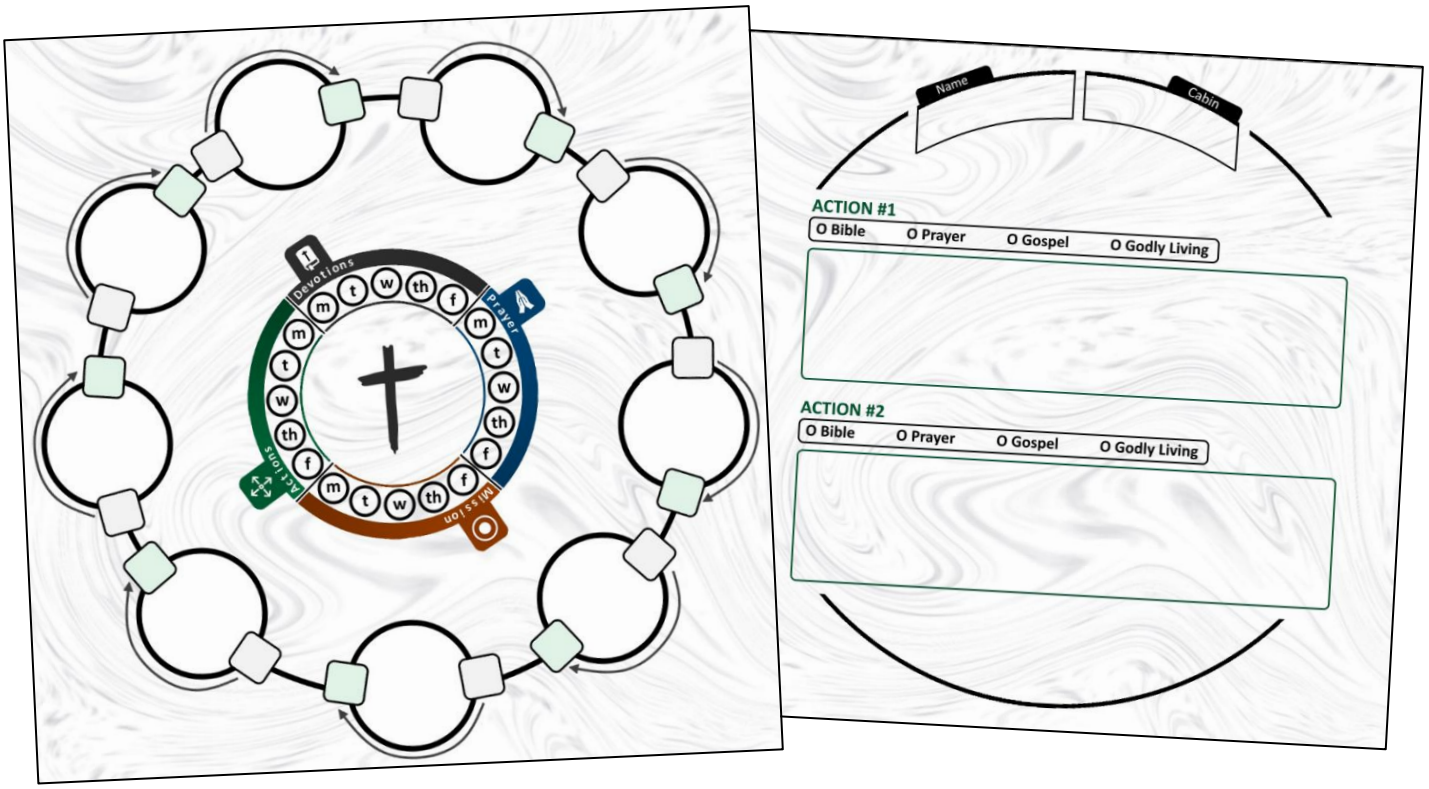
Campers will also be encouraged to reproduce, arguing that it is a great thing and a great goal to grow in Christ, but raising up others to do the same is a more excellent goal – "Producing reproducers is what disciple making is all about."[38] Counselors will help campers in the "plus-one" category recognize that "an individual who does not reproduce himself in Christ is not truly a disciple since he does not exhibit the selfless love of the Master."[39] Counselors will encourage campers to pray for friends and family and acquaintances that are unsaved, and they will give them the basic tools to share the gospel (e.g., the Romans Road, as well as, other resources mentioned in previous paragraphs).
In addition, and at the conclusion of each camper week, "plus-ones" will be invited to return to camp toward the end of the summer for a week long, in-depth discipleship week, which will dive deeper into discipleship and its importance in the church. Participants in this spiritual emphasis week will be encouraged further to know and use their gifts and to reproduce. This spiritual emphasis camp will take place during the final week of youth camp, running parallel to the other programs.

3) Review
The final stage of the implementation phase of the intervention plan is called the review stage This stage calls counselors to review the movement of their campers. It also forces counselors to analyze their efforts concerning each of their campers in order to encourage counselors to improve on their approach. At the end of each week, counselors will fill out a report for each camper that will include the camper's contact information, spiritual maturity position at the beginning of the camp week, the spiritual maturity position at the end of the camp week, comments on growth, and suggestions for future growth (Camper Evaluation Report). This report will be filed digitally and will be connected to each camper so that in successive years future counselors can pull up the information and see where the last counselor left off, allowing for some insights into the progressive sanctification of each camper. If the camper has a home church, this report will be sent to the pastor of that church.

Staff that have other staff on their circle will fulfil this stage by meeting with their circle groups weekly to look over what they have accomplished regarding those in their circle. This weekly review is not meant to be oppressive or legalistic, but is meant to keep staff accountable and to allow them opportunity to both rejoice in what God is doing through them and their intentional discipleship efforts, as well as, allow them to evaluate their own work and effort to see where they are lacking or what they might do to improve. It is the job of the circle group leaders and others in the circle groups to encourage those in the circle group to continue connecting with and encouraging those on their circle cards to build their lives around Jesus.

[37] Jim Putman and Bob Harrington, *DiscipleShift: Five Steps That Help Your Church to Make Disciples Who Make Disciples* (Grand Rapids: Zondervan, 2013), 162.
[38] Will Mancini, *Future Church: Seven Laws of Real Church Growth* (Grand Rapids: Baker Publishing Group, 2020), 166.
[39] Ibid., 23.

Discipleship Circles
The Discipleship Circle is an aid that will aid each staff member at LBC to form their lives around Jesus Christ and more effectively help others to do the same.



The front contains 4 spiritual disciples that will help each staff member to form their lives around Jesus Christ daily. These disciplines include **1) remembering the camp mission, 2) daily devotions, 3) daily prayer** (for those in their circle), and **4) two daily actions**. When a discipline is completed, staff should mark the corresponding bubble on their card. This will allow for accountability and encourage staff to continue in the effort.

Those in a person's circle are written in the white circles around the outer edge of the card. Support staff should have 2 or 3 names, but may have no more than 4. Counselor should have all their campers on their card, but if there are more than 9, their staffer or someone else must take the extra campers, because no one is allowed to have more than 9. Coordinators should have their support staff on their card, but if there are more than 9, they must be shared. The names for Coordinators MAY be assigned for the summer.

On the back of each card is a place to write your two actions. Each staff member should create two actions that align with one of the four disciplines on the front. Action must be practical and brief and relational. Each action must be something you can do every day and it must be a real action/activity that can be accomplished. It must be short. The shorter the better. Lastly, it must be relational. Each action must include mention of the people on your circle (If you are a counselor/coordinator, one should mention ALL of your people – for example, *I will daily check in to see if ALL of my staff completed their devotions*). For example, one action might be: "ask all **those** on my circle for prayer requests and pray for these daily" or "share the Gospel with **everyone** on my circle – one each day." Above each action, mark which of the four disciplines it supports or focuses on. You may keep the same actions all summer, or change them as you go. Try to refine your actions if they are not working or too broad or problematic or too overwhelming.

LBC SEXUAL HARASSMENT POLICY

Introduction

Lamoka Baptist Camp (LBC) is committed to maintaining a workplace free from sexual harassment. Sexual harassment is a form of workplace discrimination. All employees are required to work in a manner that prevents sexual harassment in the workplace. This Policy is one component of LBC's commitment to a discrimination-free work environment. Sexual harassment is against the law[40] and all employees have a legal right to a workplace free from sexual harassment and employees are urged to report sexual harassment by filing a complaint internally with LBC. Employees can also file a complaint with a government agency or in court under federal, state or local antidiscrimination laws.

Policy:

1. LBC's policy applies to all employees, applicants for employment, interns, whether paid or unpaid, contractors and persons conducting business, regardless of immigration status, with LBC. In the remainder of this document, the term "employees" refers to this collective group.

2. Sexual harassment will not be tolerated. Any employee or individual covered by this policy who engages in sexual harassment or retaliation will be subject to remedial and/or disciplinary action (e.g., counseling, suspension, termination).

3. Retaliation Prohibition: No person covered by this Policy shall be subject to adverse action because the employee reports an incident of sexual harassment, provides information, or otherwise assists in any investigation of a sexual harassment complaint. LBC will not tolerate such retaliation against anyone who, in good faith, reports or provides information about suspected sexual harassment. Any employee of LBC who retaliates against anyone involved in a sexual harassment investigation will be subjected to disciplinary action, up to and including termination. All employees, paid or unpaid interns, or non-employees[41] working in the workplace who believe they have been subject to such retaliation should inform a supervisor, manager, or the camp administrator. All employees, paid or unpaid interns or non-employees who believe they have been a target of such retaliation may also seek relief in other available forums, as explained below in the section on Legal Protections.

4. Sexual harassment is offensive, is a violation of our policies, is unlawful, and may subject LBC to liability for harm to targets of sexual harassment. Harassers may also be individually subject to liability. Employees of every level who engage in sexual harassment, including managers and supervisors who engage in sexual harassment or who allow such behavior to continue, will be penalized for such misconduct.

5. LBC will conduct a prompt and thorough investigation that ensures due process for all parties, whenever management receives a complaint about sexual harassment, or otherwise knows of possible sexual harassment occurring. LBC will keep the investigation confidential to the extent possible. Effective corrective action will be taken whenever sexual harassment is found to have occurred. All employees, including managers and supervisors, are required to cooperate with any internal investigation of sexual harassment.

6. All employees are encouraged to report any harassment or behaviors that violate this policy. LBC will provide all employees a complaint form for employees to report harassment and file complaints.

7. Managers and supervisors are **required** to report any complaint that they receive, or any harassment that they observe or become aware of, to the camp administrator.

[40] While this policy specifically addresses sexual harassment, harassment because of and discrimination against persons of all protected classes is prohibited. In New York State, such classes includeage, race, creed, color, national origin, sexual orientation, military status, sex, disability, marital status, domestic violence victim status, gender identity and criminal history.

[41] A non-employee is someone who is (or is employed by) a contractor, subcontractor, vendor, consultant, or anyone providing services in the workplace. Protected non-employees include persons commonly referred to as independent contractors, "gig" workers and temporary workers. Also included are persons providing equipment repair, cleaning services or any other services provided pursuant to a contract with the employer.

8. This policy applies to all employees, paid or unpaid interns, and non-employees and all must follow and uphold this policy. This policy must be provided to all employees and should be posted prominently in all work locations to the extent practicable (for example, in a main office, not an offsite work location) and be provided to employees upon hiring.

What Is "Sexual Harassment"?

Sexual harassment is a form of sex discrimination and is unlawful under federal, state, and (where applicable) local law. Sexual harassment includes harassment on the basis of sex, sexual orientation, self-identified or perceived sex, gender expression, gender identity and the status of being transgender.

Sexual harassment includes unwelcome conduct which is either of a sexual nature, or which is directed at an individual because of that individual's sex when:

- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment, even if the reporting individual is not the intended target of the sexual harassment;

- Such conduct is made either explicitly or implicitly a term or condition of employment; or

- Submission to or rejection of such conduct is used as the basis for employment decisions affecting an individual's employment.

A sexually harassing hostile work environment includes, but is not limited to, words, signs, jokes, pranks, intimidation or physical violence which are of a sexual nature, or which are directed at an individual because of that individual's sex. Sexual harassment also consists of any unwanted verbal or physical advances, sexually explicit derogatory statements or sexually discriminatory remarks made by someone which are offensive or objectionable to the recipient, which cause the recipient discomfort or humiliation, which interfere with the recipient's job performance.

Sexual harassment also occurs when a person in authority tries to trade job benefits for sexual favors. This can include hiring, promotion, continued employment or any other terms, conditions or privileges of employment. This is also called "quid pro quo" harassment.

Any employee who feels harassed should report so that any violation of this policy can be corrected promptly. Any harassing conduct, even a single incident, can be addressed under this policy.

Examples of sexual harassment

The following describes some of the types of acts that may be unlawful sexual harassment and that are strictly prohibited:

- Physical acts of a sexual nature, such as:
    - Touching, pinching, patting, kissing, hugging, grabbing, brushing against another employee's body or poking another employee's body;
    - Rape, sexual battery, molestation or attempts to commit these assaults.

- Unwanted sexual advances or propositions, such as:
    - Requests for sexual favors accompanied by implied or overt threats concerning the target's job performance evaluation, a promotion or other job benefits or detriments;
    - Subtle or obvious pressure for unwelcome sexual activities.

- Sexually oriented gestures, noises, remarks or jokes, or comments about a person's sexuality or sexual experience, which create a hostile work environment.

- Sex stereotyping occurs when conduct or personality traits are considered inappropriate simply because they may not conform to other people's ideas or perceptions about how individuals of a particular sex should act or look.

- Sexual or discriminatory displays or publications anywhere in the workplace, such as:
    - Displaying pictures, posters, calendars, graffiti, objects, promotional material, reading materials or other materials that are sexually demeaning or pornographic. This includes such sexual displays on workplace computers or cell phones and sharing such displays while in the workplace.

- Hostile actions taken against an individual because of that individual's sex, sexual orientation, gender identity and the status of being transgender, such as:
    - Interfering with, destroying or damaging a person's workstation, tools or equipment, or otherwise interfering with the individual's ability to perform the job;
    - Sabotaging an individual's work;
    - Bullying, yelling, name-calling.

Who can be a target of sexual harassment?

Sexual harassment can occur between any individuals, regardless of their sex or gender. New York Law protects employees, paid or unpaid interns, and non-employees, including independent contractors, and those employed by companies contracting to provide services in the workplace. Harassers can be a superior, a subordinate, a coworker or anyone in the workplace including an independent contractor, contract worker, vendor, client, customer or visitor.

Where can sexual harassment occur?

Unlawful sexual harassment is not limited to the physical workplace itself. It can occur while employees are traveling for business or at employer sponsored events or parties. Calls, texts, emails, and social media usage by employees can constitute unlawful workplace harassment, even if they occur away from the workplace premises, on personal devices or during non-work hours.

Retaliation

Unlawful retaliation can be any action that could discourage a worker from coming forward to make or support a sexual harassment claim. Adverse action need not be job-related or occur in the workplace to constitute unlawful retaliation (e.g., threats of physical violence outside of work hours).

Such retaliation is unlawful under federal, state, and (where applicable) local law. The New York State Human Rights Law protects any individual who has engaged in "protected activity." Protected activity occurs when a person has:

- made a complaint of sexual harassment, either internally or with any anti-discrimination agency;

- testified or assisted in a proceeding involving sexual harassment under the Human Rights Law or other anti-discrimination law;

- opposed sexual harassment by making a verbal or informal complaint to management, or by simply informing a supervisor or manager of harassment;

- reported that another employee has been sexually harassed; or

- encouraged a fellow employee to report harassment.

Even if the alleged harassment does not turn out to rise to the level of a violation of law, the individual is protected from retaliation if the person had a good faith belief that the practices were unlawful. However, the retaliation provision is not intended to protect persons making intentionally false charges of harassment.

Reporting Sexual Harassment

Preventing sexual harassment is everyone's responsibility. LBC cannot prevent or remedy sexual harassment unless it knows about it. Any employee, paid or unpaid intern or non-employee who has been subjected to behavior that may constitute sexual harassment is encouraged to report such behavior to a supervisor, manager or the camp administrator. Anyone who witnesses or

becomes aware of potential instances of sexual harassment should report such behavior to a supervisor, manager or the camp administrator.

Reports of sexual harassment may be made verbally or in writing. A form for submission of a written complaint is attached to this Policy, and all employees are encouraged to use this complaint form. Employees who are reporting sexual harassment on behalf of other employees should use the complaint form and note that it is on another employee's behalf.

Employees, paid or unpaid interns or non-employees who believe they have been a target of sexual harassment may also seek assistance in other available forums, as explained below in the section on Legal Protections.

Supervisory Responsibilities

All supervisors and managers who receive a complaint or information about suspected sexual harassment, observe what may be sexually harassing behavior or for any reason suspect that sexual harassment is occurring, **are required** to report such suspected sexual harassment to the camp administrator.

In addition to being subject to discipline if they engaged in sexually harassing conduct themselves, supervisors and managers will be subject to discipline for failing to report suspected sexual harassment or otherwise knowingly allowing sexual harassment to continue.

Supervisors and managers will also be subject to discipline for engaging in any retaliation.

Complaint and Investigation of Sexual Harassment

All complaints or information about sexual harassment will be investigated, whether that information was reported in verbal or written form. Investigations will be conducted in a timely manner, and will be confidential to the extent possible.

An investigation of any complaint, information or knowledge of suspected sexual harassment will be prompt and thorough, commenced immediately and completed as soon as possible. The investigation will be kept confidential to the extent possible. All persons involved, including complainants, witnesses and alleged harassers will be accorded due process, as outlined below, to protect their rights to a fair and impartial investigation.

Any employee may be required to cooperate as needed in an investigation of suspected sexual harassment. LBC will not tolerate retaliation against employees who file complaints, support another's complaint or participate in an investigation regarding a violation of this policy.

While the process may vary from case to case, investigations should be done in accordance with the following steps:

- Upon receipt of complaint, the camp administrator will conduct an immediate review of the allegations, and take any interim actions (e.g., instructing the respondent to refrain from communications with the complainant), as appropriate. If complaint is verbal, encourage the individual to complete the "Complaint Form" in writing. If he or she refuses, prepare a Complaint Form based on the verbal reporting.

- If documents, emails or phone records are relevant to the investigation, take steps to obtain and preserve them.

- Request and review all relevant documents, including all electronic communications.

- Interview all parties involved, including any relevant witnesses;

- Create a written documentation of the investigation (such as a letter, memo or email), which contains the following:
    - A list of all documents reviewed, along with a detailed summary of relevant documents;
    - A list of names of those interviewed, along with a detailed summary of their statements;
    - A timeline of events;
    - A summary of prior relevant incidents, reported or unreported; and
    - The basis for the decision and final resolution of the complaint, together with any corrective action(s).

- Keep the written documentation and associated documents in a secure and confidential location.
- Promptly notify the individual who reported and the individual(s) about whom the complaint was made of the final determination and implement any corrective actions identified in the written document.
- Inform the individual who reported of the right to file a complaint or charge externally as outlined in the next section.

Legal Protections And External Remedies

Sexual harassment is not only prohibited by LBC but is also prohibited by state, federal, and, where applicable, local law.

Aside from the internal process at LBC, employees may also choose to pursue legal remedies with the following governmental entities. While a private attorney is not required to file a complaint with a governmental agency, you may seek the legal advice of an attorney.

In addition to those outlined below, employees in certain industries may have additional legal protections.

State Human Rights Law (HRL)

The Human Rights Law (HRL), codified as N.Y. Executive Law, art. 15, § 290 et seq., applies to all employers in New York State with regard to sexual harassment, and protects employees, paid or unpaid interns and non-employees, regardless of immigration status. A complaint alleging violation of the Human Rights Law may be filed either with the Division of Human Rights (DHR) or in New York State Supreme Court.

Complaints with DHR may be filed any time **within one year** of the harassment. If an individual did not file at DHR, they can sue directly in state court under the HRL, **within three years** of the alleged sexual harassment. An individual may not file with DHR if they have already filed a HRL complaint in state court.

Complaining internally to LBC does not extend your time to file with DHR or in court. The one year or three years is counted from date of the most recent incident of harassment.

You do not need an attorney to file a complaint with DHR, and there is no cost to file with DHR.

DHR will investigate your complaint and determine whether there is probable cause to believe that sexual harassment has occurred. Probable cause cases are forwarded to a public hearing before an administrative law judge. If sexual harassment is found after a hearing, DHR has the power to award relief, which varies but may include requiring your employer to take action to stop the harassment, or redress the damage caused, including paying of monetary damages, attorney's fees and civil fines.

DHR's main office contact information is: NYS Division of Human Rights, One Fordham Plaza, Fourth Floor, Bronx, New York 10458. You may call (718) 741-8400 or visit: www.dhr.ny.gov.

Contact DHR at (888) 392-3644 or visit dhr.ny.gov/complaint for more information about filing a complaint. The website has a complaint form that can be downloaded, filled out, notarized and mailed to DHR. The website also contains contact information for DHR's regional offices across New York State.

Civil Rights Act of 1964

The United States Equal Employment Opportunity Commission (EEOC) enforces federal anti-discrimination laws, including Title VII of the 1964 federal Civil Rights Act (codified as 42 U.S.C. § 2000e et seq.). An individual can file a complaint with the EEOC anytime within 300 days from the harassment. There is no cost to file a complaint with the EEOC. The EEOC will investigate the complaint, and determine whether there is reasonable cause to believe that discrimination has occurred, at which point the EEOC will issue a Right to Sue letter permitting the individual to file a complaint in federal court.

The EEOC does not hold hearings or award relief, but may take other action including pursuing cases in federal court on behalf of complaining parties. Federal courts may award remedies if discrimination is found to have occurred. In general, private employers must have at least 15 employees to come within the jurisdiction of the EEOC.

An employee alleging discrimination at work can file a "Charge of Discrimination." The EEOC has district, area, and field offices where complaints can be filed. Contact the EEOC by calling 1-800-669-4000 (TTY: 1-800-669-6820), visiting their website at www.eeoc.gov or via email at info@eeoc.gov.

If an individual filed an administrative complaint with DHR, DHR will file the complaint with the EEOC to preserve the right to proceed in federal court.

Local Protections

Many localities enforce laws protecting individuals from sexual harassment and discrimination. An individual should contact the county, city or town in which they live to find out if such a law exists. For example, employees who work in New York City may file complaints of sexual harassment with the New York City Commission on Human Rights. Contact their main office at Law Enforcement Bureau of the NYC Commission on Human Rights, 40 Rector Street, 10th Floor, New York, New York; call 311 or (212) 306-7450; or visit www.nyc.gov/html/cchr/html/home/home.shtml.

Contact the Local Police Department

If the harassment involves unwanted physical touching, coerced physical confinement or coerced sex acts, the conduct may constitute a crime. Contact the local police department.

LBC COMPLAINT FORM FOR REPORTING SEXUAL HARASSMENT

LAMOKA BAPTIST CAMP (LBC)

New York State Labor Law requires all employers to adopt a sexual harassment prevention policy that includes a complaint form to report alleged incidents of sexual harassment.

If you believe that you have been subjected to sexual harassment, you are encouraged to complete this form and submit it to the camp administrator who can be reached at gregthomashoward@gmail.com or (607) 280-5305. This form can be submitted in person or via email. You will not be retaliated against for filing a complaint.

If you are more comfortable reporting verbally or in another manner, your employer should complete this form, provide you with a copy and follow its sexual harassment prevention policy by investigating the claims as outlined at the end of this form.

For additional resources, visit: ny.gov/programs/combating-sexual-harassment-workplace

COMPLAINANT INFORMATION
Name:

Work Address: Work Phone:

Job Title: Email:

Select Preferred Communication Method: ☐Email ☐Phone ☐In person

SUPERVISORY INFORMATION
Immediate Supervisor's Name:

Title:

Work Phone: Work Address:

COMPLAINT INFORMATION

1. Your complaint of Sexual Harassment is made about:

   Name: Title:

   Work Address: Work Phone:

   Relationship to you: ☐Supervisor ☐Subordinate ☐Co-Worker ☐Other

2. Please describe what happened and how it is affecting you and your work. Please use additional sheets of paper if necessary and attach any relevant documents or evidence.

3. Date(s) sexual harassment occurred:

   Is the sexual harassment continuing? ☐Yes ☐No

4. Please list the name and contact information of any witnesses or individuals who may have information related to your complaint:

The last question is optional, but may help the investigation.

5. Have you previously complained or provided information (verbal or written) about related incidents? If yes, when and to whom did you complain or provide information?

If you have retained legal counsel and would like us to work with them, please provide their contact information.

Signature: _____ *Date:* _____

Instructions for Employers

If you receive a complaint about alleged sexual harassment, follow your sexual harassment prevention policy.

An investigation involves:

- Speaking with the employee
- Speaking with the alleged harasser
- Interviewing witnesses
- Collecting and reviewing any related documents

While the process may vary from case to case, all allegations should be investigated promptly and resolved as quickly as possible. The investigation should be kept confidential to the extent possible.

Document the findings of the investigation and basis for your decision along with any corrective actions taken and notify the employee and the individual(s) against whom the complaint was made. This may be done via email.

Conflict-of-Interest Policy for the Board of Directors of Lamoka Baptist Camp

Article 1: Purpose

The purpose of this conflict-of-interest policy is to protect the Camp's interests when it is contemplating entering into a transaction or arrangement that might benefit the private interest of one of the Board members or the Administrator, or might result in a possible excess benefit transaction. This policy is meant to supplement, but not replace, any applicable state and federal laws governing conflicts of interest.

Article 2: Definitions

A. Interested Person – An Interested Person is any Director, Administrator, or committee member with delegated powers from the Board of Directors who has a direct or indirect interest, as defined below.

B. Financial Interest – A person has a Financial Interest if the individual has, directly or indirectly, any actual or potential ownership, investment, or compensation arrangement with Lamoka Baptist Camp or with any entity that conducts transactions with Lamoka Baptist Camp. A Financial Interest is not necessarily a conflict of interest in all cases. Under Article III, Section 2 of the IRS Form 1023, a

person with a Financial Interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Article 3: Procedures

A. Duty to disclose – In connection with any actual or possible conflict of interest, an Interested Person must disclose the existence of the Financial Interest and be given the opportunity to disclose all material facts to the Board of Directors concerning the proposed transaction or arrangement. In an effort to aid such disclosure, each Board member, committee member, or Administrator shall complete a Conflict-ofInterest Questionnaire as circumstances warrant.

B. Determining if a conflict of interest exists – The Board of Directors shall review, when such review is deemed warranted by any Director, committee member, or Administrator, each member's Questionnaire and any other disclosures regarding each members Financial Interest. After the disclosure of the Financial Interest, the Interested Person shall leave the Board meeting while the remaining Board members discuss and vote on whether there is a conflict of interest.

C. Procedures for addressing the conflict of interest – After exercising due diligence, the Board of Directors shall determine if the Camp can obtain with reasonable effort a more advantageous transaction or arrangement from a person or entity that would not produce a conflict of interest. The Interested Person shall not be present in the room during the determination. If an alternative transaction or arrangement is not possible, the Board of Directors shall determine by majority vote of the disinterested Directors whether the transaction or arrangement is in the best interests of the Camp, for its own benefit, and fair and reasonable. Based on these determinations, the Board of Directors shall make its decision on whether to enter into the transaction or arrangement.

D. Disciplinary action – If the Board of Directors believes that an individual has failed to disclose actual or potential conflicts of interest, it will inform the individual and allow the person to explain the alleged failure to disclose. If the Board of Directors still has reason to believe a conflict of interest exists after the alleged conflict has been explained, it will take corrective action.

This policy, and it's attached Questionnaire, shall replace any former Conflict of Interest Polices, written or unwritten.

Enacted November 2019

Conflict of Interest Questionnaire

The following questionnaire must be completed by anyone whom the Board of Directors of Lamoka Baptist Camp requires it. Answers to this questionnaire should relate to relationships that are current or shall be within a year from now. Once you have completed this questionnaire, please sign it and date it and return it to the Chairman of the Board of Directors (or to the Vice Chairman if the Interested Person is the Chairman).

1. Are you an officer of an organization that conducts business with Lamoka Baptist Camp? _____Yes _____No.

If yes, please define: _____
_____

2. Have you ever served on the board of a business with whom Lamoka Baptist Camp transacts business? _____Yes _____No.

If yes, please define: _____
_____

3. Do you have a family relationship with anyone who has a noted relationship (questions 1 and 2)? Family relationships include a parent, child, grandparent, grandchild, great-grandchild, and sibling. The spouses of any children, grandchildren, great-grandchildren, and siblings are considered family relationships as well. _____Yes _____No.

If yes, please define: _____
_____

4. Have you participated, directly or indirectly, in any employment agreement, compensation relationship, or any other arrangement/investment opportunity with a third-party vendor doing business with the Lamoka Baptist Camp that has resulted, or could result in, personal benefit to you? _____Yes _____No.

If yes, please define: _____
_____

5. Have you received, directly or indirectly, any salary payments, loans, or gifts of any kind or any free service, discounts, or other fees from any erson/organization engaged in any transaction with Lamoka Baptist Camp? _____Yes _____No.

If yes, please define: _____
_____

6. Do you share ownership of a business that does business with Lamoka Baptist Camp? Ownership means voting power in a corporation, profits interest in a partnership, or beneficial interest in a trust. _____Yes _____No.

If yes, please define: _____
_____

Signature _____ Date _____

Print name _____

LBC CONSTITUTION & TD AMENDMENT RECORD

ARTICLE I
NAME
The name of the organization shall be "Independent Baptist Camping Association."

ARTICLE II
PURPOSE
Realizing the great rewards which a camping program can produce both for the edification of the Christians and salvation of the lost, it is thus our purpose to maintain a camping program for Independent Baptist Churches and others who might avail themselves of the opportunity. Our purpose to be realized that a well-balanced program is provided, which will include: Bible Studies, Missionary Challenges, Practical Christian Living, Instruction, Wholesome Recreation, and an emphasis on a close counselor-camper relationship.

ARTICLE III
GOVERNMENT
The control of said Association shall be vested in the Independent Baptist Churches that are members of the Association.

ARTICLE IV
MEMBERSHIP
Section 1. The membership of this Association shall be made up of Independent Baptist Churches. No church shall be admitted that is affiliated with or in sympathy with the Ecumenical Movement, Modernism, Neo-orthodoxy, or New Evangelicalism. Section 2. All churches seeking membership shall ratify with no mental reservations the "Articles of Faith" contained herein, and must be examined and recommended by the board of Directors to the Association and may be elected to membership at any meeting of the Association by a two-thirds vote of those present. Section 3. It is expected that all churches in this Association shall help support and maintain the camping program (volunteer labor, financial assistance, etc.). Further, each church agrees to work under the framework of the Constitution. 4. Any church may be dropped from the association upon recommendation of the board of directors and a two-thirds majority of voting messengers present at the annual meeting or a special meeting called for that purpose.

ARTICLE V
OFFICERS
Section 1. A Board of Directors shall be responsible for the total camping program of the Association. Section 2. A Board of Directors shall consist of twelve (12) members. No more than three Directors from any one church; seven (7) Directors shall be pastors and five (5) shall be laymen, from member churches. Three (3) shall be elected every year to serve a four-year term. Section 3. Membership churches shall submit their nominee(s) for the Board of Directors to the Board Secretary by August 1st. b. Nominees will indicate their willingness to serve by completing a Nominee Process, which shall include 1) filling out an application form and 2) participating in an orientation with the board or their designees by the end of September. c. A final ballot of the nominees for Board of Directors will be made available at least ten (10) days prior to the annual meeting. (More than one may be nominated from any one church.) Section 4. A Director may succeed himself, but a ratio of seven (7) pastors to five (5) laymen must be maintained at all times.
Section 5. Vacancies on the Board of Directors will be filled by the Directors until the annual meeting. Section 6. The Board of Directors shall meet and organize themselves following the annual meeting in the following manner: Chairman, Vice Chairman, Secretary, and Treasurer. The Board may appoint any committees as the need arises. Section 7. The Board of Directors shall have power to manage the routine business of the Association and administer the camping program; provided, however, that the purchase or sale of real property, the incurring of indebtedness in excess of 5% of the current annual budget, or the making of expenditures of more than 5% of the current annual budget, shall require prior approval of the Association. Section 8. Six (6) members of the Board shall constitute a quorum.

ARTICLE VI
MEETINGS AND ELECTIONS
Section 1. The Annual Meeting of the Association shall be held, whenever possible, on the fourth Monday evening of October at a time and place to be announced one month prior to the meeting. Section 2. Each member church shall send four voting messengers to sit together and to transact business pertaining to the Association, and hear reports of the Directors, Deans and Committees, and elect members to the Board of Directors. Section 3. The Chairman of the Board of Directors shall preside at all meetings and the Secretary of the board shall act as Clerk. Section 4. A quorum shall consist of all messengers present at the time and place designated in the announcement of the annual meeting. Section 5. A special meeting of the Association may be called by a majority vote of the board of Directors.

ARTICLE VII
SEPARATION OF CHURCH AND STATE
It is the intent of this Association to maintain the historic Baptist policy of separation of church & state.

ARTICLE VIII
DOCTRINAL STATEMENT
We believe in:
1. The verbal plenary inspiration and authority of the Scriptures.

2. God as a Trinity of three Persons and one essence.
3. The Deity and virgin birth of Jesus Christ.
4. The personality and Deity of the Holy Spirit.
5. The fall of man, the total depravity and subsequent guilt and universally lost condition of the human race.
6. Salvation as the free gift of God by grace through faith in the substitutionary blood atonement of Christ.
7. Permanency of salvation once received.
8. The physical, bodily resurrection of Christ from the dead.
9. The universal, invisible Church composed of all believers.
10. The local Church composed of immersed believers organized for the edification of the saints and the spreading of the Gospel.
11. The local Church as God's primary instrument in accomplishing His work in this age.
12. The gifts of the Holy Spirit for this age which include Evangelist, Pastor-teacher, helps, administration, exhortation, giving, showing mercy, faith. The sign gifts gradually ceased as the New Testament Scriptures were completed and their authority became established.
13. The separation of the believer from all religious apostasy, all worldly and sinful pleasures, practices and associations.
14. The personality of Satan and other spirit beings both good and evil.
15. The visible, personal, pre-tribulation, pre-millennial return of the Lord Jesus Christ.
16. The resurrection and everlasting conscious blessedness of the saved, and everlasting punishment of the unsaved.

ARTICLE IX
AMENDMENTS

This Constitution may be amended at the annual meeting of the Association by a two-thirds vote of the messengers present and voting, provided that proposed amendments are submitted to the member churches one month prior to the meeting.

TRAINING DOCUMENTS AMENDMENT RECORD

Any and all subsequent amendments to the Safety Plan shall be approved by the Board of Directors and shall bear the date of the amendment. The Secretary of the Board shall keep an official, up-to-date copy of the Safety Plan readily available.

Original Entered
May 19, 1995
Harold H. Comings

Updated to begin the 2001 camp season
May 2, 2001
Chip Wood, Administrator

Updated to begin the 2002 camp season
May 10, 2002
Chip Wood, Administrator

Updated to begin the 2003 camp season
May 1, 2003
Chip Wood, Administrator

Updated to begin the 2004 camp season
May 1, 2004
Chip Wood, Administrator

Updated to begin the 2005 camp season
May 1, 2005
Chip Wood, Administrator

Updated to begin the 2006 camp season
April 20, 2006
Chip Wood, Administrator

Updated to begin the 2009 camp season
June 3, 2009
Chip Wood, Administrator

Updated to begin the 2010 camp season
May 29, 2010
Chip Wood, Administrator

Updated at Annual Meeting
October 26, 2012
Chip Wood, Administrator

Updated at 2014 Annual Meeting
Oct. 24th, 2014
Association church vote

Updated to begin 2016 season
February 1, 2016
Greg Howard, Administrator

Updated to begin 2018 season
March 1, 2018
Greg Howard, Administrator

SP and STM Re-Written for 2019 Season
March 1, 2019
Greg Howard, Administrator

SP and STM Edited and Update for 2020
February 15, 2020
Greg Howard, Administrator

SP and STM Edited and Update for 2022
March-May, 2022
Greg Howard, Administrator

SP and STM Edited and Update for 2023
January-April, 2023
Greg Howard, Administrator

Constitutional Amendment at Annual Meeting
11/2/2025
Association church vote

LAMOKA
BAPTIST
CAMP