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MODULE 1: GENERAL OVERVIEW

General staff orientation/training

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

- Staff is expected to arrive for the start of Staff Orientation.
- Staff will check in at the Dining Hall where they will receive housing assignments and instructions.
- Time will be provided for prayer, praise, fellowship, and bonding with staff members. This is an opportunity to get to know the people you will be with for the next week.
- Camp policies will be reviewed during scheduled sessions.
- Discussion of the tools and techniques that lead to successful events will be presented.
- Department and Activity Leaders will conduct meetings within their departments.
- Time will be allotted to allow departments and activities to prepare their area.

Camp Office

- All staff must sign in and out at the SEP MONTANA Office if leaving camp for any reason.
- All visitors and guests must sign in and out of camp at the Office.
- Please ask to use supplies and equipment in the Office.
- Campers are discouraged from making phone calls. If the need arises, a camper should be escorted to the Office only by a Counselor or Assistant Counselor and cell phone retrieved from storage.
- Staff and campers should not “hang out” at the Office.

Camp Photography/Video-graphy

- Camp photography equipment will be set up in office.
- If you have a special photography/videographer need for an activity or event during SEP MONTANA, you must contact the photography staff. All photo/video requests are considered at the discretion of the Photography/Videographer Department.
- All photos/videos taken become the property of SEP MONTANA/Living Hope Fellowship and can be used for publication or promotional purposes.
- Photo prints or other media may be available for purchase at the end of camp. Contact the Office or Photo/Video Studio for details.
- Dorm photos will be taken and a 5X7 photo given to each camper of their dorm at the final awards ceremony. See the schedule for dorm photos. Photos must be sent in to Costco to be picked up the next day.

Lost & Found

- Lost and Found is located in the Dining Hall, NOT the Office.
- Place any “found” items on the table or in the box in the Dining Hall.
Laundry

• We will provide a LIMITED laundry service for camp – primarily to wash camp shirts. Only in extenuating circumstances should other clothing be sent to laundry.

• All campers and staff should label their shirts with a permanent marker: write name/initials and dorm number on label of shirt.

• Shirts must be gathered and placed in laundry bags provided on laundry days as follows:
  o Place camper and counselor shirts in assigned bags.
    • White=girls, green=boys, red=staff/mini-camp
  o Label each bag with dorm number, etc.

• Drop off laundry bags just inside the KITCHEN either BEFORE LIGHTS OUT the night before or BEFORE BREAKFAST the morning of “laundry day”.

• Clean laundry should be picked up by a representative from the dorm no earlier than AFTER DINNER that same day.

Dining Hall

• Counselors and staff, be on time to meals! If you are late, it can make the dorms scheduled after you later for their meal – and you don’t want a hungry, angry dorm waiting on you.

• Breakfast for all staff (except Counselors and Assistant Counselors) and Minicampers includes morning meeting and motivational.

• Counselors, dorms will be assigned staggered arrival times for meals. Meal arrival times are included on your daily schedule.

• Shirts and shorts are required in the dining hall. No bathing suits or shirt-less-ness please.

• Counselors, instruct campers to be respectful of and express thanks to the Kitchen Staff. You may wish to lead things such as ‘3 cheers for the Kitchen Crew’. They work tirelessly and sometimes thank-lessly more hours per day than most.

• Most meals will be served buffet style unless otherwise directed by staff.

• Counselors, when finished eating, direct campers to take trays and dishes to the wash area as a dorm, where they will take care of dishes and trash.

• Counselors, check the schedule. If your dorm has an asterisk (*) beside it, you should send 2 campers to the kitchen ½ hour before meal time to help out in the kitchen.

Showers

• The lake is the shower and the bathtub. Enough said.

• Some staff have showers in their campers. If you are fortunate enough to to have this and want to allow another staff to use it, you will be greatly blessed.

• If you do NOT have a shower in your camper, be really nice to a staff member who does. Then, begging often works.

Security and Prayer Walking

We have certain adults assigned to security and prayer walking. You may see these staff walking the camp site at various hours of the day or night. The prayer warriors and security team lead in providing spiritual and/or physical protection for the camp. Please give them your deepest respect. If you would like to be part of the prayer walking team for a certain period, please contact the Camp Director or Assistant Directory.
General Rules
The safety and security of all participants, as well as peace of mind for parents of campers at SEP MONTANA, is of prime concern.

- **Define base camp area.**
- All staff should be familiar with emergency procedures for your dorm, activity, etc.
- Counselors, periodically throughout the day be sure that you count heads and have your campers with you at all times, especially when leaving the dorm and leaving an activity. NEVER LEAVE A CAMPER BEHIND.
- All staff and campers should observe the “lights out” and quiet time in the camp schedule.
- **No staff member or camper should swim without a lifeguard present.** Swim ONLY in designated roped off areas.
- **Camp shirts are REQUIRED to be worn by all SEP Montana Youth Camp staff and campers at all times.** The only exception to this is when you are actually in the water.
- **All campers**, when you travel throughout camp, use the “buddy system.” When inside the camp boundaries, you may travel alone unless it is at night time and they you need a buddy. No campers should be leaving the base camp boundaries unless they are with their dorm.
- Quiet hours are between the hours of 10:00 PM and 7:00 AM. This is a BLM restriction to avoid disturbing other campers in the campground. Please strictly enforce this.
- **Vehicle Restrictions:** Vehicles are restricted to paved or graveled surfaces. Observe speed limits and watch for children. All motorized drives must be licensed. No non-street legal ATV’s or motorcycles are allowed within the recreation area.
- **Fireworks and Firearms:** No fireworks or shooting are allowed within the recreation site/camp.
- **Campfires:** Campfires are only allowed in designated fire rings at designated times. Please see the schedule. There will be a regular staff campfire at the pavilion.
- **Vehicle Parking:** After loading/unloading, please park vehicles in the lower lot or at your camping space to keep the congestion down from around the dining hall area.
- **Dock Slips:** Overnight dock slips are available for paying campers only on a first come, first serve basis. Reservations are not allowed.
- **Alcohol:** This is a non-alcoholic activity. No alcohol is allowed on the premise for the duration of camp. Campers and staff found with alcohol may be asked to go home at their own expense.
- **Illegal drugs:** This is a drug-free activity. No illegal drugs are allowed on the premise for the duration of camp. Campers and staff found with alcohol may be asked to go home at their own expense.

Minicamp
Minicamp is a ministry serving SEP MONTANA staff children between the age of 2 and 7 years of age. Minicamp runs from Breakfast to Dinner. Parents are responsible for their minicamp children outside those times.

- Each day mini-campers should wear the camp shirt provided.
- Mini-campers will eat most meals with their dorm. See schedule for details.
- If possible, mini-campers can sit with their families during meals.
- Minicamp activities are listed on the schedule. Mini-campers will be with the Minicamp staff during these scheduled times. (Note: not all activities for mini-campers will last the full time allotted.)
- Minicamp has special activities parallel to SEP MONTANA camper special events (see camp schedule for details).
• Where there are no scheduled Minicamp activities (gray boxes in schedule), mini-
campers should be with their counselor(s) or parents/guardians, unless other arrangements have been made.

• Children are not required to participate in all Minicamp activities.
  o Parents, feel free to take your child out of a scheduled Minicamp activity if your child needs a nap, a break, or it is their bedtime.
  o IMPORTANT: please inform the Minicamp staff if your child will not attend an activity.

• Minicamp staff is not responsible for caring for sick children. For the health and protection of the other children, please make other arrangements for your sick child. Your child should be cleared by the Health Center before returning to Minicamp activities.

**Nursery**

Nursery is a ministry serving SEP MONTANA staff children 2 years old and under. Nursery runs from breakfast to dinner. Parents are responsible for their nursery children outside those times.

**Discipline Policy: Campers**

Three strike rule

1. Official verbal warning: Let them know they have received an official verbal warning which you are documenting.
2. Written warning – must be signed by camper, counselor and director
3. 2nd Written warning – must be signed by camper, counselor, and director and child’s parents/guardian will be contacted and notified that if another infraction occurs, the child will be sent home.
4. 3rd written warning – parents are notified to pick up the child.

**Discipline Policy: Staff**

Most disciplinary actions are minor and due to simply not thinking things through or taking a camp process seriously. These disciplinary actions are most commonly rectified with a short, but direct conversation to help a staff person understand the expectations. However, there are some things which may get you sent home due to disciplinary action. Some potential infractions may get you sent home immediately such as:

1. Possession of alcohol use and/or its use/abuse
2. Possession of Illegal drugs
3. Extramarital liaisons
4. Repeated violation of camp policies
5. insubordination

If a staff member is asked to go home, they must leave at their own expense. SEP will not provide rides home.
LOG GULCH CAMPGROUND

2205 BEARTOOTH RD.
WOLF CREEK MT. 59648
TEL: 406–235–4480
MODULE 2: A TYPICAL CAMP DAY

Review of camp daily schedule, how to read it, etc.

Staff Morning

- All staff are required to wear SEP MONTANA camp shirts every day unless otherwise notified (laundry will be done during the week – see Laundry section and camp schedule for details).
- All staff and counselors (or Assistant Counselors) have a required morning staff meeting during breakfast. Please be on time! We need to eat and meet before campers arrive for breakfast.
- Assistant Counselors will take the dorm to breakfast each morning unless the counselor and assistant have agreed that the assistant will attend the morning meeting. The counselor/assistant counselor at the meeting should relay any information covered to the counselor/assistant that remains back with the dorm.
- Staff is encouraged to take solo/devotion time during the day. Remember that time with God is essential to our lives as Christians and will enable us to be more effective servants at SEP MONTANA.

Camper Morning

- Campers need to wake up early enough for their morning Dorm Devotion.
- Campers and staff are required to wear SEP MONTANA camp shirts every day unless otherwise notified (laundry will be done during the week – see Laundry section and camp schedule for details). An option after Thursday is to allow campers to wear previous years’ camp shirts.
- Assistant Counselors will take the dorm to breakfast each morning.

Dorm Devotion

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

Christian Living

- Christian Living classes are major camper classes each morning. Campers will go to age appropriate classes.
- We want to provide an appropriate atmosphere by encouraging campers to follow these guidelines. It is the Counselor’s responsibility to make sure campers:
  - Pay attention
  - Do not sleep
  - Are not disruptive

Fellowship Time

- Typically follows lunch and dinner (see schedule).
- Fellowshiping should only occur in the area around the Dining Hall (e.g., grassy area, pavilion, etc.).
- All campers and staff will have the opportunity to socialize with each other.
- All staff is responsible for keeping an eye on campers during Fellowship Time. Security personnel, as well as Counselors and all other staff, have a duty to ensure the safety of all campers.
• It is important that staff and Counselors are present to ensure proper behavior. For example:
  o No teasing
  o No horseplay
  o No romantic interludes and touching
  o No heading back to the dorm alone
• Fellowship Time should end with enough time to return to the dorm and prepare for the next activity. It is the responsibility of counselors to gather their dorm with enough time to attend their next activity.

**Activity Schedule/Classes**

Being an activity-based camp, the scheduled classes are very important to the structure of camp. In addition to having fun, we use each activity to teach a spiritual lesson. Counselors will want to draw upon these lessons to spark conversation at nightly dorm meetings.

• Classes occur throughout the day and are typically are 45 minutes to one hour long each.
• It is the Counselor’s responsibility to have the campers prepared for each activity. Make sure they have all necessary items before leaving the dorm for the morning or afternoon (encourage use of a backpack). Refer to “What to Wear/Bring” in the handbook if you are unclear as to what is needed.
• Counselors, each activity will have a designated ‘meeting spot’ near their activity area. This is where you will bring your kids and where activity staff will meet them and provide further directions. This is where you and your kids will wait and/or return to after an activity.
• Counselors and Activity Leaders should ensure that campers are involved in each activity and exhibit appropriate behavior. It is expected that all campers will participate in each activity unless there are health reasons to keep them from doing so. Counselors – lead the way in volunteering first! Often, kids will hold back simply due to insecurity or nervousness. One facet of growth is learning to conquer that fear (within reason).
• Counselors, encourage your campers to thank the staff with a chant or cheer to finish class.

**Nightly Dorm Meeting**

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

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

Here are some suggestions for how to use the dorm time:
• Discuss the day (themes, activity spiritual lessons and issues).
• Give a preview of the next day’s schedule (what they can expect).
• Coach your campers on proper behavior for the next day’s special events
• Counselors may facilitate a discussion that leads to deeper, spiritual issues (dating and relationships, what it means to live a pure and holy life, etc). Be careful to keep people from revealing information they will later regret having shared.
• Counselor/Assistant Counselors should share their testimonies on different nights in an age-appropriate manner (e.g. don’t tell grade school kids about your mistakes with sex relationships) – generally on nights 2 and 3 (night 1 will largely deal with icebreakers and getting familiar with camp)
• Take prayer requests and end the day with prayer.

**Teambuilding Games**

Events include Relay Games, Slippery Baseball, etc. will be enjoyed on different nights.

• These activities are designed to promote unity and community, and to have fun! Counselors should LEAD THE WAY in participation and encouraging the kids to participate.
• It is expected that everyone in attendance will participate.
• Volunteers and Counselors will meet during Staff Orientation and/or during the week to go over details.

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

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

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

• Each dorm will have its own campfire.
• Assistant Counselors will meet with their dorm to attend their Fireside Chat.
• It is the responsibility of the Counselor to facilitate the Fireside Chat. However, he/she may call upon the Assistant Counselor to help facilitate.
1. In the event of a camp emergency, each camper and staff member must adhere to the following guidelines.

2. The SEP MONTANA Emergency Procedures will be reviewed during Staff Orientation and during Dorm Orientation.

3. All personnel in camp (staff and campers) must be familiar with the Camp Emergency Procedures.

4. Each dorm, including camper dorms, staff dorms, and the Lodge, will have a designated Dorm Leader responsible for their dorm. Each Dorm Leader will have a list of staff and/or campers in their dorm.

5. In a situation emergency such as an accident, once health or emergency personnel have arrived, the Dorm Counselor and/or Assistant Counselor responsibility is to handle the dorm while others deal with the emergency. Generally, it is appropriate to remove the other kids to an alternate location and keep them occupied so that medical personnel can work without interruption.

6. In the event of one of the following situations, the SEP MONTANA Team will begin emergency procedures.
   - Serious Accident
   - Severe Weather
   - Fire
   - Security Concerns (intruders, missing camper, etc.)

   In an emergency situation, the SEP MONTANA Team will assemble. The team will coordinate actions, issue orders, conduct calls, and provide information to the camp population as necessary. The team will include the following personnel:
     - Camp Director
     - Assistant Camp Director
     - Health Services Coordinator (as warranted)
     - Activity Department Leaders

   The following key personnel will be notified via radio, announcement, or runner:
     - Camp Chaplain
     - Counselors
     - Activity Leaders
     - Dorm Leaders

**General Emergency Procedures**

In an emergency,

1. **REMAIN CALM.**

2. The person who discovers an emergency is to immediately notify the Office or nearest staff member (who will notify the Office immediately). The Camp Office will make emergency contacts as necessary.

3. When Counselors or Activity Leaders are aware of an emergency, the procedures listed below are to be followed:
   a. Campers will gather near their Counselor or Activity Leader. **Counselor will take attendance of their group.** In a situation emergency such as an accident, the Dorm Counselor and/or Assistant Counselor should handle the dorm while other deal with the emergency.
   b. Counselor/Activity Leader reports all missing or absent campers to the Director or Assistant Director.
   c. When attendance is complete, campers are to remain quiet near their Counselor/Activity Leader.
   d. Wait for additional instructions from the SEP MONTANA Team.
e. If a general meeting place is necessary, or you do not know what to do, the designated common meeting location is the dining hall.

4. Security staff will check other areas and bathrooms to make sure all campers are accounted for.

5. Security staff will report any problem situations to the Director or Assistant Director.

6. The Camp Director will notify the staff via radio, announcement, runner, etc. when the emergency is over.

Health and Accident Emergencies
In case of an emergency,

1. Keep the situation as calm as possible.

2. Contact the Health Center on phone or send a runner.

3. If a camper is injured and registers a complaint involving his/her head, neck, back, or the slightest possibility of a broken bone. DO NOT MOVE AN INJURED PERSON. Here is what to do:
   • Do not move the injured person. Keep him/her calm and perfectly still.
   • Secure the area around the injured person. Do not leave the injured person unattended.
   • Be certain that uninjured campers are supervised and moved to a secure location.

4. Follow the General Emergency Procedures previously listed.

5. Have someone who witnessed the accident available to give details to the Health Center staff.

6. Health Center staff will determine next course of action.

7. The Office or the Health Center staff will notify the parent(s) of the camper.

8. Health Center staff will file an Incident Report.

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

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

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

Severe Weather/Disaster

• In the event of severe weather, a weather radio will issue an alarm to SEP MONTANA staff. The SEP MONTANA Emergency Action Team will then execute the emergency procedure below:

• All staff should follow these procedures:
   1. REMAIN CALM.
   2. Follow the General Emergency Procedures previously listed.
   3. Wait for instructions to which storm shelter to be directed:
   4. Counselors/Dorm Leaders, after you have gathered all of your campers and staff in the emergency shelter, count your campers and staff again.
   5. THE OFFICE (director, assistant director) may issue a CODE JERICO alert. In the case of a CODE JERICO alert, the following should happen.
      o The following core team should assemble as quickly as possible at the office or other designated location. If you cannot assemble, insure you are available by a radio to participate in decision making.
- Camp Director
- Assistant Camp Director
- Health Services Coordinator (as warranted)
- Camp Chaplain
- Waterfront Director

  o ALL activities should come to a halt. All waterfront craft should head to shore and tie up. Do NOT pull equipment out of the water unless instructed - simply bring all activities to a halt. EVERYTHING SHUTS DOWN.

  o **Counselors: do a head count again.** Find a staff member with a walkie-talkie and you (or your assistant), radio in that all kids in your dorm are accounted for - specify your dorm and your message. (e.g. Dorm 2-G, that is dorm 2-G calling in. All kids are accounted for and there are no extra kids with us). Wait for further instructions. Remain in an area close to a staff member who has a camp walkie-talkie waiting further instructions.

  o **Activity Areas:** As soon as your activity area is shut down, find a staff member with a walkie-talkie and you (or your assistant), radio in that your area is shut down and awaiting further direction. (e.g. Tubing is shut down and awaiting further direction).

**Fire**

- Be familiar with fire/evacuation exits. Be sure they are clear of obstructions.
- Evacuate the building/area. Do not go back inside a building, even if campers are missing.
- Follow the **General Emergency Procedures** previously listed.
- Counselors/Dorm Leaders, after you have gathered all of your campers and staff, **count your campers and staff again**!
- In the event of Forest Fire, instructions will be given regarding camp evacuation procedures.

**Missing Child**

Counselors should periodically do head counts on their dorm to insure the entire dorm is kept together. In the case of a missing child, follow the following protocol.

1. Double check and triple check your dorm count to verify someone is missing.
2. Make sure a staff member – usually a counselor – stays with the dorm at all times. Send a runner to check obvious places for the missing child: bathrooms, dorm tent, dining hall, etc.
3. If the child is not found, send runner to the nearest person with a camp radio (activity leader, base camp, office). Notify the office (Camp Director and/or Assistant Camp Director) of the missing child.
4. THE OFFICE (director, assistant director) will issue a **CODE ADAM** alert.
5. Wait for additional instructions

**HEALTH CENTER**

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

- The Health Center will be staffed with at least one individual who meets State of MT qualifications.
- In case of emergency, a member of the Health Center staff is on-call 24 hours/day.
- If a camper needs to visit the Health Center he/she should be taken to the Health Center by a Counselor or other staff member.
- All medications are to be turned into the Health Center at registration and stored in the office.
- All medications should be dispensed by camp nurse. (Counselors are responsible for reminding kids to take medication.)
When an SEP MONTANA event involves one or more overnight stays, a qualified nurse or other appropriately licensed health care professional is to be part of the event staff. The need for the administration of medications is to be noted in the event application which must then be followed by signed parental permission.

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

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

**Camper Injuries/Medical Concerns**
- If a camper complains of not feeling well or indicates any situation involving a medical problem, he/she should be brought to the Health Center for evaluation by a Counselor or other staff member.
- Please do not attempt to make a diagnosis or administer medication of any kind. Even if you question the validity of a complaint, the camper should be brought to the Health Center for evaluation.
- Even if a medical situation has stabilized, the staff member should inform the Health Center.
- EVERY INCIDENT must have an incident report filled out by an activity director, camp nurse or counselor.

**Medications**
- All medication must ONLY be dispensed by the Health Center. Under no circumstances should another staff member give medication of any kind (including Tylenol, vitamins, etc.) to a camper or staff member.
- Counselors are responsible for getting kids needing medication to the Health Center according to their medication schedule. Counselors will receive a CONFIDENTIAL list of campers and pertinent medical concerns for their dorm.

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

**Rest**
- Enough sleep can make the difference between a great and a poor week.
- Camp policy is that camp is quiet after 10:00PM each night. This will permit those who wish to sleep a chance to do so.
MODULE 4: ARRIVAL DAY

Arrival/Check-In/Registration
- Staff, check with the registration table for your camper arrival or check-in assignment. If you do not have a specific assignment, ask where you can help. We need it!
- Specific Camper Arrival and Camper Check-In procedures will be discussed during Staff Orientation.
- First impressions are important. How you greet campers will make a difference.
- Either the Counselor or Assistant Counselor should be at the camper check-in point to greet campers (and parents) and bring campers back to the dorm.
- Either the Counselor or Assistant Counselor should be in the dorm at all times to warmly welcome campers, help them unpack, and generally hold down the fort.
- Counselors and Assistant Counselors should keep campers busy (decorate handbook or dorm sign, etc.). If campers are not busy, homesickness may begin to set in.
- There may be scheduled time for activities during check-in (see schedule). Campers should be fully settled in before attending any of these activities.

Registration Procedures
When staff and campers first arrive, they should go through registration process before going anywhere else. Obvious exceptions to this are staff who come early to set-up. Campers and staff who arrive early shall be checked in at the earliest possible time, but at the convenience of registration personnel.

STAFF REGISTRATION
When staff arrive, they should go through the registration process.

1. Registration for staff shall be comprised of:
   a. Table 1:
      i. Check in – insure we have all details on file for staff
         1. Application
         2. Health data
         3. Criminal background check on file
         4. Direct to assigned housing
         5. Counselors should check medication to be stored at the health center
      ii. Explain any basic details as necessary
          1. Certain materials are not generally appropriate
             a. Guns, knives, alcohol, non-medical drugs
   b. Table 2: Hand out supplies
      i. 2 staff t-shirts per staff – (red shirts for lifeguards, teal shirts for health care)
      ii. Registration staff hand write staff first name on left breast pocket area
      iii. Have photo taken by photography staff

CAMPER REGISTRATION
When campers arrive, they will go through the registration process.

1. Registration for campers shall be comprised of:
a. **Table 1:**
   i. Check in – insure we have all details on file for camper
      1. Application
      2. Health data
      3. Payment
   ii. Explain any basic details
      1. Food is available to eat by parents at any time upon arrival
      2. Parents should be given a packet with the following items:
         a. Camp letter (ParentLetter.doc)

b. **Table 2:** Check all disallowed materials (phones, knives, etc.). Camper valuables will be stored in the office.
   i. Create a dorm supply box, clearly labeling the box.
   ii. List camper items to be stored on storage form. Have the camper and counselor initial the storage form, specifying items, amount of money, etc.
   iii. Store camper items along with the storage form in a 1 gallon zip-lock bag and store in the Dorm storage box. Label the bag with the camper name and dorm number.
   iv. Items to take up at registration include:
      1. i-pods
      2. Laptops
      3. Cell phones
      4. Money/wallets
      5. Medicine (bag separately and take to nurses station)

c. **Table 3:** Hand out supplies
   i. Assign 1 water bottle per child
   ii. 2 t-shirts per child – one of each color
   iii. Registration staff hand write camper first name on left breast pocket area
   iv. Put name on water bottle

d. **Table 4:**
   i. Have photo taken by photography staff

e. **Table 5**
   i. Meet nurse
   ii. Meet counselor
   iii. Meet chaplain

2. Supplies needed
   a. 1 box for valuables
   b. 1 gallon zip-lock bag per camper for valuables – 1 bag per camper
   c. Stickers to tag camper valuables
   d. Permanent markers

**Counselors responsibilities on Registration Day**

a. Meet/greet parents
b. Meet/greet camper(s)
c. Double check to insure that no medications need to be stored with the camp nurse
d. Escort camper (and parents if they desire) to the dorm. Help them carry luggage. Show them their assigned bunk and help them get settled in.

e. Counselor and assistant counselor can swap off escorting campers to the dorm, or one can remain stationed at the dorm and the other at the dining hall – at your preference.

f. Give the camper time to settle in and change into a camp shirt.

g. Instruct them on the areas they must remain in (dining hall, dorm, and bathrooms – and with a buddy). Only after they have settled in and are in a camp shirt can they mix/mingle with others.

h. NO WRITING ON SHIRTS OTHER THAN THEIR NAMES ISSUED AT REGISTRATION.

i. Campers should remain in the middle grassy area if they leave their dorms. They should NOT be in the pavilion area unless they are in the check-in process.

j. If there are jobs they can help out with, give them a job to do around the dorm to keep them busy during after their parents leave. This helps to alleviate homesickness. Samples jobs might include:
   i. Write their names on their water bottles if not already done
   ii. Create and/or decorate a dorm sign
   iii. Go on a walking tour of the campgrounds as a group once you have all your campers

**Camper Orientation – Opening Night**

- Counselors, your dorm should be in matching camp shirts.
- All staff and campers should attend Camper Orientation.
- Everyone should be seated in the Dining Hall no later than five (5) minutes before the start of Orientation.

**Camper Dorm Orientation**

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

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

I. Icebreakers

II. Expectations
   A. Participation in All Activities (counselors lead the way by being the first to volunteer)
   B. Dorm Standards (dorm duties, personal area, etc.)
   C. Lights Out/Bedtime
   D. Bathrooms
      1. Bathrooms: Outhouses
      2. Showers: The lake
   F. Behavior
      1. Dining Hall
      3. Activities
      4. Fellowship Time
      5. Church
   G. Rules (Camp Rules and Dorm Rules)
      1. No Tobacco/Alcohol/Drugs (turn them in)
      2. No Weapons/Knives/Guns/Pepper Spray (turn them in)
      3. Camp Boundaries
      3. No Sexual Misconduct (keep hands to yourself)
a. Modest Clothing
4. Respect Others and Their Belongings (no stealing, vandalism)
   a. Keep valuables in a safe place
5. No Electronic Devices – cell phones, CD players, iPods, two-way radios, etc.
6. No Food in Dorm – Camp Rule (creatures)
7. Counselor’s Personal Rules – can create a list with the help of your campers
   (i.e., no gossip, no foul language, no practical jokes, etc.)

III. Daily Schedule
A. Typical Day; What to Expect
B. Dorm Formation While Traveling
C. Be Prepared for Activity and Weather

IV. Services and Safety
B. Lost & Found
   1. Located in Dining Hall
   2. Check It Daily
C. Health Center
   1. Turn in Medications
   2. Location/Hours
   3. Handling Emergencies
D. Emergency/Fire/Violent Weather
   1. Pay Attention to Counselor

V. Spiritual
A. SEP MONTANA Purpose/Theme
B. Solo Time
C. Dorm Theme
D. Miscellaneous (prayer board, verse of the day, chants)
CAMPER AWARD NOMINATIONS/EVALUATIONS

The “SEP MONTANA Camper Awards” are to encourage campers to live their life as a reflection of Jesus Christ and to live with excellence in all they do.

- Counselors will have one Award Nomination Form per dorm. Please choose one camper who should get the Camper Excellence Award for your dorm. These nominations should be turned in by Saturday night. Directions and criteria are listed on the form.
- Department Heads will also have one Award Nomination Form per department. Please choose one camper who should get the Camper Excellence Award for your department. These nominations should be turned in by Saturday night. Directions and criteria are listed on the form.
- This form is also used to provide an objective evaluation of the camper’s attitude, participation, and skills during the camp session to identify future staff members.
- Each Counselor will identify a “Dorm Camper” within their dorm who will receive this award. Each department will identify a Camper who will get the award for their activity area.
- All nomination forms will be reviewed by a staff committee to select the overall “SEP MONTANA Camper Excellence Award”.
- Awards will be presented at the final awards ceremony on Sunday.

DEPARTURE DAY

Closing Service

- Parents and other guests are invited to the closing service at the awards ceremony.

Camper Departure

- Campers must have their bags packed, and placed OUTSIDE each dorm BEFORE lunch.
- Dorms must be cleaned and empty BEFORE lunch.
  - Camp Policy:
    - Remove all personal items from bunks and dorm
    - Empty all trash into outside garbage bins
    - Lost and Found items turned in to the Dining Hall
    - Report maintenance needs to the Office.
- See schedule for camper departure times. No campers should be allowed to leave with anyone except their designated ride.

Staff Departure

- Staff should plan to remain on-site until all final clean-up and tear down is complete. This is typically Saturday at 3PM.
- All camp staff will have a final meeting in the Dining Hall on the afternoon of Departure Day.
- Turn in all binders, clipboards, supplies, and other equipment BEFORE you leave camp.
- Turn in all evaluation forms and other paperwork BEFORE you leave camp.
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COUNSELOR RESPONSIBILITIES

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

You are the coach, surrogate mother/father, cheer leader. Cheer them on! Encourage them. Watch for examples of things they do which you can compliment them on.

• A Counselor is responsible for his/her dorm 24/7. There is little time for yourself and your own social pursuits.
• A Counselor is responsible for waking his/her campers each morning and getting them to bed each night.
• A Counselor is responsible for leading his/her dorm to all meals, chapels, and activities.
• A Counselor is expected to facilitate dorm discussions and gatherings.
• A Counselor is expected to monitor spiritual development and camper behavior.
• A Counselor is expected to have his/her dorm prepared and on time for each scheduled event and activity.
• Specific schedules and details on activities and events including meals and activities can be found in this staff manual and supplemental material.

1. Things to do before campers arrive
   a. Get dorm cots ready
   b. Make dorm sign
   c. Settle in
   d. Make a list of anything the campers can do when they first arrive to help them ‘get involved’ and battle home-sickness.

2. Arrival and Registration:
   a. Be prepared to meet, greet campers and parents.
   b. Help campers get settled in.
   c. Introduce campers to others in the dorm.
   d. Have them change into matching camp shirts.
   e. Either the Counselor or Assistant Counselor should be at the camper check-in point to greet campers (and parents) and bring campers back to the dorm.
   f. Either the Counselor or Assistant Counselor should be in the dorm at all times to warmly welcome campers, help them unpack, and generally hold down the fort.
   g. Counselors and Assistant Counselors should keep campers busy (decorate handbook or dorm banner, etc.). If campers are not busy, homesickness may begin to set in.
   h. Have kids write their names and dorm number on shirts and water bottles with permanent markers (provided by the office)

3. Conduct opening night Camper Dorm Orientation
   a. Go over camp rules/procedures/expectations/discipline policy
   b. Introduce counselor/co-counselor to dorm
      i. Share testimony
      ii. Share a little about your life (5-7 minutes)
      iii. Go around room and have kids introduce themselves
4. Dorm Meetings
   a. Counselors should plan to end the day in a dorm meeting to share their testimony on Night 1, 2 or 3 with the kids. This should naturally lead into a time of prayer and perhaps deeper discussion.

5. Counselor/Assistant Counselor
   a. Rotate between counselor/assistant counselors going to evening staff meeting.
   b. Assistant counselor should take dorm to breakfast while counselor is in morning counselor meeting.

6. Things that will qualify a person to be sent home
   a. Night liaisons / inappropriate sexual activity
   b. Continued pattern of camp disturbances
   c. Continued pattern of uncooperativeness
   d. Substance abuse at camp
   e. Alcohol or drugs not turned into the camp office at registration

7. Daily Activities
   a. Counselors: Be leaders. Be the first to volunteer to do each activity. E.g. water skiing, jet skiing, etc.
   b. Eat together with your dorm
   c. Anyone who is led to the Lord, we want to recognize in morning meeting times
   d. If there are good-natured ‘contests’ or ‘competitions’, let us know the ‘winners’ and we’ll share accolades for them during morning meeting times.
   e. Clothing: Assign a dorm shirt color to wear each day
   f. Make sure young kids brush teeth, go to bathroom before bed.

8. Laundry: On the scheduled days, laundry will be collected. Send your laundry to the Dining Hall in marked bags when you go to breakfast. Laundry will be returned to you by end of the day.

9. Final Awards Ceremony:
   a. Each dorm should choose a person for the overall dorm award based upon various criteria: sportsmanship, helping others, attitude, etc. The awards recommendations forms are in your packets.
   b. If there is a camper who was outstanding, we can also give special verbal recognition to 1 or 2 campers of each dorm.

10. Other Issues
    a. Bed wetting
    b. Bathroom runs
    c. Homesickness
    d. Theft
    e. Swearing
    f. Medications: Counselors are responsible for reminding kids to take medication and taking dorm to Medical Center in the evening for evening medications.

ASSISTANT COUNSELOR RESPONSIBILITIES

Counselors work with Assistant Counselors to establish unity in the dorm by communicating information and goals, asking for input, sharing duties (allowing Assistant Counselors to lead dorm discussions, etc.), and mentoring their Assistant Counselor.
An assistant counselor may have a secondary responsibility in another activity area. If so, they should work out with the primary counselor the schedule of times when the assistant will be able to be with the dorm.

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

1. Meet with your Counselor before campers arrive
   a. Pray together for the dorm
   b. Discuss ways you can assist the Counselor in serving the dorm as a team

2. Attend Dorm Orientation

3. Take dorm to breakfast each day while the Counselor attends morning meeting

4. Assist Counselor
   a. Be in the dorm to welcome campers on Arrival Day
   b. Be ready to help the Counselor when needed
   c. Keep the Counselor informed – be an extra set of eyes and ears
   d. Help clean dorm and help campers pack on Departure Day

5. Participate in your dorm’s significant activities
   a. Dorm photo
   b. Fireside Chat
   c. Sit with dorm at chapel, church or Christian Living
   d. Sit with dorm at meal times
   e. Cheer them on at daily activities (if schedule permits)

6. Attend nightly dorm reflection time (may be called upon to facilitate)
   a. Participate, but DO NOT dominate – the campers should do the talking

7. Be a Christ-like example
   a. Be a good example in speech and faith
   b. Pray with and for campers
   c. Help a camper with Solo Time
   d. Encourage and mentor campers

8. Let the campers know that you are not just there for camp, you are there for them
   a. Welcome and send off campers with enthusiasm and love
   b. Do something nice (i.e. write a note or leave candy on their beds)
   c. Look for the campers who are “left out” and be sure to include them
   d. Sit and talk with campers during free times
GENERAL SEP MONTANA STAFF RESPONSIBILITIES


This section addresses the responsibilities of camp staff members including activity and service department managers and counselors. Most of these responsibilities are also applicable to all camp staff members.

1.1 Hear the call to ministry

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

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

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

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

1.2 Embrace the mission

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

The mission of SEP Montana is to love young people into a life-changing relationship with Jesus Christ

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

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

1.3 Advance the mission

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

The answer is that God has made humans as a unity of mind, body and spirit, and SEP MONTANA seeks to minister to young people at all three levels, providing a spiritually focused environment where Jesus is experienced and adored in a wide variety of settings including in worship gatherings and recreational activities. In this way, camp seeks to model living as a Christ-follower in all aspects of life.
With this approach, being a Christian is seen as not merely what one is while studying the Bible or attending church, but is also seen as what one is while dancing, swimming or playing a game of softball. It is a primary goal of camp that Jesus’ life and love be demonstrated and celebrated in every camp activity. To advance this goal, staff members must embrace and work to advance the following objectives for the camp:

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

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

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

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

**(1.3.5) Help campers develop healthy interpersonal relationships**
At camp young people are able to learn to relate to others in new and healthier, Christ-centered ways.

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

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

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

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

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

Such relationships start with acts of care—the establishing of what SEP MONTANA ministry refers to as a ‘wave of love’ where every camper is made to feel special. Staff members play a key role in this by exercising discernment to identify those who feel left out or forlorn. In the midst of a busy schedule, staff members must take time to nurture relationships with those who may, for whatever reason, otherwise feel left out.
Ultimately, the most exciting transformation that occurs at camp is when campers say that they indeed have a new best friend in their Savior and Lord Jesus. Additionally, many will leave camp with scores of other friends who they didn't know existed just the week before. Staff members have the opportunity to be one of those friends.

1.5 Stay close to God

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

1.6 Be a servant-leader

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

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

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

1.7 If asked, give a morning motivational

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

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

1.8 Be flexible

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

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

1.9 Be detail-oriented

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

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

1.11 Know and enforce the rules

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

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

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

1.12 Understand emergency procedures

Parents appropriately expect their children and teens to be protected and otherwise cared for at SEP MONTANA. To see that this expectation is met, it is essential that every staff member understand and be ready to follow through on the camp’s emergency procedures.
SEP MONTANA DEPARTMENT HEAD/ACTIVITY LEADER RESPONSIBILITIES


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

1.1 Be a ‘situational’ leader

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

1.1.1 Sometimes we are leaders, and sometimes we are followers

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

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

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

1.2 Be a good communicator

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

But how can a leader be sure that the expectations are clear? Perhaps the best way is to have a feedback loop. For example, if you were to have a staff meeting prior to the start of the camp and you were to lay out the ground rules, you might have a verbal test at the end of the meeting that might go something like this: “We’ve been talking about division of responsibilities this morning. Now, who is responsible for picking up all the life vests after each class? You Scott? Good. And what are you supposed to do with them once you have picked them up?” This kind of exchange can reassure the leader that what was intended is what the staff understands.

1.3 Teach effectively

Most camp leaders are called upon in their role to be a teacher. A few will conduct classes and give sermons, and most all will teach in some informal way related to a camp activity. But whatever the setting, there are some principles that are essential for all teaching in the camp setting (and back home as well).
Work with your staff to be as encouraging to the campers as possible. We want to create a positive atmosphere. Remind yourself and your staff that not every camper is a Christian or has had an easy life. Some of these teens may be struggling with deep issues. Keep these thoughts in mind as you plan and execute your lessons. Occasionally you may become aware of situations in a camper's life that require pastoral counseling. Our chaplain is available for such counseling.

1.3.1 Know your audience and teach accordingly

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

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

At the end of each lesson, have some kind of an award to give. Basketball/Volleyball used to give the “Crackerjack” (a box of crackerjacks), softball awarded the “Babe Ruth” (a Baby Ruth candy bar), and dance gave the “Fresh Breath” (breath mints) to the camper who had a good attitude, had been encouraging, or had done something extra.

1.3.2 Have clear learning objectives

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

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

1.3.3 Have a lesson plan

Each activity may be able to utilize a set of teaching notes from the previous year. The purpose of these notes is to provide the current adult staff members with a baseline from the past. They are not given to leave current staffers asking, “Must I teach the class this way?” Rather they are given to assist teachers in developing their own lesson plans.

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

1.3.4 Tell and show

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

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

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

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

1.4 Focus on safety

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

1.5 Be a ‘seed planter’

The seeds of personal development in the lives of many staff members were sown when they were young. The opportunities and guidance received when they were teens may have been particularly formative—thus the power and the importance of staff being ‘seed planters’. The kinds of discussions staff members have with young staffers and campers plant seeds that will reap a big harvest in years to come. The goal here is not to micro-manage the staff but to be a coach or mentor to the staffers—providing guidance, monitoring their progress, and giving course corrections along the way.

1.6 Develop your staff

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

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

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

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

1.6.1 Goals for staff development

The word ‘development’ implies growth and progress. As it pertains to the growth and progress of staff members, leaders must work with each staff member to help them grow in meeting the expectations of the camp and of the department within which they serve. A key concern of such development is growth in competency for the staff assignment. While it is often easier for a leader to do the job themselves, a leader who is a staff developer will spend the time to teach a developing staff member how to do the job. In this way, competent staff members are multiplied, and that is the goal.
For some younger staff members, camp is the first “job” they have had. Helping them develop a work ethic is a developmental opportunity which may make a difference for the remainder of their lives. Providing them with clear expectations about their job requirements is essential.

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

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

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

### 1.6.2 Strategies for staff development

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

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

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

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

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

### 1.6.3 Correcting staff members

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

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

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

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

This kind of conversation helps to minimize the confrontational nature of corrective action while being very clear about the expectations. It is not satisfactory to merely overlook the infraction (particularly if it is becoming a bad habit)—to do so is to establish a double standard that can demoralize the other staff members.
To be sure, there is no “one-size-fits-all” approach to such matters. Perhaps Suzi needs to discuss some troubling matters that are leading to her tardiness. We must be open to minister to such needs but we must also address the infraction. In doing so we may be helping the staffer learn lessons that will benefit them for the rest of their lives.

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

Often what is needed in such confrontations is to confirm that the offending staffer understands what the leader has said. An effective way to receive such confirmation is to have the staffer repeat back to you, in their own words, what you have said to them.
**Standards of Excellence for Camp Counselors**

Following are the standards used to select and evaluate counselors for *Generations* camps.

<table>
<thead>
<tr>
<th>Foundational Characteristics</th>
<th>Camp Environment</th>
<th>Counselor Skills and Characteristics</th>
<th>Expectations</th>
</tr>
</thead>
</table>
| Grace-based                  | An atmosphere of love     | - Highly relational: accepting, approachable, humble and teachable  
- Able to lead, discipline and protect in a spirit of love  
- Able to foster an atmosphere of grace among campers and staffers  
- Able to identify the love language of each assigned camper and give attention accordingly | - Care for assigned campers for the duration of the camp—be aware at all times of the location and well-being of assigned campers  
- Take appropriate actions and precautions to ensure safety of campers  
- Cooperate with oversight offered by camp leadership |
| Christ-centered              | The adoration of Christ   | - A baptized and growing believer  
- Embraces and models Jesus’ method of ministry  
- A life centered in Jesus in an age-appropriate way  
- Active worship participant  
- Able to articulate the Gospel to seekers and assist them through the commitment process | - Be present and worshipfully engaged in all worship events (including chapels)  
- Assume Christ-patterned disciple making role by being consistently, actively and lovingly present with assigned campers |
| Spirit-formed                | Prayerful dependence      | - Devoted to personal prayer and able to lead others in prayer  
- Demonstrates whole life stewardship in the non-camp year  
- A self-starting ministry leader in home church  
- Participating in Camp doesn’t negatively affect employment, education, or family responsibilities | - Model and lead in personal and group devotions  
- Practice personal spiritual disciplines during camp week  
- Be sensitive to the Spirit’s lead in dealing with difficult issues and faithfully report those matters to camp leadership |
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| Word-directed                 | Communication of the Word | • Understands Jesus to be the Living Word who is revealed in Scripture  
• Understands the Bible to be God's written Word  
• Demonstrates an ability to teach and lead using the Scriptures  
• Is able to respond to camper questions and issues with Scriptural truths  
• Is ministry focused – able to create and use “teachable” moments | • Conduct discussions and solo times based on Scripture  
• Answer questions and offer counsel in ways that are faithful to Scripture  
• Honor Jesus as Lord and Savior in all discussions  
• Is active in personal spiritual enrichment throughout the camp process |
| Disciple-making               | Commitment to contact | • Intentionally reaches out to the disconnected and disengaged  
• Intentionally forms communities of adoration and nurture based on Christ  
• Able to engage in Christ-centered disciple making (mentoring) relationships with all assigned campers  
• Listens effectively and discerns where campers are in their spiritual journey  
• Able to clearly articulate the Gospel and share personal testimony  
• Willing to pour life and energy into the campers | • Be a relational disciplemaker who, as a ‘friend to sinners’ reaches out actively to lead campers closer to Christ using **eternal CPR:**  
  **Cultivate** personal relationships with campers through shared activity  
  **Plant** into those relationships a discussion concerning the counselor’s personal faith story  
  **Reap** by connecting God’s story (the Gospel) directly to the story of the camper’s life  
• Identify and mentor potential camp counselors and staffers |
| Fellowship-building           | A biblical church image | • Ability to serve as a small group shepherd as confirmed through meaningful service within a local church  
• Demonstrated willingness to follow through with all pre-camp requirements in a timely and responsible manner  
• Sets a tone of cooperation with the camp vision and rules at all times in both supervised and non-supervised settings | • Create and sustain a bonded sense of community in the dorm for the duration of the camp  
• Contribute actively to a sense of community within the larger camp  
• Be fully responsive to and compliant with camp leadership, activity schedules and camp rules |

Standards of Excellence for Camp Counselors
Standards of Excellence for SEP Montana Camp Staff

Following are the standards used to select and evaluate *Generations* camp staff members (other than counselors).

<table>
<thead>
<tr>
<th>A Jesus follower known for being…</th>
<th>A team player who helps create a camp environment characterized by...</th>
<th>A committed worker who possesses the following attitudes, skills and related characteristics</th>
<th>A diligent servant who will be consistent and persistent in accomplishing the following tasks during camp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grace-based</td>
<td>An atmosphere of love</td>
<td>• Highly relational: accepting, approachable, humble and teachable</td>
<td>• Places people above programs—emphasizing the building of loving relationships at all levels</td>
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<tr>
<td></td>
<td></td>
<td>• Able to serve sacrificially in a spirit of love in a camp setting</td>
<td>• Takes appropriate actions and precautions to ensure safety of campers</td>
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<td></td>
<td></td>
<td>• Able to foster an atmosphere of grace among campers and staffers</td>
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<td>Christ-centered</td>
<td>The adoration of Christ</td>
<td>• Active worship participant</td>
<td>• Be present and worshipfully engaged in all worship events (including chapels)</td>
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<td></td>
<td></td>
<td>• A baptized and growing believer</td>
<td>• Contribute to whatever needs to be done at chapels so that they flow smoothly</td>
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<tr>
<td></td>
<td></td>
<td>• A life centered in Jesus in an age-appropriate way</td>
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<tr>
<td></td>
<td></td>
<td>• Able to foster an atmosphere of grace among campers and staffers</td>
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<tr>
<td>Spirit-formed</td>
<td>Prayerful dependence</td>
<td>• Devoted to personal prayer and able to lead others in prayer</td>
<td>• Participate actively in personal and group devotions</td>
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<td></td>
<td></td>
<td>• Demonstrates whole life stewardship in the non-camp year</td>
<td>• Practice personal spiritual disciplines during camp week</td>
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<td></td>
<td></td>
<td>• A self-starting ministry leader in home church</td>
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<td>• Participating in Camp doesn’t negatively affect employment, education, or family responsibilities</td>
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| **Word-directed** | Communication of the Word | • Understands Jesus to be the Living Word who is revealed in Scripture  
• Understands the Bible to be God’s written Word  
• Demonstrates familiarity with the Bible  
• Is ministry focused – able to create and use “teachable” moments—including simple and relevant object lessons in their activity that point to Christ  
• Is active in personal spiritual enrichment through the camp process  
• Is able to respond to camper questions and issues with Scriptural truths | • Bring personal Bible to all appropriate activities  
• Support counselor, solo time leaders and debrief leaders as requested  
• Demonstrate attentiveness in all worship gatherings (including chapels) and model use of chapel participants’ guide  
• Honor Jesus as Lord and Savior in all discussions |
| **Disciple-making** | Commitment to contact | • Intentionally reaches out to the disconnected and disengaged  
• Intentionally forms relationships with other staffers and campers rather than focusing only on personal friends  
• Able to clearly articulate the Gospel and share personal testimony | • Cultivate a sense of belonging for campers through activities that promote team building  
• Intentionally reach out to disconnected and disengaged campers and staffers to give them a sense of belonging  
• Mentor staff assistants to help train them for future staff positions |
| **Fellowship-building** | A biblical church image | • Supportive small group and large group participant in a local church  
• Demonstrated willingness to follow through with all pre-camp requirements in a timely and responsible manner  
• Sets a tone of cooperation with the camp vision and rules at all times in both supervised and non-supervised settings | • Contribute actively to a sense of community within the camp by creatively involving all campers in the assigned activity and in other camp interactions  
• Be fully responsive to and compliant with camp leadership, activity schedules and camp rules |

**Standards of Excellence for SEP Montana Camp Staff**
CAMP POLICIES

SEP MONTANA POLICIES

Adapted from the GCI Generations Ministry Manual

SEP MONTANA frequently necessitates sustained personal interactions involving both adults and young people. The SEP MONTANA goal and commitment is that these interactions be Christ-centered, grace-based and thus safe, loving and in every way appropriate and godly. However, where such interactions occur, there is the possibility of misunderstanding, conflict and even inappropriate behavior. It is essential, therefore, that SEP MONTANA leaders and workers at all levels be circumspect in these interactions and adhere closely to the following human resource policies.

1.1 Screening staff members

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

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

1.2 Administering medications

1.3 Parent Notification

SEP MONTANA will notify a camper’s parent/guardian in the following situations:

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

1.4 Prohibition of sexual harassment, sexual misconduct and improper discrimination

Special care must be taken so that SEP MONTANA participants or staff members are not subjected to sexual harassment, sexual misconduct and/or improper discrimination. These three forms of behavior will not be tolerated during any SEP MONTANA program or event (including travel to and from those programs or events when such travel is being supervised by an SEP MONTANA staff member). Moreover, these behaviors will not be tolerated between staff members, between staff members and participants, and between participants. This section defines these three types of prohibited behaviors and sets forth policies and procedures with regard to reporting and investigating such behaviors, and administering disciplinary action when warranted.

1.4.1 Sexual harassment

1.4.1.1 Definition

Sexual harassment can involve either a male or female harasser or either a male or female victim. Moreover, the harasser and victim may be of the same or of the opposite sex. In all such circumstances, the common denominator is that the harasser's conduct is not welcomed by the recipient (victim) and/or creates a hostile environment which third parties should not be expected to endure.
Whenever unwelcome, the following conduct potentially constitutes sexual harassment (the list is illustrative only and not exhaustive):

- Physical contact of an inappropriate type
- Sexual flirtation, touching, advances or propositions
- Demeaning, insulting, intimidating or sexually suggestive comments about an individual’s dress or body
- Demeaning, insulting, intimidating or sexually suggestive written, recorded, or electronically transmitted messages (including distribution of Internet pornography)

1.4.1.2 Reporting

It is the policy of SEP MONTANA ministry to inform participants that Church policy does not permit any form of sexual harassment, whether specifically listed above or not, and that participants should report any such behavior according to the procedures outlined here. Anyone who believes that they see or are a victim of sexual harassment should report it to the camp chaplain or to the camp director. If any staff member receives a report of sexual harassment from a participant, the staff member must report it to the camp chaplain or camp director. Do not under any circumstances tell friends, other staff members, campers, etc.

1.4.1.3 Investigating

All reports of alleged sexual harassment will be investigated promptly with impartiality and sensitivity, and with as much confidentiality as possible under the circumstances. The GCI prohibits any form of retaliation against a person who reports incidents of sexual harassment.

Immediately upon notification of any sexual harassment, the legal department is to be informed and consulted about how to proceed, including about the need, if any, to report the alleged conduct to authorities in accordance with applicable laws. In response to notification, the legal department will in most cases provide written instructions for conducting the investigation. In all such investigations, special care is to be taken to maintain as much confidentiality as possible; however, absolute confidentiality cannot be promised nor, as a practical matter, maintained in all cases due to the nature of the investigation process.

1.4.1.4 Disciplinary action

Any breaches to the policies noted in this section concerning sexual harassment are subject to appropriate disciplinary action as determined by appropriate officials of the GCI.

1.4.2 Sexual misconduct

1.4.2.1 Definition

Sexual misconduct as defined within the context of an SEP MONTANA event or program is any type of sexual contact (including, but not limited to, all illegal sexual conduct) between non-married individuals (whether staff members or participants). Examples of sexual contact include prolonged hugging and/or kissing (sometimes referred to as ‘petting’ or ‘necking’) and other forms of intimate sexual contact including oral sex and sexual intercourse of any type.

1.4.2.2 Reporting

If an individual believes that they are the victim of sexual misconduct or otherwise are witness to an apparent act of sexual misconduct, they should report the misbehavior to the camp chaplain, or if the program has no designated chaplain, to the camp director. If the individual experiencing or witnessing the prohibited behavior is not comfortable reporting to the chaplain or director, the individual may report to any program staff member who then has a duty to immediately report to the chaplain or director on behalf of that individual. Do not under any circumstances tell friends, other staff members, campers, etc.

1.4.2.3 Investigating

All reports of alleged sexual misconduct are to be investigated promptly with impartiality and as much confidentiality as possible under the circumstances. The GCI prohibits any form of retaliation against a person who reports sexual misconduct or otherwise provides information concerning alleged misconduct.
Immediately upon notification of any sexual misconduct, the legal department is to be informed and consulted about how to proceed, including about the need, if any, to report the alleged conduct to authorities in accordance with applicable laws. In response to notification, the legal department will in most cases provide written instructions for conducting the investigation. In all such investigations, special care is to be taken to maintain as much confidentiality as possible; however, absolute confidentiality cannot be promised nor, as a practical matter, maintained in all cases due to the nature of the investigation process.

### 1.4.2.4 Disciplinary action

Any breaches to the policies noted in this section concerning sexual misconduct are subject to appropriate disciplinary action as determined by appropriate officials of the GCI.

### 1.4.2.5 Avoiding sexual misconduct

So as to avoid sexual misconduct, the following rules are to be adhered to in all SEP MONTANA programs and events:

1. **Never alone.** A staff member (who is not the parent or legal guardian of the minor being supervised) is NEVER to be alone (out of public view) with a minor (a person under 18) participant or staff member in the program.

2. **Two adults.** To avoid the situation noted above, at least two adults are to be present when supervising one or more minors outside of public view.

3. **Exclude sexual offenders from participation.** All SEP MONTANA program and event leaders and staff serve at the sole discretion of the camp director, and may be transferred from one position to another, or removed from their position entirely at any time for any or no reason at all (i.e. there need be no wrongdoing on anyone’s part). In addition, it is GCI policy to specifically exclude from SEP MONTANA programs and events (in leadership, staff or participant roles) any person (of any age) who has:
   - Been convicted of the abuse of a minor (either physical or sexual abuse) or any other civil or criminal offense that would make the individual unsuitable to be in close proximity to minors
   - Admitted prior sexual abuse of a minor (whether prosecuted or not)
   - Received a diagnosis of pedophilia, exhibitionism or voyeurism as defined by the American Psychiatric Association (APA)

### 1.4.3 Improper discrimination

#### 1.4.3.1 Definition

Improper discrimination involves words or actions that create a negative, improperly discriminatory environment or effect for the direct recipient of the discrimination and/or that create a negative, improperly discriminatory environment for onlookers.

Examples of the words and actions that potentially constitute improper discrimination include (but are not limited to):

1. Racial or ethnic slurs
2. Inappropriate comments about people with a mental or physical disability
3. Offensive references to stereotypes

#### 1.4.3.2 Reporting

It is the policy of SEP MONTANA ministry to inform participants that Church policy does not permit any of the forbidden discriminatory behaviors listed above and that participants should report such behavior. Anyone who believes they see or are a victim of discrimination should report it to the camp director or another staff member. If any staff member receives a report of such harassment or discrimination from a participant, the staff member must report it to the camp director who will investigate the matter. Do not under any circumstances tell friends, other staff members, campers, etc.

#### 1.4.3.3 Investigating
All reports of alleged discrimination will be investigated promptly with impartiality and as much confidentiality as possible under the circumstances. The GCI prohibits any form of retaliation against a person who reports discrimination.

Immediately upon notification of any improper discrimination, the legal department is to be informed and consulted about how to proceed. Whether or not the circumstances indicate that further investigation is required, special care is to be taken to maintain as much confidentiality as possible; however, absolute confidentiality cannot be promised nor, as a practical matter, maintained in all cases due to the nature of the investigation process.

1.4.3.4 Disciplinary action

Any breaches to the policies noted in this section concerning discrimination are subject to appropriate disciplinary action as determined by appropriate officials of the GCI.

1.5 Reporting abuse of minors

Different states have different statutes concerning reporting of abuse and the legal department will advise the chaplain or director of required next steps. It is essential that all staff members be briefed concerning this policy.

1.5.1 What are child abuse and neglect?

Child abuse is the mistreatment of a child under the age of 18 by a parent, caretaker, someone living in their home or someone who works with or around children. The mistreatment must cause injury or must put the child at risk of physical injury. Child abuse can be physical (such as burns or broken bones), sexual (such as fondling or incest) or emotional.

Neglect happens when a parent or responsible caretaker fails to provide adequate supervision, food, clothing, shelter or other basics for a child. Review Symptoms of Abuse for additional information.

1.5.2 Mandated reporters

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

1.5.3 Reporting suspected abuse

Any report of alleged or observed abuse of a minor received by a staff member of an SEP MONTANA program or event is to be immediately reported to the camp chaplain, or in the absence of the chaplain, to the camp director. The chaplain or director will then consult with the legal department for further directions. Do not under any circumstances tell friends, other staff members, campers, etc.

1.6 Substance abuse

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

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

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

Any staff member or participant at an SEP MONTANA event failing to conform to these rules will be subject to disciplinary action at the sole discretion of the camp director.
SEP MONTANA reserves the right to conduct searches and inspections of staff members and participants on event premises, whether those premises are owned, leased and/or rented. Attendance at such an event, as either a staff member or participant, constitutes consent to such searches and inspections, forgoing any expectations of privacy to the contrary.

1.7 Camper Discipline Policy

For the time we have campers at SEP MONTANA, we are “en loco parentis”, meaning “in place of the parents.” We are responsible to discipline campers as their parents should. However, discipline should be viewed as an act of “discipling” our campers.

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

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

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

<table>
<thead>
<tr>
<th>Who</th>
<th>Discuss with</th>
<th>If necessary, discuss with</th>
</tr>
</thead>
<tbody>
<tr>
<td>Counselor</td>
<td>Counselor Team Leader</td>
<td>Camp Director</td>
</tr>
<tr>
<td>Activity Leader</td>
<td>Camp Director</td>
<td>Camp Director</td>
</tr>
<tr>
<td>All other staff</td>
<td>Department Leader, Chaplain</td>
<td>Camp Director</td>
</tr>
</tbody>
</table>

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

1.7.1 Discipline Guidelines

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

<table>
<thead>
<tr>
<th>What to avoid</th>
<th>What to do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarcasm</td>
<td>Consider feelings of camper</td>
</tr>
<tr>
<td>Loss of temper</td>
<td>Cool down, analyze each situation</td>
</tr>
</tbody>
</table>
Humiliating a camper  Show confidence in the camper’s ability to make necessary changes
Public reprimands  Always reprimand in private
Threats and bluffs  Outline specific consequences of future violations, and follow-through
Showing favoritism  Give every camper fair treatment
Delay tactics  Give prompt attention to violations
Inconsistent enforcement  Treat all campers evenly when dealing with violations of rules

1.8 Health of staff members

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

1.9 Insurance

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

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

1.10 Staff training

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

1.11 Baptism policy

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

1. All those to be baptized at the event are to receive adequate pre-baptism counseling.
   - The counselor will, as a minimum, present the meaning and purpose of baptism (entrance into Christ and into his body, the church), and will ascertain if those seeking baptism have turned meaningfully to Christ in repentance and faith, trusting in him as Savior and committing their life to him as Lord.
   - This counseling is to include a clear presentation of the gospel including explaining that salvation is a gift of God’s grace that is received through faith in Christ, not on the basis of personal merit (works) of any kind.
   - The counseling is also to include a discussion concerning the importance of active participation in a local church, including the appropriateness and advantages of waiting to be baptized in the presence of that church. If the candidate is not already connected to a local church, they should be counseled concerning this issue and assisted to get connected when they return home.

2. If a minor (a person under age 18) is to be baptized at the event, the following procedure is to be followed in all cases:
• Obtain pre-approval for the baptism from the candidate’s parent or legal guardian. This pre-approval may be obtained verbally or in writing (including email). The person receiving a verbal approval must make a written summary of the conversation noting the date, time, names of the parties to the conversation, and content of the conversation. This summary is to be kept on file with other camp records.

• If the baptism candidate is under age 12, at least one parent or legal guardian MUST be present at the baptism ceremony whether or not the parent would give permission for the baptism in their absence. This requirement is to help avoid accusations of undue influence in the life of a pre-adolescent child.

3. In the case of all candidates (of any age), the chaplain is to contact the candidate’s pastor (or other local church staff member) to discuss the following issues:

• The appropriateness of the baptism. Individuals are not to be baptized at the event if their pastor (or other church staff member) feels it would not be appropriate.

• Participation by the pastor or staff member in the baptism at the event (they should be made to feel welcome to attend and participate).

• The content of the pre-baptism counseling and a recommendation that this counseling continue back home in order to take the newly baptized person through a membership class, basic discipleship training, etc. The reason for this is to help facilitate the transition of the newly baptized person into fuller participation in the local church where they will attend.

• Suggest that there be an appropriate celebration in the home congregation of the person baptized following the event. The purpose of this celebration is to publicly announce/celebrate the baptism and to encourage acceptance of the newly baptized person into full membership within the local church. Such celebrations could include presenting the person before the congregation, a time of prayer for that person, a recounting by that person of their faith journey, etc.

4. A certificate of baptism is to be given by the chaplain to all those who are baptized at the event.
1.12 Visitor policy

Though visitors and guests benefit from visiting SEP MONTANA events, they can distract both staff and participants. It is therefore the policy at SEP MONTANA events to limit guests. All guests must register upon arrival and staff members are to limit contact with guests to times when the staff member is not on active duty. Generally, it is expected that visitors and guests will not stay overnight. Exceptions must be cleared beforehand with the camp director.

1.13 Private vehicle use policy

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

1. All drivers and their private motor vehicles (passenger cars, vans, motorcycles, pick up trucks, motor homes or any other licensed vehicle) used to transport staff and/or campers to and/or from SEP MONTANA, and that will be on the campsite for any portion of the session, must be registered at the camp office upon arrival.

2. No camper (non-staff participant) may keep a personal vehicle on the campsite for personal use during the camp session. A camper arriving in his or her own vehicle must register the vehicle, turn in his or her car keys to the camp office during check in, and the vehicle must be parked in the designated parking area for the duration of camp. Keys will be kept until sign out and final departure.

3. No camper (non-staff participant) may leave the campsite in a private vehicle except as authorized by the camp director or his agents, and only for authorized, scheduled camp activities. Campers may not take personal trips off camp.

4. All vehicles, drivers and passengers leaving the SEP MONTANA campsite (for official camp business or personal business) must sign out at the camp office and sign back in upon return.

5. Personal/private vehicles may not be used to get around the campsite during the camp session. Camp personnel and vehicles authorized to do official SEP MONTANA business are exempt from this restriction.

6. All drivers must obey posted speed limits and “no parking” signs.

7. All personal vehicles used for official camp business must leave proof of insurance and valid vehicle registration with the camp office.

8. All drivers conducting official camp business requiring the use of a motor vehicle must leave proof of a valid driver’s license at the camp office. A list of approved drivers will be posted in the main office.

9. SEP Montana, the Camp Director or other agents of SEP MONTANA will not be held liable for any vehicle damages, wear and tear or maintenance costs resulting from personal use of a vehicle, on the way to, during, or on the way home from SEP MONTANA. Anyone using his or her own vehicle in service to SEP MONTANA does so on a strictly voluntary basis and agrees that any damages resulting from motor vehicle accidents, normal wear and tear or misuse of the vehicle will be the responsibility of the insured owner. No private owner of a motor vehicle will be required to use his or her vehicle for SEP MONTANA business.
HELPFUL HINTS

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

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

Love Them ‘Til They Ask Why
Kids want to know they are loved. It is our responsibility to set this tone by building a “Wave of Love.” When they feel wanted and special, they are more willing to listen to our message. Remember that kids are people, not projects!

“Show” Them a Sermon
Kids respond to what you DO as much or more than to what you SAY. Your example has a big impact on how kids behave. Be the Jesus representative in their lives!

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

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

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

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

It’s Not About Us
God does the work. God may be asking us to prepare the soil, but not to water or weed it. Don’t be discouraged if a youth does not “ripen” in one week. Know that God has them on a journey and someone else may be there to take in the harvest.
**SYMPTOMS OF ABUSE**

*Taken from For Their Sake by Becca Cowan Johnson.  
*Remember that one symptom does not indicate a serious issue.  There must be a trend.

**Indicators of Sexual Abuse**

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

**Indicators of Physical Abuse**

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

**Indicators of Emotional Abuse**

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

**Indicators of Neglect**

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