

IRONWOOD OPERATIONS MANUAL

Whatywhat (Philosophy).....	5
Administrative	35
Finances.....	63
Government.....	77
Homestead	101
Hospitality	131
ICA	145
ISI	147
Ministry Crew	155
Record Retention.....	157
Staff	177
Stores	199

OPERATIONAL PRINCIPLES (from *Resident Staff Manual*)

1. Because we are a ministry that ultimately serves a constituency of One as we serve our many campers, we respectfully request all churches or organizations using the facility and ministry exclusively and providing their own speakers to sign the Position Statement found in the *Resident Staff Manual*.
2. In areas where there may be conflicts regarding religious liberty, we must follow all government laws until we are asked clearly to violate the principles of the Word of God, remembering that the US Constitution protects our liberties, but the Bible is our final authority in all matters of faith and practice.
3. We are responsible for a wise and frugal stewardship of what God puts in our care to use in our service for Him.
 - a. We should never spend more than necessary, while making sure the quality is adequate.
 - b. Investments should never be made from the motivation of replacing the Lord's provision for us, but only from the desire to use wisely what God has given us. Financial independence from God can very easily lead to independence of action also. Hard times can be good times if God is using them to keep us close to Him and increasing our faith and trust in Him.
 - c. Wise stewardship also includes care for our staff physically, mentally, and spiritually, always challenging them and giving them opportunity to grow professionally and spiritually.
 - d. Every officer and staff member must be held accountable for his area of responsibility.
 - e. We must take care of what we have before we get more. God is glorified through a good maintenance program. This principle continues to grow in importance as our ministry and facility ages.
4. Growth is important within the following context.

- a. Be content in God's will with what He has provided so far.
 - b. Grow slowly, being careful not to outgrow our fundamental constituency.
 - c. Stress quality over quantity. Do not go beyond the point in size that a camp loses its camp flavor and effectiveness. Do not grow beyond our ability to manage and control all facets of the ministry in order to keep it right.
 - d. Be consistent with our vision, purposes, doctrines, code of conduct, philosophy, and principles.
 - e. Give precedence to spiritual growth and spiritual values over the physical.
 - f. Keep working to improve not only quality, but also quantity wherever consistent with the above.
 - g. We are a camp that specializes in small-group service.
5. This Christian ministry would be absolutely impossible to operate without a staff that is in full agreement with our doctrines, code of conduct, policies, and philosophy. This agreement must be not only in word or deed, but also in spirit. Therefore, our goal is to search out and recruit only those people for our staff who
- a. are born-again Christians;
 - b. are fully dedicated to the Lord Jesus Christ;
 - c. are absolutely sure God has called them not only into full-time Christian work, but also to full-time Christian work at Ironwood;
 - d. are growing in their spiritual life, being a good example while serving Christ and others;
 - e. are loyal to the Lord, the ministry, and each other, in love preferring one another, letting nothing be done through strife, and being a friend in deed to each other, causing no divisions or splits through griping, complaining, gossiping, or comparing;
 - f. are able by conviction and willing in spirit to sign our doctrinal statement and general code of conduct each year.
6. Ironwood priorities:
- a. People first; property second.
 - b. People, tools, job.
 - c. Philosophy, staff, program, facility.
 - d. Staff—then campers.
7. Camp is FUN and YOU is in the middle—Campers having fun at camp is critical. We must not think about how much easier it would be to maintain the facility or how hard it is to work around them as they have a good time. Campers are not the enemy.
8. Ironwood service—leadership through serving others.
- a. A desire to serve in any way.
 - b. Service is a privilege.
 - c. More for them than they thought.
9. Finish right!
10. Balance of prioritized flexibility . . . efficient quality.

11. First impression is a lasting impression.
12. A can-do attitude.
13. Never stop teaching. Never stop learning. The project is the curriculum.
14. No murmuring and disputing plus holding forth the Word of truth means that our life will not be in vain.

$$\textcircled{\text{MD}} + \text{H} \neq 0$$

15. We labor

- a. with God (*1 Corinthians 3:7–9*);
- b. different in job; equal in part or reward (*1 Samuel 30:24*);
- c. without expecting a return (*2 Corinthians 12:15*);
- d. decently and in order (*1 Corinthians 14:40*);
- e. as stewards (*1 Corinthians 4:2*).

16. Core Values

- a. The Bible is the foundation for all that we do, and we must put it into practice by trusting God.
- b. We must endeavor to keep focused on spiritual and eternal values. We do this by remembering Whom we serve and why.
- c. We must help build one another. We must help each other grow in teamwork, abilities, and relationship skills.
- d. Loving people is best evidenced through remembering that “service is our privilege” and then practicing it.
- e. We must communicate a true desire to serve others first.
- f. We must use what God has given us today, with a pioneer spirit if necessary, while pressing toward an ever improving excellence in all that we do.
- g. We must use the unique aspects of the situation in which God has placed us to the fullest extent. This includes viewing our location, our staff team, and our constituency as gifts from God.
- h. Our ministry team extends well beyond our location; therefore, we must establish and maintain a resource network.
- i. Our aim is to eliminate distractions, all those things that distract our guests from really hearing the Word of God.
- j. We must never quit; there is no substitute for sticking to it.

17. A ministry must either move forward, or it will move backward. There is no such thing as a status quo.

- a. Progress can be made in other areas than just through facility advancement.
- b. We can work to improve our abilities, our program, our operations, or our service.
- c. Growth is sometimes defined as growth in numbers or in facility, but we have found that growth can come in any one or all of the following five areas independently of growth in property.
 - 1) Program growth—doing what we do with the unique aspects of camp in an ever improving way.
 - 2) People growth—increases in the spiritual dynamic as well as in skills, abilities, knowledge, relation-

ships, management, and responsibility levels.

- 3) Policy and procedures—need to be constantly adjusted or added to.
- 4) Process growth—doing what we do better and better. Sequencing, communication, serving others, and stewardship areas are constantly being improved.
- 5) Property growth—this may be the easiest area in which to grow, but we believe it is an area God may withhold until the other areas are growing or until property growth can in some way effect growth in people.

18. Have faith to act. Always look for a spiritual solution to a physical problem. If you don't have enough faith, act like you do and act. The essence of faith is acting upon what the Bible says.
19. Camp is core. All the ministries of Ironwood must either come out of our camps, point back to them, serve them, or in some way aid them in the accomplishment of the mission and purpose of Ironwood.
20. Success is defined spiritually as follows:

Service is our privilege

Trusting the Lord

Eternal value system

Work hard—FCE—*Endeavors*

All to the glory of God

Remember where it all came from

Doctrinally fundamental

Serving the local church

Homes are strengthened

Individuals make decisions

Purpose accomplished

21. Eliminate distractions.

Operations Team Distractions

- | | |
|-------------------|------------------|
| a. No Answers | f. Housing |
| b. No Flexibility | g. Dirty |
| c. Unsafe | h. Hot/Cold |
| d. Electricity | i. Horrible Food |
| e. Water | j. Noise/Quiet |

Program Team Distractions

- | | |
|--------------------|------------------------|
| a. No Love | f. No Preparation |
| b. Inconsistency | g. Staff-centered |
| c. Unknown Purpose | h. World Influence |
| d. Unknown Needs | i. Unmanaged Risk |
| e. Communication | j. Never Go Individual |

WHATYWHAT

WHAT (PAST), WHY, WHAT (FUTURE) PHILOSOPHY

INTRODUCTION By Walt Brock, October 2006

The bottom-line purpose of Whatywhat is the maintenance and preservation of the philosophy of the whole Ironwood ministry.

1. **WHAT** have we done at the beginning or in the past concerning this area?
2. **WHY** did we do it that way? Was there a reason? What was the foundation or thinking behind that way?
3. **WHAT** are the underlying philosophies or principles concerning this area that we never want to lose no matter what changes or pressures may come? What must we maintain as a God-given philosophical foundation?

Over the last several years I have delegated more and more of the day-to-day operation of Ironwood to various members of our team. In that course of time I have seen a number of changes take place, and I cannot tell you how hard it has been for me to not step in and say, “Stop the changes; this is how it must be done!” But, to do so would be disastrous for the long-term wellbeing of our ministry. I believe with all my heart that the strength of our ministry lies in many people being able to make real decisions within their area of responsibility. Delegation of responsibility without authority to fulfill that responsibility breeds timidity and sluggishness in decision making. In the long run it is better for a poor decision to be made than for no decision to be made, for at least one can learn from the mistakes of a poor decision. Delegation of authority without responsibility, and thus no accountability for that responsibility, breeds arrogance and leads to selfish leadership, not servant leadership.

So, for me it has been and continues to be an exercise in authoritative restraint. At the same time, I have come to the conclusion that I also have a responsibility for which I am accountable, both to our Board of Directors and to our Lord Who has called us to this ministry and in Whose will we serve. I am confident that the philosophy of ministry we have developed here over the years is a God-given philosophy for this time, this culture, this generation, and the accomplishment of His cause.

Aside from the institution of government, the institutions of the individual, the family, and the church are the only institutions God has established that will exist throughout this entire dispensation. So camps have come, and someday they may go, but while they exist in His will they must be run in His way. Just as God calls different individuals into His service and leads them in numerous ways to a wide variety of ministries, I believe He leads the organizations He has established to minister and perform their duties in a wide variety of ways. Therefore, while what we do here at Ironwood may be similar to what other camps may be doing, no camp is exactly alike. Thus, it is imperative that we perform the ministry we are called to in the manner that God has called us to do it.

I said all of that to say this: I believe that the philosophy of ministry that God has led us to over the years is exactly that—God-given. Based on that belief, I find it my duty to be the maintenance man of that philosophy, but to maintain it in such a way that every member of the team shares that responsibility. This is not a blind loyalty to the old way of doing things, but it is a loyalty to a God-given, scripturally consistent, philosophy of ministry that has found practical expression in the way we do things. Keeping this in mind, we must be ready to allow studied change to occur, as long as it is not a change in the philosophy. If we subscribe to that verity and we must, we may become reluctant to make any changes, even when they are imperative for the accomplishment of our purpose. That reluctance may come from an incomplete understanding of the philosophy, for when we are unsure of the philosophy we are reluctant to change procedure for fear of tampering with the philosophy.

In ministries such as ours, the real problem comes when a founder of a ministry retires, suddenly leaves a ministry, or is forced to leave because he refuses to delegate any responsibility and the whole ministry is put at risk. The founder knows the philosophy intuitively, but has not adequately passed that information onto the team, either because he is not articulate, too controlling, or oblivious to the need until it is too late. This is why some institutions make such drastic shifts in their ministries soon after the founder’s influence is no longer evident. Such a ministry was poorly prepared for the inevitable succession of leadership to occur. Now, relax, I’m not planning on going

anywhere for the rest of my life, but the more staff we have who are confident in the philosophy God has lead us to, the more responsive we can be to changing situations without tampering with our foundational philosophy and principles of ministry.

Therefore, I am going to write a series of essays which will at first go only to directors and council members. When they come to you, I would like you to read them and respond to them with questions, insights, and any variety of practical ideas to improve the essay's ability to communicate our philosophy to our team. Eventually the essays will be compiled into a collection outlining the philosophical basis of our ministry for all of our team to read and use. The collection may one day be shared with others, but that is not its purpose. The essays are, first of all, internal memos to aid our ministry team in developing leadership and sharing responsibility through delegation with authority.

Some of the essays may be in areas you have little to do with and thus you will not have much to respond to beyond questions for clarification, but other essays will be concerning areas you have a vital interest in, and thus you will have lots of questions. That's all right; that's what we want. When I announce a future essay subject, I would like for you to send me copies of anything already written on that subject. Then I can incorporate what we already have into my first effort.

In the first Whatywhat Essay I will address the role of horses and horsemanship camps at Ironwood; Beyond that I have not established an order, but my list of subjects includes good grub, family-style meals, registration, in-house-ism, use of technology, skit nights, daily camp scheduling, place of preaching, speaker selection, staff support through DMG, stewardship, capital expenditures, borrowing to build, general stores, why have ICA, use of volunteers, western adventure, tri-tip barbeque, promotional materials and methods, the why's and wherefore's of our board of directors, and the list will go on. So, if you have any areas you have been wondering about, please send your suggestions, and if any items need to be covered sooner rather than later, please indicate that as well.

My plan is to write an essay and send it to all directors and council members. I will then wait for one month for questions or comments. Please make your comments by hitting the reply button. I will place all replies into a folder for one month and then use them to write a final rough draft which will come back to you again. At that time you may begin using the material to aid you in making decisions in line with the philosophy it communicates.

I hope these essays will be a help to you; I know they will be a help to me. A number of years ago I was reading Alex Guinness's book, *Dining with the Devil*, which is basically a new-evangelical critiquing the church growth movement. For the most part he did a good job—very deep, but yet practical. In one chapter's theme related to making changes in long-standing church traditions, he gave a principle for changing tradition that I have never forgotten. Paraphrasing his words, he said that one should never say, "I don't know why we are doing this 'traditional action' this way, so let's change it." Instead we should do our homework so that we can say, "I now understand fully why they (the respected leaders of the past) decided to do it that way; therefore, we either should or should not change it." If after understanding why, we discern that the reasons of yesterday no longer apply, or that the underlying philosophy can be better achieved by a change in method today, we should change that traditional way. On the other hand, if after understanding why, we discern those reasons still apply, then we have found out why we should not change that traditional way. I will have more peace in my soul if when I see changes happening at camp, I know that you know the philosophy behind the "old way." Also, please feel free to come to me if you want to verbally discuss Ironwood philosophy; this is my bailiwick.

One last housekeeping matter: you may have noticed the line at the top of this memo that says, "Area of Use: Internal Only." For the time being the material in these memos needs to be kept internal. To properly give you an understanding of why we did things a certain way in the past, I will use the names of current and past staff. At some point in the future we will change the names to non-specific terms such as "a former staff member said." When we have done that, we will change the designation at the top to read "Area of Use: External Permitted." At that point feel free to share this philosophy essay with others if the need arises.

THE BRAND OF IRONWOOD By Sam Brock

Branding is a vital area in our ministry now because of the many things that we do. As the ministry grows in complexity, I want to make sure we do not send out mixed signals as to our quality, goals, and perceptions.

1. Major point of difference—our people

2. Strengths

a. Comparative advantages

- 1) Desert environment
- 2) Teaching staff
- 3) Spoke Ministries
 - a) Stores—refreshment, resources, remember
 - b) ICA—part-time moms, quality of life
 - c) ISI—training and discipleship tools, equipment
 - d) IIM—willing learner, year around staff, energy and enthusiasm
 - e) MB—ministry minded maturity, implementing philosophy, good questions
- 4) High staff to camper day ratio (1:700)

b. Competitive advantages

- 1) Missionary status of staff
- 2) Longevity of our staff
- 3) Endowment
- 4) Unique games and activities
- 5) In house experts and equipment
- 6) Resource network of help
- 7) Western motif

3. Unique benefits

- a. Full-service Ministry
- b. Distractions eliminated
- c. A chance to consider your life
- d. Bathroom in every cabin
- e. Individual cabins (cottages)

4. Statements

- a. Mission—Ironwood is a home missions ministry using the unique aspects of the camping ministry to reach young people for the Lord Jesus Christ, strengthen families, and serve local churches. It is a place of decision in the areas of salvation, full surrender, and consistent Christian walk.
- b. Capsule—Western Adventure in Christian Camping
- c. Theme
 - 1) To God be the glory

- 2) Vintage western
- 3) Shepherd's staff
- 4) Constant innovation

5. Personality/Tone

- a. Casual—not sloppy or disorganized, but a comfortable, we-are-friends kind of way.
- b. Straightforward with compassion—get to the bottom line as quickly as possible and then explain in a caring manner how you got there. Don't beat around the bush with hard answers. Care for campers and tell them so.
- c. Vintage west
- d. Genuine—no hidden agendas, honest, real
- e. The flavor of being an assistant—our questions, policies, conversation should make the person feel like we are his/her executive assistant.
- f. Listening—campers have great ideas, they see things from a different perspective. We need their input and we have to stop talking in order to listen.

6. Visuals

- a. Primary Logos
 - 1) Ironwood tree
 - 2) Broken I brand
- b. Ministry Verses
 - 1) Psalm 51:17
 - 2) Romans 4:20–21
 - 3) 1 Corinthians 10:31
- c. Color palette
 - 1) Dark Tan: D0BFA8, 208/191/168
 - 2) Light Tan: E4D8BE, 228/216/190
 - 3) Brown: 2F1A00, 47/26/0
 - 4) Burgundy: 660000, 102/0/0
 - 5) Green: 003300, 0/51/0
- d. Secondary logos

7. Key touch points examples

- a. More for them than they thought
- b. Simple pricing—all-in-one package
- c. Make camp better

8. Copy platform
 - a. Identify different ones
 - b. Language style and tone
 - 1) *The Chicago Manual of Style, 15th Edition* and the *American Heritage Dictionary* are our style guidelines.
 - 2) Tone will vary based on publication and desired look and feel.
 - 3) Communication should emphasize the value of camp by sharing the many temporal and eternal benefits while not hiding the cost.
 - c. Graphic standards—the font *EgyptienneTBolCon* will be used for the Ironwood logo but for no other uses (we have five licenses for Promotions team use).

CAMP PREACHER By Walt Brock, October 2007

From the Ironwood experience, a great camp preacher will do the following.

1. He understands the urgency and importance of the occasion.
 - a. This may be this child's last chance.
 - b. All we've done at Ironwood since we started is today focused in on the preaching at our evening roundup. We have worked hard to get ready for this event. Parents have sacrificed to send their children and teens. Churches are praying the message might be the one that penetrates the consciousness of that child/teen and the Holy Spirit can use it to draw him in. We need a preacher who will be spiritually ready for each message.
 - c. Eternal consequences vs. temporal consequences—preaches for eternity.
2. He doesn't just love to preach . . . he loves people.
 - a. Teens can discern his true compassion.
 - b. Hypocrisy and phony "care" is easy for today's crowd to spot.
 - c. Evidences an others-first attitude in his all-day ministry with campers.
3. He develops messages for this particular camp crowd. They are not just canned messages he brought along. Sometimes evangelists have difficulty with this one, so they must be absolutely convinced that this is God's message for this day and for this group of people through
 - a. Prayer ahead of time
 - b. Illustrations that relate to age, group and situation
 - c. Topics that are appropriate to age, group and situation
 - d. No hobbyhorse preaching or single issue messages (Remember that we have kids here from over 100 churches throughout the summer.)
 - e. A realization that this is a whole week of work and has a plan
4. Able to gain and keep the crowd's attention and control the crowd by himself, but personable enough to be considered friendly by the kids. Able to counsel one-on-one and willing to do so.
 - a. Friendly

- b. Makes effort to learn names
- c. Involved in the camp program
 - 1) Watches events
 - 2) Participates in some activities (his choice)
 - 3) Asks and answers campers' questions
 - 4) Mixes at meal times and free time
 - 5) Willing to spend time with and around the kids.
- 5. His messages have solid biblical content. (Keeping in mind Dr. Bob Jones' saying, "Truth's most becoming garb is simplicity.")
 - a. Not too complex, vocabulary on the level of the age group
 - b. Clear, concise messages
 - c. Engages listeners' minds, prompting continued thought and discussion
 - d. Doctrinally correct
 - 1) Shows a knowledge of God
 - 2) Understands salvation and uses biblical terminology
 - 3) Understands dedication and full-surrender
 - 4) Realizes yieldedness to God comes before specific decision issues
 - 5) Does not resort to stretching the Scripture to make a point
 - 6) Builds messages with one main point—doesn't ramble around; gets to it, proves it, ends it
 - 7) Bible-based, not illustration or story-based
- 6. He will call for the basic decisions (e.g., salvation, assurance to salvation, full surrender, consistent Christian walk) to be made during the invitation time.
 - a. Is optimistic.
 - b. Doesn't drag it out.
 - c. Clear vs. confusing
 - d. Concise vs. shotgun approach
 - e. Always gives at least one full-time service invitation during the week.
- 7. He will use the whole week, building as he goes (line upon line; precept upon precept).
- 8. He has learned that there is no new thing in preaching. It is simply repeating what God has already said.

1 Corinthians 3:7, 9 So then neither is he that planteth any thing, neither he that watereth; but God that giveth the increase. For we are labourers together with God.

1 Corinthians 1:18, 31 For the preaching of the cross is to them that perish foolishness; but unto us which are saved it is the power of God. That, according as it is written, He that glorieth, let him glory in the Lord.

CHILDREN OF STAFF By Walt Brock, October 2006

Ironwood has always been, and will continue to be, a place where families can minister as home missionaries and still fulfill their responsibilities at home and at church. In the 1970's, our children (regardless of their age) went to work with us or staff took turns in babysitting them. They were washing dishes in the dish room when they had to stand on milk crates to reach into the sink (those were pre-dishwasher days)! Thank goodness those days are past. What we did as "pioneers" should not be the standard for today's families; however, what we learned has been the basis for many of the family-friendly benefits available to staff families today.

1. What We Learned
 - a. We learned how important it was to have confidence in the welfare of our young children; thus, we established the Pygmy Post.
 - b. We learned how important a good education and school environment that did not undermine our beliefs was; thus, we started ICA in 1980.
 - c. We learned the value of children learning to work and to work for someone else; thus, we give those opportunities through Character Training (CT).
 - d. We learned the value of our children being willing to work for the Lord through ministry without pay.
 - e. We learned the importance of creative activity in the summer without them becoming "camp tramps" and a distraction; thus, we have Camp Coyote.
 - f. We learned the importance of time, both quality and quantity, with our kids; thus, we instituted the break system to compensate for parents time away and allow more family time.
 - g. We learned how disconnected a wife and mother can become by never being part of the ministry; thus, we have a way for mothers to participate if it is their family's wish.
2. Complex Challenges—raising children here is not a simple matter, and each family should be on guard against
 - a. judging other staff who raise their kids differently than you do;
 - b. failing to deal with comparisons your children make with staff children or other children (beware the martyr complex);
 - c. discussing within the hearing of your kids negative attitudes and issues regarding other staff;
 - d. allowing your children to talk about other children or even staff (e.g., IIM) with anger, pride, or bitterness;
 - e. failing to establish a "family identity" (without pride) in who you are and what you do. Have a good "family esteem";
 - f. being overly defensive and protective of your children by
 - 1) never checking on their stories;
 - 2) never allowing them to be stretched with the risk of failure;
 - 3) inserting yourself between them and their authorities, even if the authority may be a little hard on them.
 - g. parenting for your reputation's sake rather than for the love of your children;
 - h. having expectations of the ministry to do what God promises to take care of;
 - i. having expectations of the ministry to do what you as parents should do;
 - j. failing to talk out issues, questions, problems, dilemmas concerning your children with those who can be of help;

- k. failing to exemplify and teach your children a thankful spirit.

CODE OF CONDUCT EXPLANATIONS

1. Tares and wheat separated by God, not by servants.
2. Individual soul liberty means there needs to be some individual decision-making responsibility.
3. Room for growth on our staff—not perfect upon arrival (e.g., Paul working with his network of helpers).
4. Remember where must start (Operating Policy #5 in RSM).
 - a. Born-again Christian
 - b. Fully dedicated to the Lord
 - c. Confident of God’s call to full-time ministry at Ironwood
 - d. Growing in their Christian walk and spiritual life—a good example to others while they serve the Lord here at Ironwood
 - e. Loving loyalty to the Lord and Word of God, their family, other team members, and the ministry of Ironwood
 - f. Able by conviction and willing in spirit to yearly sign the doctrinal statement and code of conduct
5. We should not endeavor to make the code of conduct a counseling tool.
6. *Ecclesiastes 10:1* *Dead flies cause the ointment of the apothecary to send forth a stinking savor: so doth a little folly him that is in reputation for wisdom and honor.*
7. We need to be doers of Word (*James 1:22–25*).
8. Jesus was wrongly judged upon occasion (e.g., eating and fellowshiping with publicans and sinners, eating with unwashed hands, failure to pay taxes—established he didn’t owe, but to avoid offense).
9. The Body is one, yet different (*Ephesians 4:1–6*).
10. Mature resident staff not controlled by immature IIM or SS—the standards of a Christian school often times dominating the preaching and standards of the church of which they are only a part of. Is that right?
11. *Ephesians 4:2*
 - a. Lowliness—my issue below his issue?
 - b. Meekness—willing to be governed
 - c. Long-suffering
 - d. Forbearing one another

FINANCIAL CHALLENGES By Walt Brock, July 2006

The following are some of my thoughts and past ways of dealing with financial challenges that will inevitably come to any ministry. Any imperatives in them relate to their value and importance to me, not their command to another. Some must be dealt with today on the basis of principle because the situation has changed from the way it was in pre-budget days.

1. Always control summer staff numbers. There will always be pressure for more—both because we get more

work done and we have more ministry with summer staff. If we are not careful, they will eat up summer surpluses we are counting on for late fall and winter. Increased summer staff will also increase summer staff scholarship amounts that must be guaranteed by general fund money for any un-donated amounts.

2. More camper days are always the positive way out of financial problems with operating funds. The five “R”s of promotion are relationships, reminders, reasons, results, and return.
3. Cutting budgets and anticipated spending will sometimes be necessary, but it is the negative way out of a budget crunch and should be used carefully. Were not the numbers you started with realistic for the intended need? (*See Priority of Payments, page 17 in Ironwood Budget Notes booklet.*)
4. Remember the Golden Rule—“He who has the gold rules!” Look at every challenge to this rule closely and always have a way to overrule department decisions, if necessary. Institute a way to have them come to you for more decisions during times when MIM hits a certain low point.
5. The last several years we have been budgeting for growth, using excess (MIM) to stoke the fires of growth. Maybe it’s time to budget for maintenance for awhile, using excess to help us through lean times, maintaining what we have, using MIM for operating, maintenance, and reserve accumulation only. This takes discipline, but it would do us good to save at least one month’s operating expense as a buffer zone before we proceed with growth budgeting.
6. Establish a plan for general fund reserves. I used to save all early paid-in-full amounts for summer camp as long as I could. This largely got replaced with our annual budget plan, but it was the way we planned for
 - a. Paying summer bills (food and electric accounts)
 - b. Getting us through the winter
 - c. Saying yes to special needs
 - d. Balancing general fund at year-end closeout
 - e. Guaranteeing summer staff scholarships—although seldom, if ever, needed
7. Develop a cash flow budget to see what was necessary in terms of more camper fees, cutbacks, and/or resistance to additional spending requests.
8. Keep doing what we are supposed to be doing.
 - a. Don’t hurt ministry/staff with foolish cutbacks.
 - b. Use lean times to improve the process.
 - c. If the budget was a good one, change only what makes sense now.
 - d. God is in control and often just wants us to
 - 1) rely on Him and not ourselves (prayer is asking and receiving);
 - 2) be content with what we have (occasionally He must test this in us);
 - 3) get our attention for the purpose of change;
 - 4) rely on His timing (maybe He knows we really shouldn’t grow much without new support facilities that He has already provided for in place and functional).
 - e. Be careful of falling into the habit of presumption which the Scripture calls a sin. We too easily presume good health, full camps, decisions, growth, safety, provision of daily bread, spiritual growth, understanding, and wisdom. All of these areas must be prayed over and not taken for granted lest we become complacent and presume upon God’s grace and mercy instead of relying upon them through faith.

9. Reinvigorate skunkworks projects in order to continue to project an image of growth and creative improvement.
10. Understand the signs of the times and raise prices in a wise way. The people we serve have voted to pay for our service through camper fees.

FIVE THINGS By Walt Brock, July 2007

IF I COULD ONLY SAY FIVE THINGS ABOUT IRONWOOD . . .

1. Campers coming as our guests and the families and churches we serve are all extremely important to us, yet our primary constituent is the Lord Jesus Christ. Our goal is to honor and glorify Him as we preach the Gospel and as we accomplish the purpose He has called us to.

2 Corinthians 4:5–7 For we preach not ourselves, but Christ Jesus the Lord; and ourselves your servants for Jesus' sake...that the excellency of the power may be of God, and not of us.

2. The facility at Ironwood is comfortable and conducive to our purpose, yet all the while pointing to our God, the Creator of all, and testifying of the Gospel and His wonder working power.

Ecclesiastes 12:1 Remember now thy Creator in the days of thy youth, while the evil days come not, nor the years draw nigh.

3. The Ironwood program and activities are managed for safety and are appropriate for the age of the campers, yet they are creatively unique and filled with fun, adventure, new experiences, and opportunities of skills development, all building the memories of a lifetime.

1 Corinthians 13:11 When I was a child, I spake as a child, I understood as a child, I thought as a child: but when I became a man, I put away childish things.

2 Timothy 3:15 And that from a child thou hast known the holy Scriptures, which are able to make thee wise unto salvation through faith which is in Christ Jesus.

4. Our staff and leadership team are dedicated to the Lord and are what makes Ironwood un-duplicative. We love our campers, focusing on them as individuals, and believe it is our privilege to serve and minister to them.

1 Thessalonians 2:7–8 But we were gentle among you, even as a nurse cherisheth her children: So being affectionately desirous of you, we were willing to have imparted unto you, not the gospel of God only, but also our own souls, because ye were dear unto us.

5. Ironwood is a place of decision for the Lord Jesus Christ. The total package of camp includes the preaching and teaching of the Word, a ministry philosophy based on participation rather than entertainment, one-on-one time with both counselors and home church leaders, cabin group challenges, and the elimination of distractions. With a focus on the spiritual impact of sowing and watering the seed of the Word, campers are given every opportunity for the Holy Spirit to give the increase through the decisions they make.

1 Timothy 4:8 For bodily exercise profiteth little: but godliness is profitable unto all things, having promise of the life that now is, and of that which is to come.

1 Corinthians 3:7 So then neither is he that planteth any thing, neither he that watereth; but God that giveth the increase.

HORSEMANSHIP PROGRAM By Walt Brock, October 2006

Our location almost dictated that we build a facility and program developed around a western ranch theme. We were in the West and surrounded by the vast expanse of open space, and the Old West cowboy mystique would always be a classic era of interest and wonder in America.

1. First Year (1975)—we purchased four horses (if I remember right, for a total cost of \$1050).
 - a. The tack room and corrals were located near the workshop in the shop area, and since the corrals were built out of railroad tie posts with 2" x 6" rails nailed on, they quickly became well chewed.
 - b. Many safety issues occurred without knowledgeable wranglers. I was largely incapacitated by a burn injury and thus had limited ability to supervise.
 - c. As an acknowledgment of God's watch care, we quickly disposed of all the horses at the end of the summer.
2. Second Year (1976)—operated summer camp without horses. It became obvious that horses were important to our western theme; thus, we established our minimum goal to be a modest string of trail ride horses and some ability to occasionally use pulling horses or mules to move people around camp.
3. Third year (1977)—Mr. Walt, our horsemanship director and chief wrangler. We again had six horses, including the two personal horses of Walt and Betty. During the fall and winter of 1976, I went to the library and checked out a huge stack of books on horses, tack, and horse facilities. After reading them all, I began figuring out how we could expand and improve our use of this western necessity, the horse.
 - a. We moved the tack room from the shop to the current area, facing it north, building a shade and some crude corrals.
 - b. We began using horse instruction as a skill activity with me teaching some basic horse science and skills to kids who chose this activity.
 - c. While serving as a counselor, Tim Lloyd was also a wrangler and showed interest in learning and doing more with horses. I was pleased to have someone who wanted to learn and use horsemanship for the Lord's work in camp.
 - d. In the winter of 1977, I providentially met Rick Benson and he volunteered his help in 1978 and 1979.
 - 1) Taught Tim Lloyd and me more about horses
 - 2) Helped in selection and acquiring of horses
 - 3) Gave advice in relationship to horse facilities
 - 4) Arranged the donation of some horses
 - 5) Helped me buy my first real cowboy hat
 - 6) Recommended Tim to Rawhide Vocational in fall of 1978
4. Fourth to Sixth Year (1978–1980)
 - a. Tim went to Rawhide with Ironwood helping all we could. He returned in the summers and here he met Marcia, his future wife.
 - b. I continued learning via the growing friendship with Rick.
 - c. Through Shirley Schurle we continued adding to our inventory of horses—seven horses given and three given back; the four kept were Arrowhead, Rusty, Del Roble, and Kimmy Jo.
 - d. The horsemanship facility expanded—how important are horses to Ironwood? All of the following were built before we built our first restroom or Laramie and Laredo.
 - 1) Built large pipe round ring
 - 2) Moved tack to current location
 - 3) Built 30' x 40' shade in front of tack room

- 4) Built pipe corrals where petting zoo and sheds are
 - 5) Installed wash rack
 - 6) Built arena with low white fence
 - 7) Started barn in fall of 1980
 - 8) Built original corrals for string horses (used until elephant pens built)
 - 9) Built stud row pipe corrals and installed hot walker
 - 10) Planted first pasture
5. Seventh and Eighth Years (1981–1982)
- a. Tim and Rick both came on full-time in June 1980.
 - b. Tim had gone to school for purpose of heading up Ironwood’s horsemanship program, so he became horsemanship director.
 - c. Rick became ranch manager, supervising not only the horse aspect but the entire physical plant. Both Tim and Gary Reick reported to him.
 - d. Big achievements during those years:
 - 1) Finished first half of barn
 - 2) Built round ring by barn
 - 3) Expanded herd and breeding of quarter horses
 - 4) Developed horsemanship camps

DEVELOPMENT OF HORSEMANSHIP CAMPS

1. Basic Program and Curriculum—Tim Lloyd developed the material and curriculum for four levels of instruction, and Rich Nazareus helped Tim in the layout and design of the horsemanship instruction booklets. Tim had come to Ironwood in 1975 and through him we met Rich Nazareus.
 - a. There was a continuing struggle for “my ideas and ways” regarding horses between Rick (facility, horse selection, and breeding) and Tim (training of horses for use, wranglers, camper instruction, and horsemanship program development).
 - b. Tim and Marcia left Ironwood in 1982 and have worked in camps ever since. He was the first of my management snafus of the 1980’s and the beginning of my shift in study and interest away from horses to people and management.
 - c. In the years that followed, Rick and his team added levels five and six and divided some levels into sub-parts, continuing to improve the program until it has become, I believe, the best balanced (fun and safe with spiritual impact) horsemanship camp in the United States.
2. Early Motivations and Principles
 - a. To generate more camps and campers with this special interest camp since we already had facility and program activities based on our choice of maintaining a western theme
 - b. To have a legitimate ministry avenue for valuable staff with interests and abilities in the horsemanship area
 - c. To use our facility and team to reach the un-churched and thus advertise to the general public and not in churches

- d. To schedule horsemanship camps on a limited basis during weeks not normally used for church camps (Horsemanship camps were designed to always play second fiddle—be secondary—to church camps.)
- e. To establish the number of campers by the number of horses, the program capability, the number of counselors, and not by the number of beds
- f. To enhance our western theme—even in dress (At a high point in the 80’s, even ladies registering campers wore hats and boots, and in-house western characters moved in and out of program throughout the week—e.g., Pyrite Pete, Wells Nearcome.)
- g. To offer a unique program that helps young people deal with peer pressure (When a young person learns and improves his skills in any area, he gains confidence that aids him in resisting the ridicule and ungodly activities of his peers.)
- h. To charge a fee based on what a week actually costs so the program would pay for itself (Besides camper fees, the horsemanship program would pay its share by sale of stock, designated donations, trail rides, horsemanship instruction, and the percentage of excess charged above church camp fees.)
 - 1) Paid by Horsemanship Program—horses; tack, corrals, and fencing; feed, medicine, shoeing, etc.; expansion/improvement; second speaker or instruction; horse registration fees; special equipment for horse area
 - 2) Paid by Ironwood—insurance, facility maintenance, electric usage, resident staff (one full-time and some part-time), main speaker if local, license (boarding stable permit fee), use of reasonable amount of land
- i. To use the “unique aspects of the camping ministry” as is stated in our mission statement (For most young people, horsemanship is a unique activity in a western setting only available to them at camp.)
- j. To be consistent with our slogan, “Western Adventure in Christian Camping”

3. General Principles

- a. The horsemanship program was not established to be a money maker, but it definitely filled a void in the church camp schedule.
- b. The horsemanship program was not a venue to train people for a professional occupation with horses.
- c. The breeding program was aimed at camp needs and not market issues, and the active choice of breed was quarter horse.
 - 1) Camps Needs—type of horses (working ranch horses because of our ranch theme rather than show horses which must be shown too often on Sunday in order to sell them), size, temperament, training, safety
 - 2) Market Issues—color, “hot blood,” faddish (frequent changes to keep up with), not “race money” driven, show horse awards create more value for sales
- d. Speakers need to be able to build relationships with the campers.
- e. We resisted pressure to expand into an adult horsemanship program among the un-churched.
 - 1) Moral issues, alcohol, language, smoking, registration of couples not married.
 - 2) Dude ranch—not our aim.
 - 3) Anti-church perception; too much scheduled on Sunday.
 - 4) We always want to control the presentation; therefore, we would not bring in outside “pro” teachers who are not members of churches that could sign our positional statement.
 - 5) Outside horses pose major problems regarding safety, insurance, disease, space, use rules, and liability.

- f. Having parent-based camps versus church-based camps is not our normal philosophy, but we can use such programs on a limited basis to improve our evangelistic outreach (spiritual), diversification of camps (material), and broaden our skills in the camp ministry (program).
 - 1) No sponsors stay with kids.
 - 2) We build relationship with parents over the years.
 - 3) Word-of-mouth and bring-a-friend advertising has brought us adequate numbers, a workable mix of spiritual understanding, and has spun off to Wild West Days and Cowboy CEO camps.
 - g. Horsemanship camps should create their own program activity mix. Horse science, roping, and other related skills will take precedence over, but not exclude swimming, canoeing, etc. Other options of activities will be different—e.g., blacksmithing, leather work, campfire cooking, chuck wagon breakfasts. Fun is still the watch word with kids; and if camp becomes work, it ceases to be fun.
 - h. The direction and flow of horsemanship camps has “followed the ministry” to some extent by responding to the skills and abilities of our staff team.
4. What We Must Be Careful to Never Lose
- a. Horsemanship camps must always aid in the overall western theme with western wear and horses always on display.
 - 1) We should never allow eastern riding gear or wranglers who refuse to dress the part.
 - 2) At the very least, even if we dropped all other horse-related activities and camps; we would need to maintain at least one trail ride string **and two pulling animals**.
 - b. Horsemanship camps are a niche camp that has a part in the overall Ironwood camp ministry but should never seek to become an end in itself.
 - 1) Care must be taken to not allow it to draw us away from serving churches—scheduling and calendar, facility and its use, team member numbers and focus.
 - 2) It must be clearly articulated that its place in the mission of Ironwood is to reach young people.
 - 3) The adventure and the activity must never be allowed to over ride the mission.
 - c. The spiritual impact goal of reaching young people through the decisions they make must remain in clear focus.
 - 1) Evangelism of the un-churched is a higher likelihood; however, it is not the only spiritual goal.
 - 2) Discipleship has evolved into a higher priority as the years have gone by, and our word-of-mouth advertising has resulted in a higher attendance of church-going young people. This has resulted in a greater pressure on our program team to develop a spiritual-growth curriculum as well as a horsemanship curriculum.
 - 3) Because of the return-ability of the program, a long-range tactic can be employed, but we must never lose sight of the fact that “today is the day of salvation”; thus, we must never pass by an opportunity to help a young person take the next spiritual step.
 - d. Safety mixed with unique western adventure must be constantly balanced.
 - e. Costs must be constantly evaluated to make sure the pricing structure cover its costs. The horsemanship program must never become a financial anchor around our neck.
 - f. We must always remember that horses are livestock, trail rides are activities, pulling horses are transportation, and horsemanship camps are just camps with a special activity focus. All are used to fulfill the Ironwood mission!

- g. Horsemanship camps must glorify God—always!

IN-HOUSE-ISM By Walt Brock, November 2011

In-House-ism is the willingness to learn how to do it ourselves. This was necessitated in part by our remote location and in part by our financial situation at the time. There was another motive that we developed as we went: the drive for quality in all we do. Once when we finally had enough cash to hire a printer to duplicate our Ironwood Dispatch for us, we were extremely disappointed in the quality of the workmanship of their product as well as their work ethic and reliability. There are very few areas of our ministry where in-house-ism is not evident, and it is also evident in our staff team being not only able but also willing to learn new skills and abilities as we endeavor to conduct this ministry in a manner that glorifies the Lord.

1. Examples

- a. Betty learned non-profit bookkeeping and accounting.
- b. Walt wrote the articles of incorporation and bylaws, filed to incorporate in California, and then filed for tax -exempt status with the IRS.
- c. Walt and Betty drew up and did all the leg work on submitting and following through for the approval of our master plan, operating permit, and initial health department approvals.
- d. We did our own domestic well motor servicing for about a decade and as long as the winch truck worked. Howard Pump then started doing it for cost.
- e. We bought numerous printing presses. Our printers included Rich, Betty, Carol, Herb, and Dennis Phelps.
- f. The ministries of ICA, IIM, MB, and ISI are all evidences of in-house-ism.
- g. We put together shops for repairs, always learning more skills—e.g., HVAC, building cabin furniture.
- h. In-house-ism continues to be demonstrated now in our ministry—e.g., Scout by Dennis, all of our building via volunteers, set up and follow through at Wolf Mountain, vehicle maintenance, phone work by Larry, installation of septic tanks, people movers.

2. The value in this for us is to remember the advantages in-house-ism has given us.

- a. First and foremost, I believe it has resulted in a learning and growing team who never say “we can’t do that.” Personal growth in skills and abilities is seldom easy, but the result is a team that is fulfilled and unmatched in attitude.
- b. We have been the masters of our own “quality quotient.”
- c. Timing is often crucial in a ministry serving others. In-house-ism has enabled us to not put our ministry at the mercy of others who don’t have our same values and ministry heart.
- d. We have been able to use good stewardship, thus making the available resources stretch into more ministry. We can make a dollar stretch further than most ministries, and for some givers this is a powerful reason for them to seek the Lord’s will concerning giving their resources for God’s use here at Ironwood.
- e. It has enabled people to work in a ministry here rather than in a secular job because of the wide range of work available, especially in our Spoke Ministries as well as in our whole ministry.
(At the ’09 TR w/o I/W=5FTE, 73SS, 3 land+, zero w/buildings)

IRONWOOD CHRISTIAN ACADEMY By Walt Brock

From the beginning, it was never our goal to try to compete with the public school system as to the volume and variety of classes, especially in science, math, and sports programs, but to offer a “basic education” that would do two things educationally: 1) Prepare our students for general life if they never went to college, thus getting the basics in

English (our area of focus, for it is the basis of all future self-learning), math, science, speech, history, and Bible; 2) To give each student a decent foundation for further learning if they decide to go on to higher education, understanding that they may need to do some catch up if they go into a field that involves math or science.

It is important not to let our school be held to a higher standard than we can produce, but to a standard at which we have chosen to aim.

VALUES CHECKLIST FOR PARENTS

In order for us to be supportive of parents, we must have parents that hold to the following absolute values. Parents whose beliefs are not consistent with ours will probably find more satisfaction at another school.

1. Love of God and respect for Him and His name is essential in the life of a Christian.
2. Honesty is always right; it is never right to lie, cheat, or steal.
3. Morality is an absolute must for strong families. The Word of God endorses and promotes sexual relationships only in the marriage context. We will actively teach our students they should be chaste and pure until marriage and faithful to their husbands and wives after marriage.
4. All children are required to obey and honor their parents, and this extends to school teachers as they serve *en loco parentis*. (See *ICA Handbook "Family Responsibility."*)
5. Parents have the ultimate biblical responsibility for the upbringing of their children. This is best accomplished not only through teaching and training but also through example.
6. There is no eternal salvation apart from believing—through faith—in Jesus Christ, His loving sacrifice for us on the cross of Calvary, and His resurrection from the grave.

WHAT ICA CAN DO

Our educational approach is to major on the basics, making sure each graduate has what he or she needs to begin a life of success either in an occupation after high school or in college as he or she seeks further education.

1. Balanced Discipline—Means not only taking the proper action for inappropriate behavior but also praising good behavior.
2. Academic Foundation
 - a. Reading encompasses learning to read, comprehend well, and enjoy reading.
 - b. Writing plus all other forms of communication skills is absolutely necessary.
 - c. Arithmetic is a must in our numbers-driven society.
 - d. Reasoning is an essential skill of learning to think, discern, judge, and decide for yourself on the basis of complete information.
3. Source of Truth—Which is the Bible, gives us God's standard of absolutes establishing a code of conduct that establishes for us "right and wrong." Relativistic reasoning can negate God's absolutes.
4. Instructors—Care for and love students considering each one an unique individual and creation of God.
5. Character development—Including courtesy, good manners, and dependability is an essential in any true educational endeavor. If this is not accomplished, good academics are useless.

WHAT ICA CANNOT DO

1. Replace a good home where love, values, discipline, and a challenge to grow and learn abide—the school cannot provide what the parents are not already providing.
2. Replace a good church where there is consistent teaching of biblical doctrine, loving fellowship, and a mutual

support and encouragement of one another—regular attendance and membership in a Bible-believing, doctrinally consistent church is essential for both parents and students.

3. Replace a good church youth group where young people find good friends, develop socialization skills, and make practical application of the teaching of the church.
4. Offset a materialistic, immoral, and/or humanistic philosophy that totally pervades a child's out-of-school time and entertainment—families must monitor and limit this influence.
5. Guarantee success unless the child chooses to learn, obey, and follow what is taught—mankind has a free will, and ultimately every person will decide for himself; we give the students choices in the best possible context, but they must choose the right road.

IRREDUCIBLE MINIMUMS By Walt Brock, November 2003

1. Guard against creepy fleshism.
2. Teamwork Management Style
3. Dedicated Staff (DMG)—called of God; resident staff, summer staff; sacrifice, but worthy, first; resident staff from summer staff
4. Trained Summer Staff—safety, organized, confidence, example, spiritual impact
5. Unique in Western atmosphere and activities—level field, not able to be duplicated
6. Full-service camp—good grub, eliminating of distractions, clean priority
7. Balanced quality—one step back, better is better, pioneer upgrading requires pioneering
8. Limited size—properly sized, small camp feel, cabins/counselor relationships/atmosphere/saved-unsaved, without bureaucracy
9. Year-round Ability—stewardship of resources
10. Non-Profit with No Margin = No Ministry—donated capital for equipment and facility
11. Priority = People → Philosophy → Program → Property
12. Cabin vs. Dorm—Privacy vs. Mob
13. Small church service—bread and butter, serve them, know their specific needs
14. Speaker choices—fundamental, yet without promotion; spiritual impact main criteria; compatibility with program philosophy
15. Balanced standards—maintained, without issue orientation
16. Fundamental church constituency—going in right direction, without pharisaism and hypocrisy
17. Biblically based—thelemic will, camp vs. church, philosophy of ministry, doctrinally consistent
18. Prominence of preaching—authority of Word, persuasion, teaching
19. Service is our ministry—local churches, local church leadership, family/parents, youth
20. Small board control—golden rule, no politics
21. Stewardship of God's good bounty—people, things, opportunities
22. Positive progress—always improving, never arriving
23. Planning based on vision, philosophy, and purpose

MEALS: GOOD GRUB & PLENTY OF IT By Walt Brock, October 2006

Camp food has not had a good reputation. After three years of struggle with the quality and quantity of food in half a dozen camps, I determined that as we started Ironwood our food would be good and that there would be enough to satisfy the campers. For camps in general, mealtime had become a distraction; we wanted to make it a plus and a good testimony to God

1. Value of Family-style Service
 - a. Helpful for counselor.
 - b. Opportunity to count heads and seats—are my campers here?
 - c. Sit-down time—opportunity to ask questions and observe diet.
 - d. Occasion to teach manners—respectful requests, others-first service.
 - e. Potential of building more friendships .
 - f. Schedule aided by start and stop times.
2. Challenges to Family-Style Eating
 - a. Health department preferences and regulations—contamination, leftovers
 - b. More staff needed to serve
 - c. All food ready at once; constant deadlines
 - d. Less flexibility of schedule both for camp and for campers
 - e. Increased cost—more waste, more labor, menu selection
3. Meeting our Goals and Objectives (*see Ironwood's Spiritual Punch in the Summer Staff Manual*) through Family-style Service
 - a. Aids Spiritual Punch (SP) #6 with song, prayer, and conversation at structured times and is more conducive to directed conversation.
 - b. Furthers SP #8 of all things at Ironwood done in a spiritual atmosphere.
 - c. Helps us meet our basic goals and objectives.
 - 1) Physical (SP #4b) in relation to diet; counselor can see if camper is not eating
 - 2) Social
 - a) Good “others-first” manners encouraged—pass food, please, thank you, wait for others to sit, take a little and pass it on (SP #1b)
 - b) Fellowship time (SP #3)
 - c) Respect encouraged—respect God during prayer, respect others by waiting to begin all at once, respect others by sharing (SP #5)
 - 1) Mental (SP #2e)—practical application of Scripture to life and conversation starter through the Sunshine verse
 - 2) Spiritual
 - a) With prayer for all things at Ironwood (SP #5a)
 - b) Follow Jesus' example of miraculous feeding of thousands (*Mark 6*).
God is the source of food (vv. 34–38).
Gave thanks, broke bread (prepared) (v. 41).

Organized seating (vv. 39–40).

Disciples served those sitting down; orderly distribution (v. 41).

Served all when all ready (v. 41).

They ate to the fill (v. 42).

They took up leftovers; no waste (v. 43).

They knew how many they served and they knew the quantity of food and leftovers (v. 44).

- c) All things done decently and in order (*1 Corinthians 14:40*).
- d) A necessity of life turned into a ministry opportunity—good grub, good service, food table management by counselors.
- e) Spiritual punch when meal time acknowledges God’s involvement in providing bread and water.

4. Mealtime Traditions

a. Sonshine Verse

- 1) Practical application of Word of God
- 2) Opportunity for added spiritual punch
- 3) Not just preachers talking about using the Word
- 4) Extra opening for summer staff to use with campers throughout the day
- 5) Mental and spiritual challenge to summer staff; opportunity to learn to do it right while being mentored by program team on improvement ideas—preparation, point (one), presentation

b. Standing at Tables

- 1) Traditionally good manners
- 2) Easier to get someone at every seat in a crowded dining room
- 3) All sit together

c. Song before Prayer

- 1) A long-time tradition
- 2) Verbal reminder that we are about to start and some are late
- 3) Unifying action that focuses attention toward the leader and prepares the camper for attitude for prayer
- 4) Time for straggler to get to seat and not be moving during prayer
- 5) Singing of “Come and Dine” is a daily testimony for God, answering the question “Can God furnish a table in the wilderness?” (*Psalms 78:18–19*). The answer for Israel was yes, as God gave them manna on a daily basis, and the answer for us is YES, as is evidenced by God’s miraculous provision of Ironwood for the campers.
- 6) One of the favorite memories of going to camp often mentioned by older folks
- 7) Repetition aids learning and creates memory
- 8) **Gets whole crowd mentally moving in same direction toward prayer
- 9) **Quietness at end of song creates a more reverent moment for prayer

***Especially important when entrance to the dining room is hyped with so much enthusiasm.*

5. Quiet and Respectful Prayer Time

- a. At start of prayer; not just by the end
 - b. Loud enough to hear
 - c. Short and to the point, thanking God and acknowledging our dependence on Him
 - d. Spiritual “punch” showing Christ permeates all we do
 - e. Opportunity to teach summer staff how to pray in public—“let’s pray”; wait until quiet; pray loud, short, and end it.
5. Result is a different atmosphere from what some kids are accustomed and thus becomes a unique activity of camp.
- a. Family sit-down meals unusual in today’s family.
 - b. Waiting for others; consideration for others (not take all).
 - c. Manners (others-first love); eating not just self-focused.
 - d. Consistent observation of eating habits.
 - e. Cleaning up after self.
 - f. Wait until excused.

MISSIONARY SUPPORT By Walt Brock, October 2012

In the first few years of this ministry a number of volunteers came and helped for a few months and then returned home to work until they had saved enough money to repeat the process. Some challenges accompanied this arrangement: no formal agreement, little accountability, and poor reliability. Sometimes volunteers would have a side job when Ironwood had the greatest need, and sometimes Ironwood would have little of real value to do when volunteers were here. During the first seven years of this ministry “payroll” consisted of summer staff honorariums and some occasional gifts for the founder or some of the volunteers; there were no regular salaries or paychecks as we know them today. During these years, the seeds of our “missions support philosophy” were being sown. As the ministry grew the obvious need for more help grew with it, and if staffing continued as it was, the ministry would obviously be limited in both areas of quality of ministry and quantity of ministry. During a spring retreat a couple from Sierra Hills Baptist asked what it would take to join our team of volunteers on a full-time basis. This question caused me to stop and think, because the need was obvious and an opportunity to meet that need was before me.

A number of years before I had read the book, Hudson Taylor’s *Spiritual Secret*, in which Taylor gave the account of being in a quandary while at home in England away from the field to report and raise funds. In the process of doing so, 19 people wanted to return with him to China for the work he had started there. Taylor was much in doubt about this because God had stretched his faith to the limit just in his own survival and support, much less taking on the responsibility of another nineteen people to support basically by his own faith. He knew he needed the help, and the work would not expand much without it, but he was reluctant to trust God for the support of all those people as well. He recounted walking along the seashore praying over this issue and knowing he would be leaving for the field soon.

The Lord seemed to say to him that he just needed the faith to trust God for himself and his family, and the support of the others was a matter of faith between each of those 19 new missionaries and God Himself, and not a matter between Taylor and God. He said when the thought hit him a peace from God descended upon him and the birth of the China Inland Mission took place. Hudson Taylor went back to China with many more helping hands to carry the burden with him. In much the same way, the missions support philosophy began to sprout in our hearts as we became more and more aware of the need for a more regular staff team to minister to our campers. Eventually the seed thoughts bloomed into the philosophy of ministry we have today, allowing God to support those He has called to minister for Him with our team and ministry.

I felt much the same way as Hudson Taylor described after having trusted the Lord to meet our family needs without a regular salary for the first seven years. God had given a true peace in allowing Him to care for our family as

He chose, and the time had come to make a decision to allow others to experience the same joy of serving the Lord and allowing His plan (those who preach the Word should be supported of the gospel) to unfold in their lives as well.

1 Corinthians 9:13–14 Do ye not know that they which minister about holy things live of the things of the temple? and they which wait at the altar are partakers with the altar? Even so hath the Lord ordained that they which preach the gospel should live of the gospel.

God again gave peace about His leading of others to serve with us and His providing of their financial support. As a good steward of the responsibility the Lord had given us, we established proper accountability so all would be done in a “decent and orderly” manner. Out of that was born our current system of missionary support. It has been moderated somewhat from those early days, but the philosophy remains the same. Each person on staff is a God-called servant of the Lord, trusting Him by faith to provide for their needs and voluntarily agreeing to work in concert with each other through an organized ministry as stewards of the responsibilities (goods) God has given us (*Matthew 25:14–30*).

1. We must be confident in God’s call to ministry.
2. We must be confident in God’s plan for support.

For the purpose of accountability and stewardship, the funds came to Ironwood designated for each staff member and were then paid out as a payroll check. About ten years later, we sat down with our team and had a heart-to-heart discussion on whether any desired to change from missionary “support from God” to a “payroll from the ministry” system. The discussion was extensive, but in the end there was little support, if any, for the payroll concept. For years, the staff had experienced God’s faithfulness as they had been trusting Him to meet their needs each month; their desire was to continue doing so.

When we first started adding “official staff,” each staff member had to do the following:

1. Raise own financial support for total monthly income. (nothing added for spouse working or for family benefit)
2. Bring or provide the funds for own home (mobile home)
3. Pay for own health insurance, if desired
4. Provide for the fuel for any heat in home in the winter (wood stoves, buy your own)
5. Take your young children to work with you if necessary.

Years later in the mid 1990’s we had a troubling situation as a number of families were barely eking out a subsistence living on the missions basis of support. I suspected they were not doing an adequate job of deputation, but if this continued it would reflect upon both the ministry and the Lord. I was much concerned about violating a key biblical principle that a “laborer is worthy of his hire” (*Luke 10:7*). After much prayer we felt it was time to modify the plan. We did this by instituting a four-year subsidy for those without a minimum amount coming in each month. The subsidy was not much but in some cases more than doubled the amount some were receiving. While most were not affected because they were above the minimum, some were helped. We also instituted the plan that the subsidy would be reduced by 25% each year (as their support increased), and that any resident staff member not up to the minimum amount within those four years had to seek the Lord’s will for another place of service.

The principle behind this plan was if God had called them and if they were pleasing the Lord by trusting Him and doing their part, then He would support them. If, on the other hand, either of those two things were not true, then it must follow they were not supposed to be on our team. I was surprised but reminded once again that God’s plan always works, because not one single family had to leave Ironwood by the deadline because of a lack of support although a number had been living below that level for years. Once again the Lord showed us He is good, and His plan works if worked! I am ashamed that in my leadership I did not trust the Lord enough to demand this of God’s team sooner, for a number of them lived way below where they should have been because of my being “nice” and not creating a reasonable deadline sooner.

Today we have been able to add some additional corn (determined by job, longevity, responsibility, family status, and team status) for the oxen to eat as they tread the corn (*1 Corinthians 9:9; 1 Timothy 5:18*) by providing Pygmy Post, some support for working spouses, a portion of the health insurance costs, food in the summer, all utilities—

even heat, family benefit packages, leadership bonuses, Ironwood Christian Academy, etc., but the basic philosophy of God providing for the servants He has called is still in place and must remain in place.

On a personal note, although I am an ordained Baptist minister, there was still this nagging question in my mind about being bold in seeking the support of others for the ministry to which God has called me. After all, was it not George Mueller who pioneered the thought that we should just pray for God's help, never tell anyone about it, and let God provide? To answer that question I read both his biography and his journals recounting his experiences, both the agonies and the blessings. I found that George Mueller was not advocating this practice for everyone, but was using it as an example to others of how God could provide without any human aid at all. His motive was to inspire others to trust the Lord enough to live for Him and pray to Him for their personal needs. He never taught that one should not share their prayer requests and needs with others, although that is what he was practicing for the purpose of edifying others. Having settled that issue, I have found his books to be a great encouragement in the growth of my faith and do recommend them to others.

The one thing that settled my mind on this matter of being a missionary was being commissioned by a local church for work of the ministry after the same manner in the life and ministry of Paul and Barnabas.

Act 13:2–3 As they ministered to the Lord, and fasted, the Holy Ghost said, Separate me Barnabas and Saul for the work whereunto I have called them. And when they had fasted and prayed, and laid their hands on them, they sent them away.

Our preference at Ironwood is that each of our resident staff seek from their home church a special time of commissioning for the ministry. Most of the time this is a simple service at the end of another service where the church lays hands upon them and prays for God's blessing to be upon them. This is a public statement endorsing God's call of this person into this kind of ministry of serving churches. Preferably, the service is accompanied by an open recommendation letter from that pastor of the staff member's worthiness for this kind of ministry (reaching young people, strengthening families, and serving churches) and the support of believers. (See pamphlet entitled "Ten Deputation Guidelines for Gaining Prayer and Financial Support for Ironwood Staff.")

The commissioning service helped me to be confident not only in God's call and God's plan, but also confident in being called a *missionary* in the full sense of its use and context today. Such a service is not a requirement for our resident staff, but it is strongly recommended not only for themselves but also as an aid in helping others view them as home missionaries.

Another tool available to our team also aids in helping others in their view of the camp ministry staff member as a home missionary. The executive director or director will write a letter of recommendation introducing the concept of missions support to the list of pastors or others the staff member provides.

WHAT MISSIONS SUPPORT PROVIDES

1. Missions support provides the right people for this ministry. For Ironwood, missions support helps provide
 - a. dedicated staff called of God for His service and this ministry;
 - b. longevity of staff—a dedicated team confident of God's call to this ministry is more likely to stay longer;
 - c. a team willing to learn and grow; the place where most staff started in the ministry is not where they are now ("in the right seat on the bus");
 - d. a slow turnover process for it is difficult to fill the position quickly if someone leaves, helping us to look first at further training rather than replacement;
 - e. a filtering tool for those who just want a job or are having difficulty grasping the ministry aspect of camp;
 - f. a team that has learned to live by faith understands better the pace of a ministry that exists and grows by faith, trusting God for His timing and provision;
 - g. an adequate camper-to-staff ratio which guards against staff burn out from too few staff to carry the constant load—the busier the camp schedule the more this becomes important;
 - h. implementation of our full-service philosophy of ministry in reaching young people, strengthening families, and serving churches.

2. Missions support provides for churches.
 - a. A full-service camp in the West—there are not enough churches in the West to provide the volume of campers necessary to support a salaried staff team for such a camp.
 - b. A camp that is a ministry and not a business.
 - c. A method of accountability for the camp ministry as the churches form a relationship with the resident staff they support.
 - d. A way the churches can contribute to the Judean and Samaritan mission fields around them, thus fulfilling that portion of the Great Commission and helping other churches in the area use the camp as well. (We serve a number of new church plants each year who are themselves home missions endeavors in their first few years.)
 - e. A method they understand (missions support) where they can participate in the provision of a camp ministry to serve their church. This is in place of providing massive financial support for building and capital projects owned by the camp ministry. Some churches do help out in this area on special occasions, but for the most part feel much more comfortable supporting God’s people called by Him for this home missions ministry.
 - f. A close relationship with a home missions missionary fairly close to their home church whom they can see a number of times each year as they come to camp and as the missionary/staff member visits in the church. This relationship has proved to be a very valuable two-way street.
 - g. Less expensive camper fees for their church folks. Churches should keep in mind that without the missions support of our team the average camper fees would be approximately one-third higher with less staff to serve them when they are here.
 - h. A sense of “partnership” between the two ministries’ as they labor together and God gives the increase. (See “*We are Parners in People*” below.) This partnership makes it possible to serve each other better and especially to be prayer warriors for each other because there is a personal relationship and friendship developing.

Many churches as well send a monthly donation to Ironwood not designated to a particular staff person knowing that such a gift goes to the team in the provision of benefits and covering the cost of the camp passing the monthly support onto the staff each month as their salary. Following is an excerpt from our pamphlet “Pardners in Ministry” on seven key ways the local church and the Ironwood ministry are laborers together with God.

WE ARE PARDNERS IN PEOPLE

Our purpose statement says that we are a “home missions ministry.” *Acts 1:8* speaks of our God-given responsibility to reach our “Jerusalem, Judea, and Samaria,” symbolized by our local government areas such as cities, counties, and nearby states. Although California and the West are about as far into the “uttermost” part of the earth from Jerusalem as one can be, we consider California and the West to be a home missions area. Whether it is our local area or a nearby county or state, the West is definitely a needy field and every bit as pagan and un-evangelized as many foreign mission fields. God calls missionaries to both home and foreign fields, and the supporting churches are pardnering with these missionaries in the work of the Lord. If we use the apostle Paul as an example of a missionary evangelist, we must also acknowledge his fellow laborers working with him in various capacities (*Philemon 24*). Some were preachers, some were young disciples (e.g., Mark), and some were from various other trades (e.g., Luke); but all were his fellow laborers and partners in the missionary endeavors God had called them to.

We use the term *missions* for two reasons. First, the missions giving of local independent churches largely supports our staff team. We could not function as we do without that support. This support is not only indicative of the churches’ agreement with what we are doing, but also establishes accountability as each staff member receiving such support reports (rehearses through testimonies and praise; *Acts 14:16*) back to the local church as would a foreign missionary. Second, many of our staff team, being called of God into this ministry, are “sent” and commissioned by a local church (often their home church) to our purpose of ministering to the fundamental churches in the West. A pardnership with God’s people is established. This pardnership extends beyond the material matters to spiritual battles through mutual prayer following the tradition Paul established in *Colossians 1:9–13* and *Ephesians 6:18–20*.

This serving of many local churches throughout the West creates a dynamic challenge for the local churches where our staff are members. It is difficult to serve one church as they normally would when they have been called of God and sent to this locality to minister at Ironwood as “gifts” to the church (*Ephesians 4:11–12*). “The gifts to the church are gifted people. The subject He is emphatic in the Greek to denote that Christ Himself gives the gifted people as evangelists (Evangelists were those engaged in spreading the gospel, similar to present-day missionaries).”

We are also partners in people as churches use the Ironwood ministry. Campers come to Ironwood to hear the preaching of the Word because a local church has decided to promote Ironwood. The leadership promotes Ironwood to help their church fulfill its God-given mandate to use the various Biblical gifts to the churches to “perfect the saints.” As Christ often took His disciples apart “into a desert place” (*Mark 6:31*) for instruction in a change of pace and atmosphere, people from the churches come away from their busy lifestyles. When pastors use Ironwood for the preaching of the Word with another voice “saying the same thing,” they are partnering with us in people as well.

Several key advantages are found in a camp or retreat setting such as Ironwood:

1. Campers are away from the cares of this world.
2. Many offenses of the world are eliminated.
3. Campers hear almost a whole month’s worth of preaching within a few short days.
4. A new location and situation heightens campers’ awareness and attention level (*Psalms 46:10*).
5. Campers do not miss any services at camp so that the Word can build “line upon line” and “precept upon precept.”
6. Pastors and youth leaders have often told us of unsaved people accepting the invitation to come to camp after steadfastly refusing the Gospel at home.
7. Campers are in a setting that encourages them to consider and meditate on the Word for the purpose of making life-changing decisions.
8. Pastors and church leaders who come with their people have many opportunities to counsel and also mentor them in the relaxed schedule and setting of camp and during the time of travel to and from camp.

Not only are we partners with those who labor with us in ministry, but we are partners with those to whom we are ministering.

1 Corinthians 3:5–10 Who then is Paul, and who is Apollos, but ministers by whom ye believed, even as the Lord gave to every man? I have planted, Apollos watered; but God gave the increase. So then neither is he that planteth any thing, neither he that watereth; but God that giveth the increase. Now he that planteth and he that watereth are one: and every man shall receive his own reward according to his own labour. For we are labourers together with God: ye are God’s husbandry; ye are God’s building. According to the grace of God which is given unto me, as a wise master builder, I have laid the foundation, and another buildeth thereon. But let every man take heed how he buildeth thereupon.

SUPPORT LEVELS

1. The two primary means of support are
 - a. through the Ironwood ministry;
 - b. through Designated Missionary Giving (DMG).
2. Team status (team intern or team member in full) as well as minimum and full support level details are in the *Resident Staff Manual*. .
 - a. Goal of team intern status is to make sure a staff member has an adequate amount to live on.
 - b. Goal of team member in full is to be at full support without including Ironwood cash benefits.

3. The full DMG support level (average from last six months) is the goal usually shared with churches, supporters, and prayer partners. However, staff can state their support level combining DMG and cash benefits received from Ironwood. On occasion, a staff member may choose to combine outside income with their DMG to calculate support level.

NAMING THINGS AT CAMP By Walt Brock, October 2012

Naming things has usually not be a spur of the moment thing for our ministry. Well over a year after Betty and I moved onto the property in 1973 and after much agony, we settled on the one word name *Ironwood* (see *Summer Staff Manual for more details*).

1. Criteria in picking a name
 - a. Purpose of facility or program
 - b. Western sound and flavor to match our overall theme
 - c. Short/memorable, especially for campers
 - d. Spiritual application or testimony to go with the name
2. Some additional criteria to consider
 - a. Historical background—Jed Smith
 - b. Location—4 mile spring
 - c. Geographical features (e.g., river, arroyos, bluffs, big bend)
 - d. Program purpose—place to consider, ponder, reckon, reflect on life in the context of the Word and creation
 - e. Usage of area—set tone for the activity and use, define location, and enhance anticipation as campers travel there

In the process of naming One Buck Crossing, I must have had 40 plus names on the list, soon narrowing it down to about ten, then to about four. An interesting thought was that all the finalist names had the word “crossing” in the name. We finally came to the conclusion that the best name would be one that identified the geography somewhat, but gave us a great opportunity to give God the glory for the unique way HE gave us this property for ministry use. Now whenever someone asks us why the name, we will have a great opportunity to Glorify our Lord as we relate the testimony of asking and receiving from our first-hand experience.

John 16:24 Hitherto have ye asked nothing in my name: ask, and ye shall receive, that your joy may be full.

PROJECT TIMING By Walt Brock, October 2012

1. Meet perceived needs at Ironwood.
2. No status quo—how do we advance the cause or purpose?
3. Consider all the information and questions on “How the Purpose of Ironwood Helps Us Make Good Ministry Decisions.”
4. Does it fit our current strategy plan? *C*² means *multi-campability*. A *strategy* is a driving force or idea that directs and inspires us to press forward the best we can to accomplish our God given purpose, using our available God given resources, God given team, and within our God given contexts, both internal and external.
5. Consider our overall priority to accomplish our purpose—people (of all we do here, only people are eternal), process (most organizational challenges are process related), property (if property comes before people and process, it will only add to our problems, not solve them).

6. Are the following keys things in place?
 - a. God supplies the material resources (things, and/or money, mostly through donations), people resources – (labor and skill necessary), intangibles (God’s leading in this direction)
 - b. Staff team capable and eager to grow—are we motivated to do this? leadership ready? management ready? team member skills ?
 - c. Follow the ministry guidelines—size of church constituency (careful to not outgrow our constituency), pressure to grow (follow the ministry, must be a real, not just perceived, ministry need), utilization percentage (issues of not only efficiency and effectiveness, but also survival are wrapped up in this guideline)
 - d. Process issues—evaluate what we are already doing (getting by most of the time, adequate, good, or excellent?), organizationally ready or capable?, will this growth have a potential to harm us?, have we done our homework, our due diligence?
7. Have we been diligent and fervent in our prayers for God’s leading, provision, protection, and blessing? Are we confident this is God’s will, at this time?

PURPOSE OF IRONWOOD By Walt Brock, October 2012

1. The purpose of Ironwood helps us make good ministry decisions.
2. Our Purpose: Ironwood is a home missions ministry using the unique aspects of the camping ministry to reach young people for the Lord Jesus Christ, strengthen families, and serve local churches. It is a place of decision in the areas of salvation, full surrender, and consistent Christian walk.
3. We don’t just do something because we
 - a. can;
 - b. want to;
 - c. have talked about the possibility;
 - d. have talked about the concept;
 - e. have had it given to use and someone on staff wants to.
4. How do we make decisions? What is at stake?—credibility, livelihood of families, whole ministry
5. Four key purpose considerations for decisions—to do or not to do
 - a. Ministry—direct (reach youth, strengthen families, serve churches)
 - b. Program—goals and objectives + fun; away; offenses; unique aspects
 - c. Efficiency and Effectiveness—distractions; do it better
 - d. Staff —most valuable resource; aid; growth; service; improvement
6. Additional seven factors
 - a. Facility—space needs; location
 - b. Financial—how much it will cost; will it make money or continue to cost?
 - c. Function—structure; organization; how it will work; business (legal)
 - d. Fit—interaction and affect on what we are now doing
 - e. Future—long range; growth; potential; risk factor
 - f. Family—staff; who; time requirement; divert time from?

g. Faith—would this be in God’s will?

Psalm 62:10 If riches increase, set not your heart on them.

Psalm 66:16 Come and hear, all ye that fear God and I will declare what He hath done for my soul.

SPEAKERS By Walt Brock, Spring 2011

People, mostly pastors will make decisions on “for sure” attendance because of a speaker, but if a pastor is sold on the value of the camping ministry, and trusts you, they will come regardless of the speaker. The motivation to come for a particular speaker can be both good and bad, the bad revolves around personality and “in my group” type of decisions, and the good revolve around wanting to expose my people to a particular man or woman of God because of the potential challenge, or because of the uniqueness of that person or their ministry, or because the opportunity to hear the Word from that person may not come around again for quite a while. I have personally found that inviting speakers based on their “fellowship group” hurts as well as it helps, but if I want to choose one acceptable to a particular group that is marginal in attendance I will try to find one who is acceptable by both. Right now some examples of that would be Mike Shrock – a staple preacher and music leader at the Master’s Men’s group in Fresno, and at the same time a BJU staff evangelist. He is speaking this week at both Kevin S. and John L.’s churches, and I would think would be a good choice for a middle of the road preacher. If you don’t know him you should make an effort to meet him while he is in the area. You might be able to set up a “piggy back” meeting maybe two years from now with one or both of those preachers having him in their church where you could share the expenses etc. that is one way to reduce the effect of a long distance preacher on your budget. Years ago I did that often, lining up men to speak here Thur-Sat and in a church Sun –Wed. the next week or the week before. This is not something a church will initiate, but will respond to if you initiate it, and the pastor would like to have the man in his church too, but is concerned about the cost.

All in all, my best decision making guideline, that I believe the Lord has blessed, is –

1. First deciding who would do a really good job of ministry, that fits our style of ministry,
2. Then can I afford them?
3. If not is there a way I can by piggybacking with a church
4. Then are they available when I have dates open? There are many people I have wanted to have over the years that I cannot get because of scheduling conflicts.
5. To combat that a little with some speakers like Dr. Bob, I have gone out into the future as much as four or five years to get them on our calendar. This presupposes you are organized enough to project out your need that far in advance, but a fear of such long range commitments may ace you out of some good speakers, if you don’t do so.

What I have done before is to make a list of all the preachers and women speakers that I thought would fulfill [the first two] criteria above. This becomes my pool of invitees, some I will schedule on a rotation, every so many years, and some just once (until I see how they do here), then I invite the ones I want most, when rejected because of scheduling conflicts, I go to #2 etc. until I have my slate for next year (usually by May of the previous year at the latest, but some I really want I will give them two dates to choose from one for next year, one for the year after, and as I said, some I will give dates for their choice out four or five years.

Be sure your list of potential speakers includes some local men as well (Rob Watkins started speaking here as a young youth leader fresh out of college)—we were the first venue for speaking for many a youth leader, some were invited back, some not. Isn’t pastor Schmidt’s son starting out as his youth leader?

Also keep in mind, I did all the preaching here myself for many years, until we could afford the cost of fly in preachers (maybe this did more to hinder growth than expand it, but it was what we could do for many a year, so that is what we did).

WHO TO ASK?

1. Our motive must be ministry related and not used to
 - a. promote, use big name to draw a crowd;
 - b. broaden our base.
2. Who we invite to speak at camp sends a message to our constituency.
 - a. Where we are positionally—where the speaker is says something about where we are.
 - b. Where we are going, the direction of our ministry.
3. Preachers and speakers at Ironwood must be people of substance and have a positive example to others in their sound (beliefs), stand (balance), says (application), stayer (longevity, not a novice), soldier (work ethic), satisfied (materialism), solid (consistency), submission (obedience), sacrifice (love for people), soil (heart), and set apart (fundamentalism and conviction).
4. Would they make a great camp preacher/speaker? *See Camp Speaker.*

TAKING OFFERINGS By Walt Brock, October 2015

For years we never took up any offering here, but the Lord convicted me of our neglect in giving people an opportunity to receive a blessing from the Lord. The Lord Jesus when upon the earth taught often on the subject of materialism and money (some estimates indicate one out of every six verses addressed the subject), but today, as then, they remain a touchy subjects, so it is important that we approach the subject seriously and tactfully.

1. Understand the Issues
 - a. Local church beliefs
 - a) Storehouse tithing
 - b) Some don't take offerings; they have offering boxes
 - b. Pastors know their churches already have great needs and may look at all that Ironwood has and wonder, "Are they robbing our church?"
 - c. People have a need to give and a need to be asked.
 - d. Deciding to give is a decision that people need to make—a part of consistent Christian living.
 - e. Biblical commands to give come with accompanying promises of blessing as a result of giving . . . and the amount of the gift does not determine the size of the blessing. Therefore, we must honor the "widow's two mites," but the blessing must never be touted as the motivation for giving (we must give as unto the Lord), and just know by faith that the blessing will follow. (*Proverbs 3:9–10; Matthew 10:42; Luke 6:38; 2 Corinthians 8:14–15; 9:6–8; Philippians 4:17–19*)
 - f. We may hurt a potential giver by failing to present them with the opportunity to give to the Lord. 1 Kings 17:8–16—God commanded her to give; Elijah's duty was to deliver the message of the need. The blessing for doing so came to both Elijah and the widow!!!!
2. Some Practical Guidelines for Receiving an Offering at Ironwood
 - a. Present a specific need closely tied to the campers' experience at Ironwood (usually program themed, but not exclusively). This is the *what* of giving to Ironwood.
 - 1) For summer camps—activity-based goals are good, new game table, lake event, etc.
 - 2) For adults—comfort-based or ministry-based . . . shower heads, padded chairs, AC in cabins, or PA system for better sound for preaching, etc.

- 3) New oven—better food
 - b. Stay away from asking for offerings
 - 1) to people (unless Ironwood staff with a special need, e.g. Miss Lynn, medical expenses; needs to be someone all come in contact with);
 - 2) to missionaries or to other ministries. Pastors, in sending their people here, give a tacit endorsement of what goes on here and do not mind reasonable offering requests, but they do not like giving to others through us. They prefer direct gifts and the opportunity to make that support decision within their local church context.
 - c. Try to tell a relevant story of “mission accomplishment”—reach young people, strengthen families, serving churches. This is the why of the giving to Ironwood.
 - d. Give God the glory—for example, “Everything here is a gift from God, from the antiques on the wall to the buildings, and yes, even to the land the ministry sits on. All of it is the Lord’s and He has provided it all for our use for accomplishing our purpose or mission, and for that we praise the Lord and thank Him for His supply!” None of our camper fees go toward improvements or additions to our facility, those type of projects all come about through offerings and designated donations for that specific project.
 - e. Always add this disclaimer: As we take this offering, I want to remind you that your tithes and offerings such as faith promise missions offerings are for your local church. Please do not give anything to this ministry that belongs to your local church. Perhaps the Lord has laid it on your heart to give over and above what belongs to your local church. For that reason we are sharing this need and opportunity with you today.
3. Attitudes and Reminders
- a. If the Lord never gives us one more thing than we have today, we have everything we need to run the kind of successful camping program and ministry the Lord would have us to do. We need contentment, but not covetousness, and certainly not complacency.
 - b. The Lord desires our thanksgiving and recognition for what He has done. Everything . . . everything must be viewed as a resource provided by God for our use as faithful stewards of His resources.
 - c. We must remember that when it comes to money that we need protection from the temptation to “borrow” or to steal from the Lord. Materialism is a root sin and has been used effectively by the devil to destroy many of God’s servants. Don’t be proud. Follow the guidelines for your own safety and the safety of those around you. *See procedures in Administration/Offering.*

THINGS WE’VE LEARNED By Walt Brock, October 2012

1. From the hymn “Until Then”

My heart can sing when I pause to remember,
 A heartache here is but a stepping stone.
 Along the trail that’s winding always upward;
 This troubled world is not my final home.

The things of earth will dim and lose their value;
 If we recall they’re borrowed for a while.
 And things of earth that cause our hearts to tremble
 Remembered up there will only bring a smile.

Chorus:
 But until then my heart will go on singing,
 Until then with joy I’ll carry on,
 Until the day my eyes behold that city,
 Until the day God calls me home.

James 5:17–18 Elias was a man subject to like passions as we are, and he prayed earnestly that it might not rain: and it rained not on the earth by the space of three years and six months. And he prayed again, and the heaven gave rain, and the earth brought forth her fruit.

2. We need to learn and grow as we travel life’s trail. This is my responsibility and I can’t blame anyone else for my lack of personal and spiritual growth (2 Peter 3:18; 2 Timothy 2:15).

3. God has a plan for His servants and the ministries He has called them to, and it is not always the same trail for me as it is for others. The only equality here is that God will always keep His promises to each of us, and He will provide for each what they need to accomplish His purpose as they walk that trail.

John 21:22 Jesus saith unto him, If I will that he tarry till I come, what is that to thee? follow thou me.

4. Faith is the operating principle of life as I am learning to be a servant of God by following the path He has laid out for me. Even if I can't see very far ahead, I must learn to trust my guide.

Hebrews 11:6 But without faith it is impossible to please him: for he that cometh to God must believe that he is, and that he is a rewarder of them that diligently seek him.

5. My expectations along the trail of life are in my Guide, the Lord—not in others (including my spouse), money, government, big ministries, rich friends, or Ironwood. I need God; there is no way I can do it (whatever it is) myself. The “Walt Factor” is a real lesson learned . . . the hard way.

Psalms 62:5 My soul, wait thou only upon God; for my expectation is from him.

6. My main priority (in order to stay on the right trail) is to keep my heart right. There will always be problems and pressures in life and ministry, and the key to handling them correctly is to “keep thy [my] heart with all diligence; for out of it are the issues of life,” *Proverbs 4:23*.
7. The Good Shepherd's path leads us by still waters, but also into the valley of the shadow of death. Don't be surprised when God's trail leads through difficulties, hard times, and suffering, as well as through times of great blessing and encouragement. Switchbacks and unlikely ways are tests used of God to build our “faith stamina” for climbing ever upward. Remember up is always harder than down. Questions will come in a Christian's life. Where you look for the answers is the key to not straying off the path onto a rabbit trail or detour (“they . . . asked not counsel at the mouth of the LORD,” *Joshua 9:14*). During such times, we must never doubt God's character or His ability by griping or complaining (“neither murmur ye, as some of them also murmured,” *1 Corinthians 10:10*) or by impugning His motives by questioning His love or blaming Him for His lack of action. Remember Jesus Christ—*Romans 8:31–39*, *Hebrews 12:3*, and *1 Peter 2:21*, “For even hereunto were ye called: because Christ also suffered for us, leaving us an example.”
8. There is great power in prayer. One of the really important things I have learned about God and prayer is that when God seemed to delay in answering prayer, it only seemed that way to me, for He was busy multitasking, doing everything necessary for Him to answer that prayer in a way consistent with His power, His plan, His person, and His purpose. When He delays, it is because He is working with His hand behind the scenes or through others to ready the trail ahead for us, or He is waiting until we grow in our “faith stamina” to be able to handle the next series of stepping stones on this trail that is “winding always upward.” Never forget the devil will also be at work on this trail. He will deposit stumbling stones

Proverbs 3:5–6 Trust in the LORD with all thine heart; and lean not unto thine own understanding. In all thy ways acknowledge him, and he shall direct thy paths.

ADMINISTRATIVE

ADMINISTRATIVE GIFTS

1. When Ironwood receives an announcement (e.g., wedding, birth, death) of a former resident or summer staff member, an administrative gift may be given with an okay from the executive director or founder. Gifts and cards for this purpose are charged to the Administrative Gift budget.
2. The assistant to the executive director is responsible for
 - a. obtaining the books;
 - b. putting any books to be shipped should on the shipping table with the appropriate address;
 - c. updating Scout with address/name changes;
 - d. restocking the administrative gift drawer (e-mail Laura when removing books from ISI inventory).
3. Have the executive director sign an appropriate card and send books as follows (don't send an individual the same book for different events). If sending one of Pastor Walt's books, he may want to write a note in it.
 - a. Getting married
 - 1) One of the couple is a former staff or Ministry Crew member—*Happily Married* or *Dangerous Detours*
 - 2) Both are former staff or Ministry Crew members or one is a Ministry Crew graduate—*Happily Married and Dangerous Detours*
 - b. Graduating
 - 1) From high school—*Wellsprings*, *Quality Friendship*, or *How to Say No*
 - 2) From college—letter or card, *How to Say No*, *Balancing Life's Demands*, or *The 15 Minute Money Manager*
 - c. Having a baby—letter or card, *Wellsprings*, *Teaching Responsibility*, *Teaching Obedience*, or *Precept Upon Precept*
4. For former campers or volunteers that send assorted announcements, post the invitation/announcement on mail room bulletin board and send a card if executive director / founder desires. Books aren't usually sent.
5. Death of a loved one
 - a. Someone close to Ironwood (e.g., former staff, frequent volunteer/supporter)—usually send a card (let all staff sign it); flowers may be sent with administrative approval; money is sent to an organization with administrative approval only.
 - b. Immediate family of current staff member
 - 1) Flowers (\$75-85) sent with administrative approval to memorial service unless memorial gifts are requested to an organization other than Ironwood.

Note with flowers: We're praying for you and your family. From the entire Ironwood Family, Isaiah 41:10
 - 2) Money given by individual families rather than the Ironwood "organization" to an organization such as Ironwood's Living Memorial.
 - 3) Send a sympathy card signed by staff or a letter written by the executive director or founder.
 - c. Current staff member—work through executive director / founder.

AIRPORT RUNS

We recommend that anyone Ironwood picks up fly into Las Vegas (LAS) or Ontario (ONT). Campers should fly in early enough to arrive at camp for the first scheduled event. Following is the list line of who would set up the airport run. If that person or somebody that works for him is not able to do the run, he knows to whom to pass the airport information. The goal is for team leaders/directors to do everything they can to handle the run within their team. When unable to do so, they should pass the information to the assistant the director (AD). The director (D) will ask another team leaders/director if it can be handle it within his team.

Camper/Speaker → AD → D → Another Team Leader/Director

Volunteer → Host → Host's Team Leader/Director → AD → D → Another Team Leader/Director

Summer Staff → Sr. Program Director → AD → D → Another Team Leader/Director

Guest → Host's personal responsibility

Larry is responsible for the scheduling of road vehicles. When you are asking for a vehicle, he may know of another vehicle going your direction which would make things easier on your team. Feel free to talk to somebody else scheduled for an airport run to see if we can combine runs.

Unless other arrangements have been made, when summer staff needs to go to the airport in the middle of the summer, we ask that they take a bus to the airport. This saves another staff member from losing a days work.

1. Greyline—Las Vegas, 702.739.5700
2. Primetime—Los Angeles, 213.626.4455
3. Yellow Cab—Ontario, 909.622.1313

COMMUNICATION FILING SYSTEM

1. Central retention filing system—Program, ICA, IIM, business office
2. E-mail is considered correspondence—all depends on contents.
3. Telephone calls are communication—all depends on contents.
4. General correspondence—e.g., communication with donors, churches, schools, individuals, former staff, ICA parents, former students, former campers, camps, speakers, IIM students, IIM parents.
5. Routine correspondence/communication—regarding day-to-day operation.
6. Speaker communication:
 - a. File: confirmation and thank-you
 - b. Keep until over: the routine communications of travel, themes, pickup
7. File Setup
 - a. Individual files—if have five pieces in file; as long as receive correspondence, file stays active
 - b. Misc—all others, may delete after three years
8. Clearing files—go through once a year
 - a. Keep latest; summarize (e.g., donor since 19-- , gave once a year, new pastor, not coming to camp) others on that letter; get rid of rest
 - b. Keep negative communications longer; way to flag; don't solicit
 - c. Better to err on keeping

9. Fundraising letters
 - a. In folder—form letters; keep master copy with notation as to whom the letter was sent (e.g., A churches, donors)
 - b. In binder—with same notation

CORRESPONDENCE

Our goal is that all donations receive a thank-you letter or some method of recognition thanking the donor for the gift within one to two weeks. Donations come to Ironwood via mail, phone, PayPal (may send thank you via e-mail), offering (thanks given verbally at time of offering, no letter sent), or a staff member.

GENERAL

1. Please keep donation information and hard copies with any donation info confidential.
2. Donations received will be recorded by the Business Office (usually accounts receivable) and relayed to person in charge of correspondence by a green slip of paper with the reason for the donation marked (e.g., scholarship, Memorial Fund, specific project).
3. Verify that Scout has the updated address and last contact date.
 - a. If sending a thank you to a donor, confirm that *Donor* is checked.
 - b. If sending a note to a Grubstaker, confirm that both *Donor* and *Grubstaker* are checked.
4. All official thank-you/correspondence letters and envelopes are printed (no handwriting) on Ironwood letter-head and matching envelopes.
 - a. Follow the block letter format (everything flush to the left margin with no indents).
 - b. Begin with date about 2” from top of page followed by 4 lines (single space) for letter address, 2 for salutation, 2 for body of letter, 2 for closing, 4 for signature lines, and 2 for any additional notations (enclosures/ PS).
 - c. Fan fold the letter (allows recipient to start reading without unfolding).
4. Have the executive director sign letters, unless he requests his electronic signature be used.
5. Sign out postage to General Operating postage budget.
6. Make one copy of the letter and file it in the correspondence file. If the letter is a tax receipt for material goods donated, make two copies—one for correspondence and one for bookkeeping (asset purposes).
7. Track letters sent (Donation/Letter Date column of Merge Info) to avoid sending duplicates. Duplicate letters are acceptable for the summer staff scholarship fund.

ADMINISTRATIVE

Specific letters initiated by the executive director should be processed within two to three business days.

CHURCH QUARTERLY

1. Some churches donate to Ironwood for the purpose of general maintenance and fees, similar to a Grubstaker, on a monthly, quarterly, or yearly basis. Those amounts are recorded by bookkeeping in a payroll file. When a quarter ends, ask Donna for a copy of that quarter’s support and enter the amounts received each month in the merge file (record the entire amount received even if it is spread over multiple months).
2. When updating the merge file, make sure the church’s pastor’s name is correct as this sometimes frequently changes. If the pastor is unknown, leave that field blank.

3. The greeting should read, “Dear Pastor ___ and Friends at [church name],”
4. Lupton Drive Baptist Church, Mrs. Betty’s home church, does not support Ironwood on a monthly basis but has been involved with Ironwood from the beginning. A letter is sent to them each quarter without the unneeded “amounts given.”
5. E-mail instead of mailing HPBC letter to ChristySmith@HamptonPark.org.

GRUBSTAKER

1. Grubstakers are donors that sign-up to support Ironwood on a monthly basis to help with everyday expenses. When notified that someone is becoming a Grubstaker (usually via retreat evaluations), send them a Grubstaker introduction letter thanking them for their pledge and 12 Ironwood return addressed envelopes.
2. Send quarterly update letter written by executive director.

LIVING MEMORIAL

1. Use Living Memorial custom receipts and cards with nice handwriting. Use a clear labels for printing the Ironwood return address.
2. When a donation is received for the Living Memorial, Ironwood’s memorial fund, send a receipt to the donor within two to three business days. (The custom receipt keeps a level of professionalism as well as honor and class for those who have passed away.)
3. Send a card to the person(s) the donor requested (no dollar amounts included). You may need to contact the donor and ask for that information if they’ve neglected to include that with their donation.
4. E-mail the donor and honoree (no dollar amounts) to the executive director’s assistant for publishing in the next Ironwood Dispatch.
5. Record the information in the Living Memorial Publisher files. These pages can be reprinted/updated on a yearly basis for the leather journal kept in the Way Station lobby.
6. Specific families may request names and addresses of the donors who give in memory of their family member. This information can be given to them without dollar amounts.

TAX RECEIPT FOR MATERIAL GOODS DONATED

1. This letter has specific wording for legal reasons and should not be changed other than to insert the specific items that the donor is requesting a receipt for or to change something from singular to plural.

This letter is to acknowledge the following gift to Fundamental Christian Endeavors, Inc. (Federal Tax ID 95-2857916).

Item(s) donated.....\$____ (if a price is quoted by the donor)

You can use this letter for your Internal Revenue Service gift receipt. The IRS will not allow the non-profit organization to determine the value of donated items. We verify that no goods or services were received by the donor. We understand that the total value of this item is \$_____.

Thank you so much for thinking of us with this gift. We appreciate your support of our ministry.

Sincerely,

2. The letter can be signed by any of the following three staff members:
 - a. Mark Asay, Business Office Manager
 - b. Betty Brock, Secretary/Treasurer

c. Sam Brock, Executive Director

3. For donations where an individual declares worth of \$500 or more in writing, include with the letter Form 8283 (print from <https://www.irs.gov/pub/irs-pdf/f8283.pdf>) and the page explaining IRS forms and procedures for gifts valued at \$500+ and \$5,000+.

Concerning Gifts Valued at More Than \$500

In order to deduct your contribution, the IRS now requires taxpayers who donate noncash gifts to tax-exempt organizations to file Form 8283 (Noncash Charitable Contributions) with their annual tax returns if the amount of their deduction for all noncash gifts is more than \$500.

The completion of Section A is required if donated property is valued at \$5,000 or less.

Included with this contribution letter is a copy of Form 8283 for you to complete and send back to Ironwood for our acknowledgment and signature. We will then return the signed copy to you to attach to your tax returns. If you need further instructions on completing the forms, you can find those online at www.irs.gov under the forms and publications section or by calling (800) 829-3676 and asking for Form 8283 with its instructions.

Concerning Gifts Valued at More Than \$5,000

In order to deduct your contribution, the IRS now requires taxpayers who donate noncash gifts to tax-exempt organizations to file Form 8283 (Noncash Charitable Contributions) with their annual tax returns if the amount of their deduction for all noncash gifts is more than \$500.

The completion of Section B is required if donated property is valued at more than \$5,000. An appraisal is required for most items listed in Section B, but exceptions are listed in the instructions.

Included with this contribution letter is a copy of Form 8283 for you to complete and send back to Ironwood for our acknowledgment and signature. We will then return the signed copy to you to attach to your tax returns. If you need further instructions on completing the forms, you can find those online at www.irs.gov under the forms and publications section or by calling (800) 829-3676 and asking for Form 8283 with its instructions.

4. See <https://www.irs.gov/pub/irs-pdf/p1771.pdf> for any questions regarding disclosure requirements for charitable contributions.

FILING

1. Refer to *Record Retention* for time limitations on individual pieces of information, as to whether it can be thrown away or not. If unsure, verify with executive director or founder's office.
2. In the general correspondence file, create a separate folder for any individual or organization with five letters or more. *Currently the files are stored in the retention room; if the file is relocated to an unlocked room/cabinet, some confidential donor letters (e.g., Kingdom) will need to be pulled and stored in a confidential location.*
3. File most recent correspondence at the front of the individual/organization folder or in the alphabetically organized miscellaneous folder.
4. File left-handed (top of the letter on the right-hand side of the folder) so header of letter can be easily read

CUSTOM CAMPS

1. Initial Contact
 - a. When a church or school calls wanting to set up a custom camp, get the following information:
 - 1) Group name (make sure it's a church/school that can sign our Position Statement)

- 2) First & last meal
 - 3) Age of campers
 - 4) Expected number of campers
 - 5) Purpose of retreat/camp
 - 6) Contact info (fax, e-mail, phone—work & cell, etc.)
 - 7) Who will be speaking and leading music
- b. If the group is new, send them a Toolbox with all-in-one pricing (make a note to call them a week later if mailing info) or refer them to the website and e-mail the all-in-one pricing flier.
 - c. Ask them for up to three dates that would work well for them—this gives Calendar options if the group's preferred date doesn't work. While on the phone, check those dates against the camp calendar to see if it looks like we have them available. If you are fairly certain the dates they want will not work, suggest some other dates that may work.
2. Parts & Pricing
 - a. When figuring prices for a custom camp, use the custom camp prices found on the Telegraph—double check the year, group size, and adult vs. youth prices.
 - b. Find the price per part (breakfast, lunch, dinner, and overnight stay) by dividing the price per day by four.
 - 1) Minimum stay if four parts.
 - 2) The parts including meals include the program surrounding the meals.
 - c. Adult custom camp prices are for two per small WC+ and six per large WC+.
 - d. Youth custom camp prices are based on 10 per WCNL; the group is responsible for bringing their own counselors. Check the Telegraph for counselor/sponsor discounts based on group size.
 - e. Trail rides, coffee service, etc., are included in simple pricing. See the latest Toolbox for current pricing. Couples' groups requesting tri-tip will have a banquet, but all others will be a barbecue.
 3. Calendar Meeting—if Calendar approves the group and dates, they should also decide what facility (Broken I Ranch, Rivertown, or Ike's Roost), what meeting room(s), what dining room (BIR & IR are usually WC's, RT is usually WS), and who the camp coordinator will be. (If you don't find out at calendar meeting who the camp coordinator is going to be, ask the program director of the facility).
 4. Contract
 - a. Contact the group and let them know what dates Ironwood can do the camp, then draw up the contract. Under Custom Camps on Server C, update the information that in Contract Data or make a completely new entry.
 - 1) Arrival and departure times are determined by allowing the group to arrive 2 hours before their first meal and leave 2 hours after their last meal. Normally,
 - a) a breakfast end would have a 10:00 a.m. departure;
 - b) a lunch start would have a 10:00 a.m. arrival and a lunch end would have a 2:00 p.m. departure;
 - c) a dinner start would have a 4:00 p.m. arrival and a dinner end would have a 8:00 p.m. departure.
 - 2) Keep the minimum and maximum numbers as close together as possible.
 - a) Groups are required to pay for their minimum number, so help them be realistic. A new group typi-

cally does not bring as many people as they think they're going to.

- b) For couples' retreats, the spread should be no more than 10 couples. For youth camps, try to get a good estimate on the boy/girl breakdown.
 - 3) Assign enough cabins for the maximum number—1 couple or 2 adults per small WC+, 1 couple or 6 adults per large WC+, 10 youth with sponsor per WCNL. For some youth groups, include a WC+ for the speaker or group leader.
- b. When the contract data is complete, close the Excel file and open the Contract Letter.
 - 1) Print one copy in color on contract stationery for the director to sign.
 - 2) Print two black and white copies on white paper—one to mail and one for the contract notebook.
 - 3) Please check current postal rates for additional ounce.
 - c. Paperclip (top right-hand corner) a "Custom Camps Checklist" sticker to the remaining copy of the contract and then work your way through that checklist. (When the signed contract is returned, shred the black & white copy and put the sticker on the signed copy.) When entering a new custom camp on Scout,
 - 1) be sure to include any price notes or any quirks about a particular contract;
 - 2) enter the boy/girl breakdown and lodging as listed on the contract (the hospitality team leader will go back later and assign the actual cabins);
 - 3) include contact info for the retreat coordinator if different from the contract contact;
 - 4) under Finances add the deposit as a fee.
 - d. *When the signed contract and position statement are returned with the deposit,
 - 1) write the deposit amount, check number, and date on the checklist sticker;
 - 2) record the check under the "Finances" section in Scout;
 - 3) move the paperclip to the right side of the contract.
 - 4) on the master calendar, change a camp from white to the actual color of the camp.

* *A group is only guaranteed a spot when we have received their signed contract, signed position statement, and deposit. When all three are returned, change the color on the master calendar from gray to the correct color of that camp.*

From this point on, the group may call to make changes to their contract. Questions regarding registration should be directed to the registration office, and questions regarding program should be directed to the group's camp coordinator. While the group is here, have the coordinator confirm simple pricing options for the next year. Within a month after the retreat, contact them to confirm the details for the contract will remain the same for the following year.

5. General Notes

- a. Resident staff may only work 12 Sundays a year. In order for a group to qualify to have one of their camp days be on Sunday, it must meet the following criteria:
 - 1) Must be a church group, not just a Christian school, Boy Scout group, etc.
 - 2) Must be willing to not have many activities on a Sunday. When we have a camp on Sunday, it's usually a group's last day; and they're typically just doing breakfast, a service, and lunch. Occasionally, a group will begin their camp late Sunday night.
- b. In the spring of each year, go through the master calendar and fill in when you believe all of our regularly

scheduled custom camps will fall. Keep in mind that our Ironwood-sponsored camps get first dibs on a date. A group's date may change some from year to year, depending on when Easter falls. Also, about every seven years, the whole calendar shifts a week, seemingly messing up everyone's intended camp dates. This way, when you're ready to re-schedule a group, you can tell them a date that you tentatively already have them reserved for.

HORSE OPERATION

1. Horse log kept for business office—any horse that comes on the property should be logged on with the necessary information and when a horse leaves the property, he should be logged off.
 - a. It does not matter who owns the horse or how it gets here (born, purchased, traded, in training, loaned, donated, etc.).
 - b. It is important that the log be kept in a timely fashion.
2. Horse production records (babies, born, value received)—our costs, our income, value to us, health and vet, training time, uses.
3. AQHA dealings (e.g., registrations, file maintenance)
4. Fees need to be set for boarding and training—contract that hold us blameless for injuries, liabilities, sickness, vet expenses, use of students trainees

INSURANCE

CAMPER ACCIDENT

1. Insurance Company
Church & Casualty Insurance Agency
Guarantee Trust Life Insurance Co.
(800) 995-7525

Maksin Management Corp
(800) 257-6250

Contact: For claims call Maksin
2. If you have any questions as to how the accident occurred, ask the program for a camper report. It is a good idea to have the camper report, making sure that the date, time, place, people involved, and witnesses are all completed.
3. If the camper is sent to the hospital or a doctor in town, his or her medical release form with the camper's insurance policy information should be sent with him or her to insure treatment. A copy of the medical form should be kept at the office or the person taking the camper in should ask the hospital for a copy of the form.
4. If a camper's parent or guardian does not have insurance, then Ironwood's camper insurance information (carrier and policy number) along with the camper's medical release form must be sent in with camper.
5. If the camper is taken to Dr. Horton, the medical release form is not needed. We pay Dr. Horton cash, and the camper's parents/guardians insurance company or Ironwood's insurance will reimburse Ironwood.
6. Give or send the parents a Camper Insurance Instruction sheet with a Notification of Injury Claim form. We should fill this claim form out as completely as we can so the parent will only need to sign. There may still be some information that they would have to complete. This Camper Insurance Instruction sheet will let them know that our camper accident insurance will cover costs (co-pays, deductibles, prescriptions, and other expenses) that their insurance will not. Our insurance's cover limit is \$50,000.
 - a. Completed claim form.

- b. Invoices for medical attention.
 - 1) Mark in red if invoice was paid by Ironwood (Paid by Ironwood; please reimburse Ironwood)
 - 2) If from Dr. Horton, check to make sure the invoice is completely filled out. A diagnosis code will be needed on invoice.
- 7. File the following under *Insurance: Camper Accident; Claims* (file to the front).
 - a. Copy of completed claim form.
 - b. Copy of invoices for medical attention.
 - c. Camper report
 - d. Original medical and permission form (copy is made to keep with other camper medical forms)
- 8. If money was paid by Ironwood for the medical treatment, give the name of the camper and the amount of invoice to the business office for follow-up of reimbursement.
- 9. If injury is a serious injury, a copy of the claim should be sent to Church & Casualty home office “as notice only.”

WHO IS COVERED BY WHAT INSURANCE?

- 1. Campers (includes Leadership Live in the training week) and Mission Teams
Camper Accident
Claim form filed under *Insurance: Camper Accident*
- 2. Visitors on property
Church Mutual Insurance
Accident Report filed under *Insurance: Multi-Peril*
- 3. Speakers
 - a. Without Agreements (during SFW and summer, including wives and children)
Church Mutual Insurance
Accident Report filed under *Insurance: Camper Accident*
 - b. Summer Speakers With Agreements
Church Mutual Insurance
Accident Report filed under *Insurance: Workers' Compensation*
Treated as “Casual Labor” for audit
- 4. Staff (resident, summer, and Leadership Live when working) and Ministry Crew
 - a. If work related
Workers' Compensation
Church Mutual Insurance
Claim form filed under *Insurance: Workers' Compensation*
 - b. If during personal time—their own personal insurance and responsibility
 - c. On loan—covered by their primary employer
- 5. Volunteers—we would want them to use their own personal insurance. Volunteers are covered under the following policy:
Church Mutual Insurance
Claim form filed under *Insurance: Multi-Peril*

A group of volunteers who are getting no remuneration can be covered under camper accident. They would need to be reported on the insurance camper day report as campers.

VEHICLE ACCIDENT CLAIM

1. Insurance Company: Church Mutual Insurance Company
Newport Beach Office
(800) 995-7525

Contact: Vehicle Claims
If questions, ask Sherry Morgan.

Policy Number: See Insurance Notebook: Vehicle Section (note effective dates)

Claim Forms: Insurance: Vehicle; Claim Forms

2. Complete automobile accident report.
 - a. Policyholder Information—see insurance notebook for correct completion.
 - b. Accident Information—ask person involved in the accident for the correct information. If there is a police report, obtain a copy for the file. When you write down the description of the accident as they report it, be sure it is understandable.
 - c. Vehicle and Driver Information
 - 1) Serial Number—vehicle file under individual vehicle
 - 2) Year, make, model—vehicle file under individual vehicle
 - 3) Vehicle number—see insurance notebook; see the list of covered vehicles.
 - 4) The claim form is looking for the “unit number.”
 - 5) Plate number—vehicle file under individual vehicle
 - 6) Insured with any other company? No
 - 7) Name of driver, address, phone—as reported
 - 8) Relation to insured—usually “employee”
 - 9) Date of birth of driver
 - 10) Age of driver
 - 11) Drivers license number of driver
 - 12) Repair estimate—not necessary
 - 13) Where can be seen? Usually 49191 Cherokee Road, Newberry Springs
 - 14) When? Between 8:30 a.m. and 5:00 p.m. Monday through Friday
 - d. Property Damage to Others—answer as known
 - e. Injured—answer as known
 - f. Witnesses—answer as known
 - g. Date, Your Name, Your Address, Your Phone (use business number)
3. Make a copy of the claim report and send original to Newport Beach office with a note that two estimates will be sent soon.
4. Ask Larry to obtain two repair estimates.
5. Make a copy of the estimates, attach to claim, and file. Send the original estimates to the Newport Beach office with a copy of the accident report.

6. A check will be issued by Church Mutual with Ironwood and the repair shop's name on the check. Let Larry know when the check comes in so that he can make arrangements to get the repairs done.

WORKERS COMPENSATION ACCIDENT

1. Insurance Company: Church Mutual Insurance Company
Newport Beach, CA—(800) 995-7525
Merrill, WI —(800) 542-3465
Workers Compensation works directly through Merrill, WI

Agent: Bob McCall (Newport Beach office)
His assistant: Sherry Morgan

Covered by Workers Compensation: resident staff, apprentice staff, summer staff, Leadership Live when on summer staff—volunteers not covered

Contacts: All accidents should be discussed with the employee's supervisor before completing the Employer Report. If you have questions as to the completion of the description of the injury/accident, see Carol for help. Even if you do not have questions, please ask her to check out the wording.

2. If an employee did not have a serious injury and went to see Dr. Horton and needed no further treatment, we would not proceed with a worker's compensation claim. This would be a medical expense.
3. If any visit or follow-up visit to a doctor did not exceed a total of \$75, a worker's compensation claim would not be filed. This would rather be handled as a medical expense.
4. As soon as an accident is reported to you, complete the bottom part of an employee claim form and ask the employee to complete the top. When the form is returned to you, fill in date on Employer Report Form #13 and give the employee the "employee copy."
5. The insurance company does not want Ironwood to pay the invoices in advance. They want us to send in the claim and they will pay straight to the provider. Dr. Horton has agreed to work with us on this, but we do all of the reporting. They will send him a physician's first report to fill out.
6. Complete the Employer Report Form as follows—should be done within 5 days of accident.
 1. Fundamental Christian Endeavors, Inc.
 - 1a. 6/15/03 – 6/15/04 = 072851-07-238003
 2. 49191 Cherokee Road, Newberry Springs, CA 92365
 - 2a. (760) 257-3503
 3. same
 - 3a. N/A
 4. camp and school
 5. State unemployment insurance acct. no.: *leave blank*
 6. Type of employer: *private*
 7. Employee name
 8. SS#: on employee claim form or in staff file
 9. Date of birth: resident staff—in staff file, summer staff—ask program office
 10. Home address
 - 10a. Phone number
 11. Male or female
 12. Occupation: e.g., counselor, wrangler, food service, maintenance, secretary, janitorial
 13. Date of hire: resident staff—in staff file, summer staff—first day of summer staff training, Leadership Live—when they started working; not when they were in camp
 14. Employee usually works: 8 hours per day, 5+ days per week, 40+ weekly hours
 - 14a. Employer status: resident staff—full-time or part-time, apprentice—temporary, summer staff—seasonal, Leadership Institute—seasonal
 - 14b. 8868—teachers and administrators

9048—camp program, counselors, food service, wranglers

Gross wages/salary per month

Resident staff and apprentice—put in average monthly gross wages

Summer staff and leadership institute—put in monthly amount received (e.g., \$160)

15. Other payments: mark *yes*
Write about *yes*: “housing, utilities, and some meals”
Do not write in an amount.
16. Month, day, and year of injury
17. Time of injury
18. Approximate time that employee reported for work
19. If employee died, date of death
20. If employee could not work the regular day after the injury, mark *yes*.
21. Date when last worked—if you are completing the form two days after the injury and the employee is back at work, put the date of when you are completing the form.
22. Date when employee returned to work
23. Check box if employee is still off work
24. Paid full wages? Mark *yes*.
25. Salary being continued? Mark *yes*.
26. Date of employer’s knowledge of injury—should correspond to Employee Claim Form.
27. Date employee provided Employee Claim Form—should correspond to Employee Claim Form.

In the next section, the Employer Report has some good examples of what they are looking for. Be specific without being overly detailed. You can get some of the information from the Employee Claim Form, but the information needs to be checked out with the employee’s supervisor.

28. Specific injury to what part of body—see Employee Claim Form
29. Location where event or exposure occurred—see Employee Claim Form
If on the camp property: *49191 Cherokee Road, Newberry Springs, CA*
If not: *the specific address*
- 30a. If on this property: *San Bernardino County*
- 30b. If on this property: *yes*
30. Department where event or exposure occurred—e.g., program, maintenance, office, camper services,
31. Others workers injured—yes or no?
32. Equipment, material, and chemicals being used
33. Specific activity the employee was performing
34. How injury occurred
35. Name of address of physician—from doctor’s report
- 36a. Phone number of physician—from doctor’s report
36. Name of hospital if hospitalized
- 37a. Phone number of hospital—from doctor’s report

Print your name

Sign your name

Give your title

Give date

7. Make copies of all reports, claim forms, and invoices listed below. Staple together with the Employer Report form on top. File at front: *Insurance: Workers Compensation; Claims*. Any subsequent paperwork should be stapled to the back after it has been acted upon. Make a copy of anything you send to insurance company or to anyone else regarding this claim.
8. If we paid any invoices, give the name and amount we paid to the business office for follow up on reimbursement.
9. Send the following to the Church Mutual office in Wisconsin:

- a. Insurer/Claims Administrator copy of Employee Claim Form
- b. Employer Report
- c. Doctor or pharmacy invoices that we paid (they should be marked in red or highlighted that they were paid by Ironwood).

WORKERS COMPENSATION AUDIT

1. Time Period—Insurance Renewal: June 15, (year)
For our audits, we start with July 1 of the last year and go through June 30 of the current year. This allows us to work with the quarterly totals on the state forms and a two-week change either direction is allowed by the insurance company.
2. To Get Ready for the Audit
 - a. Workers compensation spreadsheets must be completed (Lynn/C/My Documents/Bookkeeping/PR-(month) [page called “Workers Compensation”]).
 - 1) Make sure that the correct classifications codes are used for each person for each month. Because of school staff sometimes changing to camp staff in the summer, staff would be placed under a different code in the summer. Other changes may also occur during the year. Each month and person needs to be “thought through” as to what classification is appropriate.
 - 2) If a person has different jobs, we would normally place him under the code where he spends most of his time.
 - b. Classification codes—f the auditor questions the determination of the classification codes, the determination letter is in the Insurance file (*Insurance: Workers Compensation Audit*).
 - 1) 8868—Teachers, principals, professional employees
 - 2) 9101—Maintenance and hospitality workers for both the camp and school
 - 3) 9048—Camp workers, including counselors, food service, wranglers, program staff
 - 4) 8810—Office workers
 - c. Make copies of the state DE- 6 forms for the corresponding months.
 - d. Check to make sure that the total quarterly compensation of the DE-6 equals the total on the audit spreadsheet for those three months.
 - e. Print the spreadsheets for each month.
 - 1) One for Betty with the workers’ compensation amount (last column) included.
 - 2) One for auditor without the worker’s compensation amount included.
 - f. The summer staff honorarium spreadsheets must be made for July and August. These totals would not be part of the DE-6 totals.
3. During the Audit
 - a. Set up a place with some privacy for the auditor to work, not in a walk-through area.
 - b. Be ready to answer some questions which the auditor may ask. Be ready to provide the following brochures/information:
 - 1) Camp and school brochures
 - 2) What people do what jobs—auditor will usually ask what each person on the list does at camp and school; can ask for job descriptions.

- 3) Board members—who they are, what their title is, if they are paid staff members.
 - 4) Corporation—non-profit, tax-exempt corporation 501(c)3
 - 5) Number of students in the school
 - 6) Where campers come from
- c. Have available for the auditor:
- 1) Workers compensation spreadsheets by month with the summer staff spreadsheets in the back—you will need to tell him that the summer staff spreadsheets are not counted on the DE-6 forms, but that they are cash honorariums given for summer college workers.
 - 2) Copies of the DE-6 forms
4. After Audit—file your copy of the DE-6 and the Workers Compensation spreadsheets with the auditor’s business card under Insurance/Workers Compensation Audit.

KEYS/KEYPADS

1. Keys/keypads are a necessary tool of communication to identify items that are confidential/important, that require training before use, or that are unsafe if unsupervised. (People will assume that unlocked means available.)
2. Public keys/keypads, selected by the director, are for areas to which all staff (but not campers) have access.
3. Personal keys are given to directors who have accountability for something (e.g., office, tools, storage, stores)—they are a protection, not an indication of lack of trust. If someone loans his key to another team member, he is still responsible for that area.
4. The master key file is in the business office. When locks are added around camp (including staff residences), a copy should be added to the master key file.
5. The business office maintains a record of keys each key holder has.
 - a. If a department needs a key duplicated, they will pay for the duplication.
 - b. Keys should be turned in if someone transitions to a different job or moves.

MAIL OUTS

1. Our bulk-rate permit needs to be renewed annually (January 1) with the Newberry Springs Post Office. If the permit has not been renewed, the postmaster will not accept the mail out.
2. Promotions will handle the layout and editing, including printing the bulk-rate imprint, using non-profit bulk rate stamps (executive director’s preference for fundraising mail outs), or first class stamps (summer camp A-church mail out).
3. During production, addresses should stay in zip code order if using bulk rate. Any duplicate addresses pulled out should be deleted from the total number of pieces being mailed.
 - a. Booklets—booklets without inserts do not need to be stapled shut.
 - b. Envelopes—collate inserts, then stuff, seal, and label envelopes.
 - c. 8½ x 14 (summer individuals mail out)—fold brochure & registration form, collate, and staple shut
4. Bundle pieces then fill and label trays according to USPS Domestic Mail Manual regulations.
5. Complete Non-Profit Standard Mail form (3602-NZ).

6. Send mail out to the Newberry Post Office with payment . A check or credit card will be needed for payment.

MASTER CALENDAR

The Ironwood Calendar in Outlook is shared for reading purposes to everyone on the network. The following have permission to edit the calendar. Edits should be limited to their area of responsibility. Because alarms on the Master Calendar will not fire on anyone's personal calendar, no items on the Master Calendar should be entered with an alarm or with a reply requested.

1. Assistant to the Director—all-staff meetings, weekly meetings, program meetings, town run schedule, break weeks, staff vacation/away, and sponsored camps, custom camps, ICA, and IIM
2. Scheduler—work schedules (inserted in notes section of calendar item)
3. Registration Team Leader—mission teams, sponsored camp speaker travel/info (notes section of camp for which they are speaking). Reception will collect information on campers flying in—names, airline, flight, airport, cell number.

CAMPS ON THE MASTER CALENDAR

1. Camp information should be entered in the following order:

Sponsored camp (four to five years ahead on calendar)
Camp-Speaker/First Meal-Last Meal/Camp Coordinator

Custom camp (usually a contract is issued no further than one year out)
Type-Group Name-Speaker (if RS)/First Meal-Last Meal/# of campers per contract/Camp Coordinator

2. Due to lack of space in the calendar, only use single dashes or front slashes with no spaces to separate items.
3. Camps are referred to in plural possessive.
4. Abbreviations used.
 - a. CEO—Christian Education Outdoors
 - b. CHC—Cowboy History Camp
 - c. CR—Couples' Retreat
 - d. DC—Day Camp
 - e. ER—Ezra Retreat
 - f. MR—Men's Retreat
 - g. MT—Mission Team
 - h. PB—Paintball
 - i. PL—Planning
 - j. SE—Spiritual Emphasis
 - k. SL—Spiritual Leadership (SE+ER)
 - l. SR—Singles' Retreat
 - m. ST—Senior Trip
 - n. TB—Team Building
 - o. WR—Women's Retreat
 - p. YR—Youth Retreat
 - q. B—Breakfast
 - r. Brch—Brunch
 - s. L—Lunch
 - t. D—Dinner
5. Camp coordinator's initials should be used.

In House	BIR	IR	RT	Holiday / Camp Name and Schedule Guidelines
			✓	Nehemiah Work Week (NEH##) <ul style="list-style-type: none"> • Second week of January, week before CCS## • Monday L–Saturday B
			✓	College & Career Singles (CCS##) <ul style="list-style-type: none"> • Third weekend of January • Friday D–Saturday D
		✓		Women Counseling Women Specifics (WCS##) <ul style="list-style-type: none"> • Fourth week of January • Monday D–Wednesday L • Include the rotation year in the camp code: e.g., WC211
			✓	Youth Winter Rendezvous (YWR##) <ul style="list-style-type: none"> • Weekend after WCW Specifics • Friday D–Saturday D
✓				Resident Staff Retreat Third Monday–Wednesday of February on non-Tweakage years
✓				FCE Board Meeting (BD##) <ul style="list-style-type: none"> • Determined by Board, but usually falls President’s Day weekend • Days Vary: Day 1 L–Day 2 L
✓				Tweakage Rendezvous (TR##) <ul style="list-style-type: none"> • Determined by camps, but usually falls week of CR##A • Monday L–Wednesday L
			✓	Couples’ Retreat—Spring (CR##A) <ul style="list-style-type: none"> • Last weekend of February • Thursday D–Saturday Brch or L
	✓			Paintball Camp (PB##) <ul style="list-style-type: none"> • Second weekend of March (weekend after MR##A) • Friday D–Saturday L, 5:00 p.m. departure
			✓	Family Camp (FC##) <ul style="list-style-type: none"> • Third weekend of March (weekend after PB##B) • Thursday D–Saturday L
	✓			Mother-Daughter Retreat (MD##) <ul style="list-style-type: none"> • First weekend of May • Thursday D–Saturday L
			✓	Women’s Retreat—Spring (WR##A) <ul style="list-style-type: none"> • Begins third Thursday of April (except when conflicts with Easter) • Thursday D–Saturday Brch
		✓		Youth Leaders’ Retreat (YL##) <ul style="list-style-type: none"> • Last weekend of April, week before Mother-Daughter • Thursday D–Saturday L
✓				Staff Holiday: Memorial Day Taken on Memorial Day or floated if conflicts with staff training
✓				Staff Break <ul style="list-style-type: none"> • Last week of May or first week of June, depending upon summer calendar, week before staff training • Usually, Tuesday–Friday of Memorial Day week
✓				All-staff Meeting Sunday evening before Staff Training begins
✓				Staff Training <ul style="list-style-type: none"> • Starts Monday after Staff Break and runs two weeks • Monday D–Saturday L
			✓	Leadership Live! (LL##A, LL##B) <ul style="list-style-type: none"> • LL##A starts the same time as Staff Training and goes for six weeks, LL##B starts the Monday of the sixth week of LL##A • Monday D–Saturday L (LL##A), B (LL##B)
	✓			Father-Son Camp (FS##) <ul style="list-style-type: none"> • Last weekend of Staff Training • Thursday D–Saturday L

In House	BIR	IR	RT	Holiday / Camp Name and Schedule Guidelines
			✓	Teen Camp (TN1##, etc.) <ul style="list-style-type: none"> 4–5 teen weeks—start Monday after Father-Son Camp, skipping July 4 week Monday L–Saturday B
		✓		Summer Horsemanship (HM1##, etc.) <ul style="list-style-type: none"> 3 weeks—third and fourth week of summer camp (includes July 4th week) and last week of the summer Monday L–Saturday B (Shodeo begins at 9:00 a.m.)
	✓			Junior Camp (JR1##, etc.) <ul style="list-style-type: none"> 5 weeks starting the Monday after Father-Son Camp, skipping the July 4th week Monday L–Saturday B
		✓		Junior High Camp (JH1##, etc.) <ul style="list-style-type: none"> 4–5 weeks—first week of camp and the 4 weeks following the July 4th week Monday L–Saturday B
✓				Staff Break Monday through Friday after summer camps ends
✓				Staff Holiday: Labor Day Taken on Labor Day or some other day as fits the custom camp schedule (<i>traditionally floated to the Monday after Staff Break if weeks are close</i>)
			✓	Men With a Mission (MR##) <ul style="list-style-type: none"> Last weekend of Sept. Thursday D–Saturday Brch
			✓	Women's Retreat—Fall (WR##B) <ul style="list-style-type: none"> Third weekend of October (starts third Thursday) Thursday D–Saturday Brch
			✓	Couples' Retreats—Fall (CR##B, CR##C) <ul style="list-style-type: none"> First and second weekends of November Thursday D–Saturday Brch or L
		✓		Women Counseling Women—Basics (WCB##) <ul style="list-style-type: none"> Week before Staff Planning Monday D–Thursday L
✓				Staff Planning Days Monday–Wednesday before Thanksgiving
✓				Staff Holidays: Thanksgiving Thursday and Friday of Thanksgiving week
✓				Staff Holiday: Christmas Taken on December 25 or the Friday before or Monday after if lands on a weekend, as fits the custom camp schedule
✓				Staff Break Any weeks days from December 26–December 31
✓				Staff Holiday: New Year's Taken on January 1 or the Friday before or Monday after if it lands on a week-

6. Categories show what team attends a meeting, even if the facility schedule is in blackout, what staff are away, and what groups are volunteers / mission teams.

7. When the Camp Fees chart is updated, the next year of sponsored camps should be added to Scout; the ideal is a minimum of 12 months in advance.

- When adding a speaker to a sponsored camp, go to Finances and apply a Reduced Fee / Sponsored Camp Speaker equal to the camp fee.
- Cost for WCS and WCB should combine camp fee and notebook fee.
- Camp details should include standard lodging.
- Camp price should be per person. For example, CR camp fee will need to be divided in half so that each camper is paying the same fee.

MEETINGS ON THE MASTER CALENDAR

In-house meetings affecting the entire staff or multiple teams will be added to the master calendar with the following abbreviations used for meeting locations:

1. ASC—Academy Secondary Classroom
2. BIA—Broken I Auditorium
3. CP—Mr. Chastain’s Porch
4. CR—Way Station Conference Room
5. FA—Faith auditorium
6. FSO—Food Service office in the Homestead
7. IRT—Ike’s Roost Twig
8. OSB—Office of Sam Brock
9. OWB—Office of Walt Brock
10. RTA—Rivertown Auditorium
11. RTL—Rivertown Lodge

OFF-SCHEDULE STAFF ON THE MASTER CALENDAR

1. Off-schedule includes plus days, vacation, deputation, jury duty, or any other planned time off the work schedule.
2. Due to lack of space, individuals should be entered by first name (no last name), and couples should be entered by last name (using husband’s first initial if necessary to avoid confusion).
3. If the number of people on vacations extends passed what is visible in the color bar, Away and the number off-schedule should be entered in the Subject line and the list of people should be entered in the Notes section in order of request.

SPONSORED CAMPS & EVENTS ON THE MASTER CALENDAR

1. Spring dates are a little less definite than the fall dates, because we have to work around Easter which varies as much as four different weekends, depending upon the year.
2. Holidays that fall on weekends will be observed the following Monday. Labor Day and New Year’s Day are “floating holidays”: they may be moved to an earlier date to accommodate the custom camp schedule.

OFFERINGS

Offerings should be counted immediately by two staff members. The money then should be entered into the program cash register or a cash receipt form should be completed and signed by those counting. Make a note of the checks received for the offering; those checks need to be entered separately in Peachtree, so a note on the memo line noting “Offering” is helpful to the bookkeeping team. Put the money in a cash register or safe; or, if during office hours, take it to the bookkeeping office.

POSTAGE

All postage taken from Slim Chance for any purpose is to be recorded on the Slim Chance Postage Checkout. Personal postage is pay-as-you-go, only—no staff bill and no IOU.

SHIPPING

If you use the Ironwood UPS account to ship a personal package, the business office prefers that the charges be put on your staff bill. However, pay-as-you-go is still an option.

SLIM CHANCE

All items, except those marked *Free*, taken for any ministry or personal use are to be recorded on the Slim Chance Checkout. Team leaders should make sure team members know what budget to sign items out under. All personal purchases are pay-as-you-go—no staff bill and no IOU.

SPEAKERS

GENERAL INFORMATION (handled by the assistant to the executive director)

1. Invitation to Speak
 - a. Any invitation to speak at Ironwood must go through the executive director and/or the director.
 - b. Invitations can be given verbally.
 - c. Most invitations are issued through letters from the executive director.
 - d. Ironwood schedules speakers at least two-years in advance.
2. Speaker Confirmation
 - a. Ironwood **MUST** receive written confirmation from a speaker stating that they will commit to a certain speaking engagement. We should not print a speaker's name on any Ironwood information without written confirmation on file. Occasionally unique situations may arise where a verbal confirmation to either the director or executive director will suffice. However, the director or executive director must approve that a verbal confirmation will suffice in order for Ironwood to proceed.
 - b. Upon receiving a written confirmation from a speaker, record the speaker name(s) and date of confirmation on the Ironwood calendar found in Outlook.
3. 15-Month Biographical Sketch—approximately 15 months prior to the camp date a biographical sketch will be sent to the speaker(s) for them to fill out. The information given on this sheet will be used in the making of brochures, etc. (see attached sheet)
4. 1-Year Confirmation—a letter will be sent from the executive director confirming the speaker's availability for the camp dates. If the written confirmation dates are about 1 year prior to the camp dates, then don't bother sending them this letter. This particular letter is designed for those speakers who have confirmed the dates more than a year in advance.
5. 6-Month Information
 - a. Six months prior the camp dates a letter will be sent from the director.
 - b. A detailed list of information will also be sent (see attached sheet) giving the speaker information such as accommodations (do not specify which cabin as many changes are made from now 'til the camp dates... just state "western cottage"), camp schedule (from the year prior), number of sessions to plan for, length of sessions, camp coordinator's name and e-mail address, etc.
 - c. Please note that summer speaker information will differ somewhat from spring/fall/winter speaker information. Also, Broken I Ranch and Rivertown speaker information will differ slightly.
6. 1-Month Contact—one month prior to the camp dates, contact will be made with the speaker to find out his/her travel arrangements. Also at this point, we will find out if the speaker is bringing anyone with them (such as spouse or children) and estimated arrival/departure times (if they would like to arrive early and/or stay later).
7. 2-Week Call—two weeks prior to the camp dates, a call will be placed by the camp coordinator (executive director's assistant will initiate this) just to ensure that everything is in place and possibly answer any of the speakers questions.
8. Welcome Booklet

- a. Two to three days prior to the speaker's arrival (NOT necessarily prior to the camp dates as the speakers sometimes prefer to arrive early) print the welcome booklet that would pertain to this particular camp (found on the executive director's secretary's computer under My Documents, Speakers, Welcome Booklet.)
- b. Please note that there are two different booklets; one for Rivertown and one for Broken I Ranch.
- c. Each book will have a few changes that will need to be made each time such as: mark on the map which cabin they are staying in, camp coordinator's name and picture, schedule (can be obtained usually through the director's secretary), and add in any other information that is important such as meals that may be provided by our resident staff.

10. Arrival

- a. Contact should be made with the speaker by the camp coordinator upon the speaker's arrival.
- b. Speaker should be given a tour if needed (also by camp coordinator).
- c. Camp coordinator should go over any details that may have changed regarding the schedule, etc.

11. Thank-you Letter

- a. A thank you letter will be sent by the executive director following the retreat.
- b. Summer speaker thank you letters will also include a decision tally from that particular week of camp.

EARLY ARRIVAL / LATE DEPARTURE

When Ironwood-sponsored camp speakers arrive on camp property early (before the usual arrival time for that particular camp) and/or stay later, the following steps need to be made in preparation:

1. When a speaker stays over a Sunday or a Wednesday night e-mail the executive director.
 - a. Most speakers welcome the chance to speak at one of our local churches; check first with the speaker to make sure that he/she is willing to speak. Sometimes they arrive early and/or stay later so that they can get some rest; and, therefore, they would rather not be scheduled to speak.
 - b. Any invitations to speak at a local church are offered to pastors only after they have first been approved by the executive director.
 - c. After obtaining approval from the executive director, the assistant to the executive director will contact the pastor with the speaker's schedule offering him the chance to have the Ironwood-sponsored speaker at his church for a particular service. The pastor will usually contact the speaker directly at this point.
2. Make any pertinent changes to the Speaker Welcome Booklet.
3. Arrange for a cabin to be ready for them by entering their personal information in Scout.
 - a. Each speaker—and, if they are bringing them, each family member—should be entered in that particular camp in Scout as attending that camp. Scout is the main communication for Hospitality, the Homestead, and Registration to ensure meals, housing, and name tags are ready; *it is very important that as much information as possible is entered as soon as possible.*
 - b. Their entire camp fee is discounted and a note is written in the Hospitality/Food notes section that they are the speaker.
 - c. The time that they will be staying on camp property but exceeds the designated camp times will have to be entered as People On Property. Enter the arrival date and the first meal; the "departure date" would be whenever the camp is beginning, and their last meal would be the meal prior to the camp.
4. Arrange for meals to be provided for them by the Homestead or our resident staff.
 - a. Meals will be accounted for in Scout if the information in step 2 is entered correctly.

- b. Speakers do not pay for extra nights and/or meals. Include “speaker” in the food note section for this reason.
- c. If meals are provided by the staff at their homes, then this information will also need to be included on Scout by going to add/subtract meal and entering a negative number as to which meal will not be attended by the speaker.
- d. Any extra meals should be offered to the Ironwood staff first, giving them the opportunity to have the speaker(s) as a guest(s) in their home. Before offering this to the entire staff, check with Mrs. Betty giving the executive director the first option of entertaining the speaker(s).
- e. The Homestead provides meals Monday breakfast through Friday dinner when camp isn’t in session. Most of the time extra meals needed will be covered by the Homestead’s normal operating schedule.
- f. Non-camp breakfast meals, if provided by the Homestead, will require a bit of orientation as the breakfast meals are self-serve. The People Services Director or any Sheriff will be able to cover this responsibility. A popular option is for the Homestead to provide a few breakfast items in the speaker(s) cabin.
- g. Non-camp lunch meals, if provided by the Homestead, do not require a host/hostess to be assigned. Inform the IIM area leaders that there will be guests at the meal. They are aware of their responsibilities as a host/hostess to Ironwood guests.
- h. Non-camp dinner meals, if provided by the Homestead, should have a host/hostess assigned. For example, one of Ironwood’s staff members (families) should sign up for the opportunity to eat with the speaker(s) at the dining room, answer their questions, act as a host/hostess for the dining facility, etc. This process would be handled via e-mail. Make sure this information is entered in Scout.
- i. Any extra meal information should be included in the speaker’s welcome booklet. If a welcome booklet is not used (e.g., because the guest is a board member), a sheet of information should be placed in the appropriate cabin.

TRAVEL REIMBURSEMENT

Upon receiving a receipt for a speaker’s travel expenses (e.g., plane, train, bus), that total will be reimbursed in full. If a speaker travel’s by car, he may be reimbursed in one of two ways:

1. If receipts for his fuel are turned in, we will reimburse that cost times two to account for the return trip.
2. If no receipts are turned in, calculate the miles from his starting point to Ironwood and back again and reimburse them at \$0.30 per mile.

TOURS

Tours neither during camp nor for a camper will be scheduled through Sam or Beth. Tours for campers during camp or for potential custom camp groups will be scheduled through Steve first, then Sam.

TOWN RUN

1. Town runs are scheduled for Tuesdays (mainly food, Barstow area) and Thursday (bigger/construction items, Barstow and Victorville).
2. Town run items should be added to Scout (Requests/Town Run) by 4:00 p.m. the day before the run. Please include quantity, vendor, budget, and priority:
 - a. Vendor
 - 1) If it doesn’t matter where the item is purchased, select a vendor the town runner is already stopping at or don’t select a vendor (e.g., if they could stop at any Post Office or grocery store to get stamps, you

wouldn't specify Newberry).

- 2) Strive to find vendors that are not only reasonably priced, but also reasonably located. When figuring your item's cost, add \$1 per out-of-the-way round trip mile traveled.
- 3) Use the \$1 per out-of-the-way round trip mile to help decide the cost of town run vs. ordering. Ministry time spent shopping/paying for item at the vendor would be similar to the time spent at camp ordering, so is not added.
- 4) Because it can take two or three town runs or a back-order on the part of the vendor to get the right item in enough quantity, you may have to plan farther ahead than you would have thought. In some cases ordering directly from the source gets here more quickly while saving time and money.

b. Priority

- 1) A priority—I need the item today and will have to go to town myself if it isn't brought back. Runner should call, attempting to work out a substitute, or asking you to call around until you find a place that actually has the item in stock.
- 2) B priority—I would like it today, but it's not urgent; will be left for next town run if not picked up if runner can't find it without extra stops.
- 3) C priority—I need it sometime and would prefer the requested item over a substitute.

3. When ordering unusual items, please help the town runner by calling in advance to confirm the item is ready to be picked up.

4. If adding an item the day of the run, please talk to the runner in person or via cell phone (760.403.5725) and include the same info needed for Scout.

5. Pick-Up/Drop-Off Instructions

a. Non-perishable Drop Offs

- 1) They will be delivered to your unlocked Way Station office or the mail room unless you designate a different drop off location.
- 2) If your item is oversized, heavy or otherwise inappropriate for Way Station delivery, specify where you want it dropped off in the description box of your entry on Scout.
- 3) Change orders are delivered to a Way Station safe unless you arrange otherwise.
- 4) If the driver returns late, items may not be delivered until the next morning, but cash will be locked in the vehicle and vulnerable items will be protected from the weather until able to proceed with drop off instructions.

b. Perishable (consumable) Drop Offs

- 1) Food will be delivered to the Homestead, your mailbox, or the Way Station refrigerator, depending on size and perishability of the item(s).
- 2) Homestead and General Store staff are expected to assist in offloading their items from the vehicle, when at work.
- 3) If Homestead/General Store staff are not available to help offload food deliveries, items will be stacked in the Homestead hall, pantry or walk-ins.

6. Pick-Up Instructions

- a. When you need an item returned, call the vendor (unless you know their return policy) and prepare/attach needed paperwork to the item.

- b. Put the item to be returned near the area the town run phone is stored, with a message on the clipboard of where your item is.
7. Phone—if the town runner uses a phone besides the town phone for a run, he should announce that before he leaves.
 8. **Unscheduled Run**—if you need to do an unscheduled run, take a phone with you and announce what phone number you're available at before you leave. You may be able to save Ironwood an additional unscheduled run in the process.
 9. **Credit Cards**—first choice is to use an account rather than a credit card. Ironwood has accounts with the following vendors:

Auto Parts Oasis	Barstow Glass	Barstow Office Supply	Central Fire (exting)
CA Tool & Welding	Endura Steel	Haver Glass	H & B Mechanical
H & E	Home Depot	Kelly Paper	Kragen (Pro Acct)
Lowe's	M & D Fire Equip.	Midway Appliance	Mugwumps
Napa	Osborne	Proflame	Smart & Final
Soutars	Staples	Valley Floors	Vegas Truck Stop
 10. **Customer cards**—use vendor cash-back cards (e.g., Stapes) from the wallet so we get cash back.
 11. **Vehicle**—if needed, you can take it to the car wash. Buy fuel if there won't be enough to get to Las Vegas from camp after you get back.
 13. **Finish right**
 - a. Return the phone to its charger.
 - b. Record your trip in the vehicle log provided.
 - c. Report repair needs on Scout rather than on the vehicle log. Communicate in person when concerned for the safety of the next driver.
 - d. Leave the van with at least one seat installed
 - e. Clear everything you added to the vehicle before you leave it. It is also courteous to remove trash others left behind.
 - f. Leave vehicle locked with key stored at the Way Station
 - g. If you anticipate being back late enough that you won't be unloading or parking the vehicle in its place, notify the person responsible for vehicles so they can notify the next user. The van and car are emergency vehicles that may be needed any hour of the night when campers are present. Also your "first thing in the morning", may not be early enough for the next user, since vehicles are often readied for a trip the night before or at dark thirty, long before a trip begins, due to intervening situations.
 - h. Return itemized town receipts to Accounts Payable within 24 hours.
 - i. Delete items you purchased from Scout the day of or morning after town run so it's set up for the next person to plan their town run.

VOLUNTEERS

1. Each director is responsible for his own thank-you notes for his volunteers so that the notes are personal and specific. directors who need a stack of Ironwood thank-you notes should contact the assistant to the director; directors can check out postage from Slim Chance (general postage).
2. **Forms**—all volunteers must sign Ironwood's waiver and sign a volunteer agreement form. *If a volunteer is working directly with campers, we require additional forms from them, indicated by the asterisks (e.g., bringing*

in a counselor to help because it's a larger week of camp).

LONG-TERM, GROUP ORGANIZED

1. Anyone staying on property for four weeks or more.
2. Volunteers provide their own housing and food; camp only provides utilities.
3. Cost: \$8/person or \$8/couple, whichever applies.
4. Required Forms: references, Child Abuse Policy, Code of Conduct, equip usage guidelines, volunteer agreement (group), Ironwood waiver.
5. Insurance: personal insurance, workers compensation volunteer coverage.

LONG-TERM, INDIVIDUALS

1. Anyone staying on property for four weeks or more.
2. Volunteers provide their own housing and food, camp only provides utilities; can pay for internet usage on a monthly basis (e.g., Paul & Donna Bond)\$8/male or single female.
3. Cost: \$8/person or \$8/couple, whichever applies.
4. Required Forms: references, Child Abuse Policy, Code of Conduct, equip usage guidelines, volunteer agreement (group), Ironwood waiver.
5. Insurance: personal insurance, workers compensation volunteer coverage.

SHORT-TERM, GROUP ORGANIZED

1. Anyone staying on property up to four weeks.
2. Volunteers provide their own housing and food; camp only provides utilities (e.g., RVICS, SOWERS, MAP-PERS).
3. Cost: \$8/person or \$8/couple, whichever applies.
4. Required Forms: volunteer agreement, Ironwood waiver, **Child Abuse Policy, *Code of Conduct*.
5. Insurance: Personal.

SHORT-TERM, INDIVIDUAL

1. Anyone staying on property up to four weeks at the invitation of Nehemiah Corps or resident staff for a particular project or task.
 - a. Camp provides meals, housing, and utilities.
 - b. Cost: \$12/person, quite often the fees are paid for from a budget.
 - c. Required Forms: volunteer agreement, Ironwood waiver, **Child Abuse Policy, *Code of Conduct*.
 - d. Insurance: Personal, Workers compensation volunteer coverage.
2. Anyone staying on property up to four weeks that is self-invited.
 - a. Camp provides meals, housing, and utilities.
 - b. Ironwood finds a place for them to work, assigns a host, and works to accommodate their requested times.
 - c. Cost: \$24/person.

- d. Required Forms: volunteer agreement, Ironwood waiver, **Child Abuse Policy*, **Code of Conduct*.
- e. Insurance: Personal, Workers compensation volunteer coverage.

RESIDENT VOLUNTEER

1. On property indefinitely (e.g., e.g. Jerry & Idasue Brown).
2. Provide their own housing and utilities, and can pay for internet usage on a monthly basis.
3. Any fees or forms are handled administratively.
4. Insurance: Personal, Workers compensation volunteer coverage.

NEHEMIAH VOLUNTEER

1. Anyone invited by Nehemiah Corps to work on a Nehemiah Corps project or a volunteer that is assigned to a Nehemiah Corps project.
2. Have the ability to fill any one of the above roles as far as length of stay is concerned.
3. Camp provides meals, housing, and utilities.
4. Cost: \$12/person
5. Required Forms: volunteer agreement, Ironwood waiver, **Child Abuse Policy*, **Code of Conduct*.
6. Insurance: Personal, Workers compensation volunteer coverage.

NEHEMIAH VOLUNTEER, MISSIONARY PROJECT LEADER

1. A non-staff member assigned as the project leader and has raised his own missionary support (e.g., Joe Davis)
2. Can stay up to 12 months as needed for a specified project and will act as the host to volunteers working on the specified project.
3. Camp covers utilities, and volunteer can pay for monthly internet usage.
4. Cost: \$8/person or \$8/couple, whichever applies.
5. Required Forms: volunteer agreement, Ironwood waiver, **Child Abuse Policy*, **Code of Conduct*.
6. Insurance: Personal, Workers compensation volunteer coverage.

MISSION TEAMS

1. An organized group, usually a church group that expressed interest in coming out to help in a specific timeframe.
2. Camp provides meals, housing, utilities, and some program (e.g., evening activities, fun day).
3. Cost: \$24/person
4. Required Forms: volunteer agreement, Ironwood waiver, **Child Abuse Policy*, **Code of Conduct*.
5. Insurance: Camper Accident when involved in camp activities, Workers Compensation when working

VOLUNTEER INFORMATION

1. Computer entries (e.g., names, contact information)
 - a. Ironwood volunteers—registration team

- b. Nehemiah Corps—Beka Davis
2. Cabin assignments—registration team leader
3. Host
 - a. Nehemiah Corps
 - b. Staff member in charge of the project
4. Decisions about budget charged and amount
 - a. Missionary project leader
 - b. Nehemiah Corps
 - c. Staff member in charge of the project
 - d. Camp director
5. Budget charges
 - a. Finances are recorded in Scout.
 - b. The registration team leader is responsible for processing these charges.
 - c. These charges/budgets will be recorded on vouchers and are communicated to bookkeeping through the cash reconciliation process.
 - d. Vouchers should not be processed until the volunteer has left to ensure accurate records/charges.
6. All of the volunteer types above should be marked as campers in Scout with the exception of the resident volunteers. They will be included in the camper day worksheet IF you choose “Include Visitors” when setting the parameters for the report.

WARRANTIES/GUARANTEES

1. Warranty information on any asset purchased is to be filed in the business office. The original receipt is kept with the warranty.
2. Be sure bookkeeping has a copy of the receipt for payable purposes.
3. If there are any manuals, etc., which are not to be kept with the specific item, or a department chooses not to keep it for its use, the manuals and such may be stored in the file with the warranty. The warranty file is organized by both item types and department in alphabetical order.

WORK SCHEDULES

CREATING (copy the template to a new workbook & rename the tab to the week number)

1. **Header:** Camp name(s), dates, best guess, draft number, week number
2. **Vacation/Away:** Consult the Master Calendar and SoftTime (Dept. Reports/Dept. Details) for any staff or Ministry Crew away.
 - a. People who are away for personal reasons (e.g., vacation, church days) are blacked out.
 - b. Those “Off-schedule Work” (e.g., promo trip) are grayed out.
3. **Schedules**

- a. Routine Meetings & Events—from Master Calendar blued out (e.g., town run)
 - b. ICA Bible, PE & Chapel Schedules
 - c. IIM Class & NABS Schedules
 - d. MB Philosophy Schedule
 - e. Camp Coyote (when ICA is not in session)
4. **Camp Prep**
- a. Add the Camp Prep schedule as provided by the Hospitality Team Leader.
 - b. Add Hospitality Crunch if a facility has more than one camp in a week.
 - c. If camp is in session all day, mark one HSP worker to do HSP from 1:00 to 5:00 p.m. (If schedule is too tight, mark both for two hours.)
 - d. If the HSP team has two workers, don't schedule both for a full Saturday if possible.
5. **Registration Schedule** (mail on registration afternoons, phones during meetings, registrar, etc.)
6. ***Program & Platform Schedule:** By 5:00 p.m. on the Thursday a full two weeks prior to the week of a camp (not two weeks before the first day of the camp), the camp coordinator sends the scheduler the camper schedule with suggested program staff assignments. (A question mark in parenthesis means no preference on staffing; a number indicates how many staff are needed to run the activity.)
- a. First, schedule activities that require experience/training (e.g., lifeguarding, Edge, trail rides, rifle range).
 - b. Second, schedule remaining activities, using that program team's staff first. (As with other teams, program staff are expected to work an 8–9 hour day every day with a couple pushes of up to 12 hour days every week.)
 - c. Platform schedule should include song leader, piano player, speaker, and meeting manager (at least one hour before, usually one taping).
 - d. Old West Photos should be followed by an OW processor.
 - e. Check Stores ratio.
 - f. Each facility's schedule should be in its own color (BIR—green, IR—tan, RT—yellow).
7. ***Homestead Schedule**
- a. Schedule cooks, servers, and barbecuers according to current ratios.
 - 1) Only schedule HD team leader on Saturday when three meals will be served.
 - 2) If the Homestead team leader must attend a meeting when the HP is prepping for a meal count of more than 40, he must be replaced.
 - 3) Replace HP during Ministry Bound philosophy meeting.
 - 4) If camp is not in session all day Saturday (3 meals), don't schedule the HP team leader.
 - b. Schedule two dishwashers for camp breakfasts and lunches; four for dinners (camp or minimal meal).
 - 1) Dinner DWs should not be scheduled for evening activities earlier than 9:00 p.m.
 - 2) Avoid same DWs every Wednesday

- 3) Town runner should not be scheduled for evening DW.
 - c. On skit nights, resident staff in skits should not be scheduled in the Homestead.
 - d. Meals served at an odd time should be marked red. Normal times are 8:00 a.m. breakfast, 10:15 a.m. brunch, 12:30 p.m. lunch, and 6:00 p.m. dinner.
 - e. If Project Team Leader has volunteers, don't schedule him for breakfast DW.
 - f. Only schedule teachers if needed on Friday night or Saturdays and if for less than four hours.
 - * *Those scheduled late shouldn't work early the next morning, if possible.*
8. **Volunteers:** If any, are they qualified as a 1:1 exchange or extra?
9. **Coffee Service:** If any, schedule worker one to two hours prior to each service and throughout the day.

REVIEWING AND POSTING

1. **Rough Draft:** Directors and team leaders will review the rough draft (11x17) at the 21 Out Meeting two weeks prior to the camp starting.
 - a. Check with Registration for updated camper number and whether it affects ratios.
 - b. After making adjustments, e-mail the updated schedule to the 21 Out distribution list and the affected camp coordinator(s). Anyone with additional changes should contact the scheduler.
 - c. Print nine copies for Next Camps Meeting.
2. **Revised Schedule:** The revised schedule will be posted (11x17) at the Way Station by Friday at 5:00 p.m. a full week prior to the start of the camp.
 - a. Anyone with a schedule conflict is responsible for obtaining his own substitute within his own team. If unsuccessful, his team leader will help find a sub from another team.
 - b. PDF added to the Master Calendar on the Sunday of that week.
 - c. Print 9 copies for Next Camps Meeting, 1 for the Homestead, and 1 for the Ministry Shop.
3. **Final Schedule:** By the Friday prior to the start of the camp, add any approved subs to the schedule.
 - a. One 11x17 posted at the Way Station.
 - b. One 8½ x 11 to be delivered to each RS and Ministry Crew mailbox.
 - c. One additional 8½ x 11 copy to the Hospitality team leader.
 - d. One additional 8½ x 11 copy in the Grounds team leader.
 - e. One additional 8½ x 11 copy in the Registration team leader.
 - f. PDF (updated) & Excel files added to the Master Calendar on the Sunday of that week.
 - g. One 11x17 for the Homestead (Carole's mailbox).
 - h. One 11x17 for the Ministry Shop.
 - i. One 8½ x 11 copy to Browns.

FINANCES

APPLYING COUNSELING MONIES TO IIM BILLS

1. Bring up the individual's account.
2. Reference—"transfer."
3. Payment method—"cash."
4. Cash account—"382002" (Rivertown SFW camp).
5. Enter "counselor" on the description line.
6. "Apply to Invoices"—enter amount.
7. This amount will need to be subtracted at the end of the CRJ since this money is not included in the deposit.

CAMPER DAY WORKSHEET INFORMATION TRANSFER

1. Camper Day Audit—located in Business Common/Camper Day/Camper Day Audit worksheet. This is for the annual Liability Audit Information Request we receive in August to give Church Mutual. On the worksheet, you will record the from and to date, the number of nights campers stayed over, and the total number of overnight users (campers). There are times a camp will not be an overnighiter, and you will need to use the Daytime User section of the worksheet.
2. Camper Days—located in Business Common/Camper Day/Camper Day worksheet.
3. Church Mutual—total campers x 24 hour periods.
4. Budgets—paying campers by camper days/parts.
5. Kitchen and Dining Room—total campers days x \$.00.
6. Reports for board and staff—total camper days.
7. Camper Day Projection Basis
 - a. Cash flow projections (1998) - 10,500 camper days
 - b. Camper day transfers based on 10,000 camper days
 - c. Program and Promotion budgets based on 10,000 camper days

GENERAL BOOKKEEPING

ASSETS AND DEPRECIATION

1. Suspense Assets
 - a. At end of the year, run off General Ledgers of all Suspense Assets and corresponding cash accounts. Check to see if each suspense entry has a matching cash account entry. If entries do not balance, investigate and make necessary changes.
 - b. Find out from Walt, or individual in charge of each suspense project, if the projects are finished. If they are not, the accounts will remain open through the next year.
 - c. For each suspense asset that is finished, make general journal entries to transfer amount of asset to a fixed asset account. (I.e. Equipment and Machines, Buildings, Land Improvements)
2. Sale of Assets

- a. When money is paid to Ironwood for an asset listed on the books [listed on Asset Inventory and Depreciation list (AIDL)], you must determine if there is any value left to be depreciated.
- b. If the asset has been totally depreciated, than the total amount of money received is a Gain of Sale of Asset.
- c. If the asset has some value yet to be depreciated, figure what value has not yet been depreciated using the following formula.

$$\text{Cost} - \text{Accumulated Depreciation (Lines H and J on AIDL)} = \text{Remaining Value}$$
- d. If money received is more than this remaining value, the difference is a Gain of Sale of Asset.

$$\text{Income} - \text{Remaining Value(A)} = \text{Gain of Sale of Asset(B)}$$

Deposit Procedure for Income—please give a description of which asset has been sold.

Debit: Cash Account Debit: Cash Account
 Credit: Asset Account Credit: Gain of Sale of Asset
 Amount: A Amount: B

- e. If money received is less than this remaining value, the difference is a Loss.

$$\text{Remaining Value} - \text{Income(A)} = \text{Loss(B)}$$

Deposit Procedure for Income—please give a description of which asset has been sold.

Debit: Cash Account
 Credit: Asset Account
 Amount: A

- f. When money is paid to Ironwood for an asset not listed on the books, the total income is a Gain of Sale of Asset.

3. Removing Assets off the Books

- a. To remove any asset off the books that we have sold or given away or no longer use, determine if the asset has value yet to be depreciated.

$$\text{Cost(C)} - \text{Accumulated Depreciation(A)} \text{ (Lines H and J on AIDL)} = \text{Remaining Value(B)}$$
- b. If there is value to be depreciated, make the following General Journal Entry:
 Debit: Misc. Loss Expense Debit: AD-Asset Account
 Credit: Asset Account Credit: Asset Account
 Amount: B Amount: A
- c. If there is no value to be depreciated, make the following General Journal Entry:
 Debit: AD-Asset Account
 Credit: Asset Account
 Amount: C
- d. After making these General Journal Entries to remove each asset from the books in accounting, be sure to remove each asset from the AIDL. Delete the whole row.

4. Adding Assets to Asset Inventory and Depreciation List

- a. Print out General Ledger of all the following Asset Accounts.
 - 1) 236000—Equipment and Machines
 - 2) 237000—Furniture and Accessories
 - 3) 238000—Land Improvements
 - 4) 239000—Buildings
 - 5) 241000—Vehicles and Trailers
 - 6) 242000—Wells and Water Systems
 - 7) 243000—Livestock
- b. From these general ledgers, list all assets on the Asset List located in Mark's Computer/Excel/My Documents. Use the 1998 sheet as a pattern for the present year list you are making on the next sheet. Be sure to label sheet tab with the present year. Included information you will need to list are asset type, month # (i.e. March = 3), date asset was purchased, asset described (specifics are best), amount, and life expectancy

in years. Spreadsheet will figure depreciation per year and present year's depreciation. The present year's depreciation for each asset will be need when including these assets on the Asset Inventory and Depreciation List. (AIDL)

- c. Work to be done on the AIDL for updating:
 - 1) Change the column years to the next year. (G2, H2, and J2 on each asset sheet)
 - 2) Starting with the first item on each sheet:
 - a) Replace F amount with H amount.
 - b) Replace G amount with J amount.
 - c) If I amount is less than J amount, replace J amount with I amount.
 - d) If I amount is more than J amount, be sure J amount equals E amount.
 - 3) Insert new rows to include the present year's assets listed on Asset List.
 - 4) Copy formulas from columns E–J to new rows for present year assets.
 - 5) Enter necessary information on AIDL from Asset List.
 - 6) Be sure to enter correct amount in column J for new assets.
 - 7) Check that formulas for the Totals include all assets.

5. Recording Present Year's Accumulated Depreciation on Books—make a General Journal Entry using the totals of column J from the AIDL for each asset.

Debit	Credit	Amount
Depreciation Expense	AD-Asset Account	
815000	246000	J total
815000	247000	J total
815000	248000	J total
815000	249000	J total
815000	251000	J total
815000	252000	J total
815000	253000	J total

6. If All Is Done Correctly . . .—the total cost (C total on AIDL) of each asset should balance with the corresponding asset account on the year end balance sheet. Also, the total current accumulated depreciation of each asset should balance with the corresponding AD-Asset account.

BACKUP—PEACHTREE

- 1. Backup should be performed at a time when the computers are not being used.
- 2. Use the bookkeeping computer. This computer is where the backup will actually be performed, but all of the other computers will also be backed up.
- 3. A menu should appear on the computer screen. No program should be opened or minimized on these computers, and no screen saver should be programmed.
- 4. Bookkeeping computer
 - a. Start
 - b. Programs
 - c. Colorado Backup for Windows 95
 - d. Colorado Backup <click>
 - e. Ok

- f. Ok
 - g. Insert tape in tape drive (use the tape with the oldest – as opposed to the most recent - date from tapes stored in the bottom drawer of the bookkeeping file)
 - h. Wait for the activity to stop
 - i. Tools <click>
 - j. Quick erase tape
 - k. <Yes> after the tape is erased
 - l. Ok
 - m. Ok
5. Step One
 - a. Select the files to be backed up
 - b. Click on + Network Neighborhood
+ Computer10
C button
 - c. Next
 6. Step Two: Destination
 - a. Click Colorado 1400 tape drive
 - b. Next
 7. Step Three
 - a. Highlight <Name> for this backup and type the month year C Computer number (e.g. Aug1999C10)
 - b. Finish
 8. Backup will begin.
 9. Minimize.
 10. When backup is complete, the computer will ask you if you wish to view the errors found.
 - a. Click <NO>
 - b. <X> out of backup
 - c. When the tape activity has stopped, remove the tape
 - d. On a post-it note, write Month, Day, Year that the files were backed up, then Computer10. Place this post-it note on the tape and place in the cover.
 - e. Store tapes in the back compartment of the bottom file of the bookkeeping file.
 11. If you have problems finding the tape drive
 - a. Reinstall program from Computer7.
 - b. Add, Program
 - c. Browse—Network Neighborhood/Computer7/Colorado/Setup, exe.

CASH BACK

For a \$2 fee, Ironwood can give a maximum amount of \$50 cash back via check, credit, or debit card.

FILE SETUP

Type of File	Purpose	Description	*Folder Type	Tabs & **Labels	Font & Style
Payables	Start of new section	Label: PAID	P	Left Blue	Times New (TN) 16 pt, bold All caps
Payables	Receipts already paid	A to Z	LGL P	Center Blue	TN or Calibri (be consistent) 16, alphabet 22 bold All caps

Payables	Receipts already paid	A to Z	LGL M	Right Blue	TN, 14 bold All caps
Payables	Unpaid invoices	A to Z	P	Center Red	TN, bold, all caps 16, alphabet 22
Payables	Start of new section	Label: UNPAID	P	Left Red	TN, 16 bold All caps
General Entries	General Journal Entries	12 folders: Jan–Dec	P	Center White—align top	TN, 16 bold All caps

*LGL—legal or LTR—letter depending on filing cabinet, P—Pendaflex, M—Manila

**Avery 5201—center type vertically and horizontally

CHARGING FEES

1. With the use of credit cards, PayPal, and other direct deposit methods, fees are or may be incurred. How these fees are accounted for is given different procedures depending on the particular designation.

2. Designated Donations—a donor should be given credit for the gross donation, but the designated project or fund should only receive the net amount (donation minus the fee). Procedure for the Cash Receipts Journal:

a. Pay Pal	<u>Debit</u>	<u>Credit</u>
Cash	- \$xxx	
Income		+ \$xxx
Income	- FEE	

b. Credit Card	<u>Debit</u>	<u>Credit</u>
Cash 100002	- \$xxx	
Income		+ \$xxx
Income	- 3% of income	
Bank/Card fees		+ 3% of income

3. Staff Support—a donor should be given credit for the gross donation, but the staff support donations income only receives the net amount (donation minus the fee). Procedure for the Cash Receipts Journal:

a. Pay Pal	<u>Debit</u>	<u>Credit</u>
Cash 100002	- \$xxx	
Income		+ \$xxx
Income	- FEE	

b. Credit Card	<u>Debit</u>	<u>Credit</u>
Cash 100002	- \$xxx	
Income		+ \$xxx
Income	- 3% of income	
Bank/Card fees		+ 3% of income

4. General Store or Uncle Wally's Procedure for the Cash Receipts Journal

Pay Pal	<u>Debit</u>	<u>Credit</u>
Cash 100002	- \$xxx	
Income		+ \$xxx
GS Fee expense	- FEE	

PETTY CASH

1. The office petty cash is made available for ministry-related purchases in which the need for cash is of urgency and other means of payment are not an option.

2. It is not for personal use such as getting change, cashing checks, etc.

3. Departments such as, but not limited to, Food Service, Registration, and General Store may change out their

cash for smaller or larger denominations as is available.

4. It may be used to reimburse individuals for ministry expenses not exceeding \$75.
5. Advanced notice for the need of large amounts of cash should be communicated to the business office in ample time so, if need be, cash may be acquired from another source. This is to insure that the petty cash does not fall below \$100.
6. All cash taken needs to be entered in the Petty Cash log by the petty cash guardian.
7. Any unused cash and/or receipts should be returned to the petty cash guardian.

RESALE TAX

On a quarterly basis, Ironwood pays the State Board of Equalization the sales tax for items sold through our camp stores. Since the cost of ISI Publications materials has been purchased with sales tax included, we must report on the quarterly form (line 10B) the amount of merchandise in which sales tax has already been paid. AP will record these amounts on a tax worksheet when given the invoices.

See ISI chapter for more publications information.

TOWN RUN COSTS

1. According to the Internal Revenue Service, the standard mileage rates for transportation expenses paid or incurred beginning June 30, 2011, is 55.5 cents a mile for all business miles driven.
2. Car expenses (includes van, pickup, or panel truck)—if you use your car for business purposes, you ordinarily can deduct car expenses using one of the two following methods to figure your deductible expenses.
 - a. Standard mileage rate
 - b. Actual car expenses—include depreciation, licenses, lease payments, registration fees, gas, insurance, repairs, oil, tires, tolls, and parking fees. If you use actual expenses to figure your deduction for a car you lease, there are rules that affect the amount of your lease payments you can deduct.
3. The business mileage rate is used to compute the deductible cost of operating a car for business purposes. It may also be used to determine the amount of income imputed to an employee for personal use of a company vehicle.
4. Rounded to an even dollar amount and using 17mpg and \$4/gallon of fuel, town run costs are as follows with the .555/mile IRS rate, .25/mile fuel only rate, \$8/person for meals (*only if town runner will miss a normal meal time), and \$10/hour for time .

City	Miles	IRS rate	Fuel only	*Meal	Time	Total
Barstow	Walmart—54		\$14		\$15	\$29
“	“	\$30		\$8	\$15+	\$45–53+
“	12 stops—64		\$16	\$8	\$70	\$86–94
“	“	\$36		\$8	\$70+	\$106–114+
Victorville	Lowes—128		\$32		\$30	\$62
“	“	\$71		\$8	\$30+	\$101–109+
“	Costco—120		\$17		\$30	\$47
“	“	\$67		\$8	\$30+	\$107–115+
Combo	20+ stops—142		\$36	\$8	\$100	\$144–152
“	“	\$79		\$16	\$100+	\$185–195+
Las Vegas	Airport/gas—268		\$67	\$8	\$50	\$117–125
	(without parking)	\$149		\$32	\$50–100+	\$204–280+

MAIL ROOM: DONATIONS

1. Give verbal thanks to the donor for their efforts at gathering and delivering items

2. Send a note of thanks if possible—often items are delivered in behalf of someone who can't come to Ironwood to be thanked personally.
3. When you see newly donated items, promptly display them.
4. Continually maintain neatness in this heavily trafficked area.
5. Give a deadline to those you contact about potential ministry items. For example, “I set aside a box of linens you may want to go through. What you haven't taken by _____ will be moved to the public table.”
6. Remove items when they remain after a full week.
7. Use the table under the mail room schedule board. If there are more items than can reasonably fit on the table, reserve remaining items to display in upcoming week(s).
8. Arrange clothing by size and sex and label stacks to speed perusal when there are several.
9. Separate out potential ministry-use items and contact the decision-maker in that area, allowing them first chance to claim helpful items.
10. Some staff have difficulty getting to the mail room and appreciate emails advising what is available.

PEACHTREE

DOWNLOADING PEACHTREE TAX SERVICE

1. Download the new tax service release onto the main server first before updating it on any other computer station that has the Peachtree Accounting software. The update will be placed in Serverb/Business Common/ Peachtree Updates.
2. Peachtree must be closed before update can be installed.
3. Once the update is downloaded in the Peachtree Update file and you are ready to update the individual computers, you must first be logged in as administrator.
4. Without having the Peachtree Program open, open the current tax service update in Serverb/Business Common/ Peachtree Updates. Follow the steps.
5. The first destination folder option should be C:\ \Sage Software\Peachtree. Choose Next.
6. A second destination folder option should be P:\. Choose Next.
7. When installation is finished, choose Finish. Task Completed.

FINDING A CHECK NUMBER

1. Open Peachtree and in the header, select “Reports.”
2. Select “Accounts Receivable.”
3. Highlight “Cash Receipts Journal.”
4. Select “Preview” which is in the header.
5. Make sure the dates are correct and change them if necessary.
6. Enter the check number. If it is a specific check number enter the same number in “from” and “to.” If you are looking in a specific range, enter the check numbers according to your range.

POSTAGE

1. Weekly complete the Postage section of the Weekly Cash Reconciliation worksheet using embedded instructions on the Weekly Cash Reconciliation worksheet. On the postage worksheet, write in the total amount of postage owed by each department in the corresponding blank at the bottom of the sheet.
2. During the last week of the month, total amounts owed by each department from each sign out sheet and write totals for each account on the top sheet. Staple the sheets together and give them to the Office Manager (before the month ends).
3. Purchasing Notes
 - a. Before adding stamps to stock, add the quantity of purchased stamps to the postage inventory section of the Weekly Cash Reconciliation worksheet.
 - b. If someone orders stamps for a budgeted project through you, either record the transaction on the Postage Sign Out under the proper budget or have the receipt marked with the proper budget and deliver the stamps directly to him.

SLIM CHANCE

1. Weekly
 - a. Complete the Weekly Cash Reconciliation worksheet, using Weekly Cash Reconciliation Instructions worksheet also in the Slim Chance folder.
 - b. Using minimum stock guidelines from the SC Inventory and requests posted on the white board in Chance, order needed items or add them to the Town Run list (Office budget)—according to vendor recommended on the SC Inventory.
 - c. Check the Budget binder for current budget status. If requests exceed available funds, work through the Staff Services Team Leader to determine a solution.
2. Monthly
 - a. Inventory stock, using the SC Inventory and SC Inventory Instructions worksheets in the Slim Chance folder.
 - b. Print out and add monthly Budget reports to the Budget binder
3. Quarterly
 - a. Cull expired catalogs and flyers
 - b. Evaluate trends and adjust stocking patterns/inventory worksheet accordingly.
4. Annually
 - a. Evaluate and cull stock
 - b. Record budget history
5. Purchasing Stock Guidelines
 - a. Do not pay full price for items from catalogs when you can hold out for a sale.
 - b. Use a free shipping site or accumulate items in a cart until you meet the free shipping minimum, when possible. Only rarely will a product will cost less with shipping fees added.

- c. Do not use one-time percentage off discounts for just a few items if you can wait for more needs to accumulate before using the discount. Set up reminders to use the coupon before it expires.
 - d. Although product reorder numbers are based on the convenience of ordering from the vendor with the overall best price, pay attention to sale prices and deals from other vendors that may beat that price, using <http://www.google.com/shopping> and sorting by price. Remember to consider shipping.
 - e. Maintain bid pricing. When you get emails that pricing is going to expire, reply to the email with a request to extend the bid.
 - f. Maintain purchasing catalogs so they are orderly and useful to you.
6. Pricing Stock:
- a. Round pre-tax price up or down to the nearest nickel (cent if cost is less than .20).
 - b. Some items are assigned an individual, as well as a per-pack or per dozen price—whatever reflects buying trends and is most helpful for buyers.
 - c. When prices vary among items in a stock box, apply pricing stickers directly to the items.
 - d. If prices rise considerably or you get good sales, place stickers over published prices to reflect new pricing. Wait for pricing to stabilize before updating the entire label.
7. Adding Stock
- a. Depending on the size of the item and shelf space available, put the item directly on the shelf or use an appropriate size display box.
 - b. In order to keep same-category items on the same shelf you may have to reduce the size of boxes holding other items on the shelf to accommodate new items.
 - c. Assign a stock number to the item, using a sticker from the supply box near the cash box. The first digit(s) of the number reflect the shelf the item is stored on and the last digits represent the order in which the item was added to stock, so your number will start with the shelf number and end with the number proceeding the previous highest number assigned.
 - d. Print a label that fits the shelf or display box front intended for the item. Donna's My Docs / Slim Chance / SC Labels
 - e. Add the item to SC Inventory, filling in all applicable information.
8. Deleting Stock
- a. When no one has purchased certain items for a few years, send an email to all staff requesting that anyone who wants the item to remain in stock contact you within a week. If even one person wants the item, leave it in stock.
 - b. If no one wants the item, donate it to the Free section of Slim Chance.
 - c. Delete the item from the inventory sheet and assign the deleted item's number to the next item you add to that shelf.
 - d. Unwanted printer and fax cartridges should be put in ICA's mailbox to be recycled.
9. Free Items
- a. When office-related items are donated to camp they should be put on the Free shelves.
 - b. Free items that have not moved in a year may be put on the give-away table in the mail room at your discretion. Exceptions: reserve desk set up items for incoming staff ; sometimes a local church can use what Iron-

wood/staff can't, so inquire if you think that might be the situation; do not throw away items Ironwood paid for without consulting the Staff Services team leader.

STORE DEPARTMENT CHARGES

When a department (e.g. ICA, IIM) charges something through one of the stores, enter that amount as you would with a credit card:

1. Include the amount with the total under 231.
2. Enter a separate entry as a credit card.

Example: For an administrative gift, use the expense account <GL> and enter a negative amount. Use <231> and enter the same total as a positive. These, of course, will cancel out each other.

SUMMER STAFF SCHOLARSHIP POLICY

Scholarship funds are intended for tuition assistance. For the purpose of this policy and simplified communication within our offices, we will refer to these funds simply as scholarship funds. Donations towards these funds will be considered tax deductible since their stated use when forwarded on to the designated organization is for tuition expenses.

1. Definitions

- a. **GUARANTEED FUNDS**—funds from our budgeted amount that we will apply to a summer staffer's next step of preparation.
- b. **MATCHING FUNDS**—funds from our budgeted amount that will only be given as contracted to match what the summer staff raises. The \$500 in matching funds from the contract will be given only if a summer staffer receives \$500 in designated funds; if the summer staffer raises less, that will determine the amount that we will give; if a summer staff raises more, our obligation ends at \$500. We set this up to encourage the summer staffer to raise scholarship monies from their sphere of donors which will increase the total amount that the summer staff is able to receive.
- c. **DESIGNATED FUNDS**—monies given towards a specified summer staffer's next step.
- d. **NEXT STEPS**—will most often be the completion of a college degree but can also be an apprenticeship program or other training program that has a cost. The scholarship monies can go the payment of student loans for completed education. The scholarship monies must go to the program or institution that charges the student for the training or holds the loan. It cannot go to the individual for personal expenses while in training. We endeavor to determine the summer staffers declared next step while the contract is being written. A summer staffer who changes plans after the contract is written must submit a change of scholarship form and communicate to the Senior Program Director the new plan. Often financial difficulties cause a delay in the next step that was declared, and we will endeavor to honor the intent of the donors and summer staffer involved.
- e. **GENERAL SCHOLARSHIP FUNDS**—funds given to Ironwood for the scholarship obligations of our guaranteed and matching scholarship funds.
- f. **MAXIMUM GIVING**—the person responsible for a summer staffer's school bill (e.g., parent, guardian) is limited to the maximum scholarship fund matching amount, currently \$1,000. Others (e.g., relatives, friends, church members) may give a maximum amount of \$3,000 towards a summer staffer's scholarship.

2. Assigning Scholarship Funds

- a. The director will propose a budget for the scholarship fund—the amount can be modified and must be fulfilled through donations not designated for other purposes nor designated towards a specific summer staff member's scholarship need.

- b. The applicant must fill out an application stating his need and making a request for funds.
 - c. The senior program director will assign a scholarship amount for each contract—the scholarship amounts are divided between guaranteed and matching with the guaranteed amount not exceeding the matching amount. This provides the greatest potential total funds for the summer staff member and engages them in the process of communicating their summer ministry as well as their next step to their sphere of influence.
 - d. In order to stay within the budgeted amount, funds assigned as guaranteed will be considered at face value. Funds assigned as matching will be considered at 70% of face value based on historic levels of fund raising by summer staff members.
3. Bookkeeping
- a. Designated funds may be given for a person who did not apply for our scholarship or applied after the budget for scholarship funds was depleted. These funds will be treated like other scholarship funds and set aside for dispersal when a summer staffer begins his next step.
 - b. If a donor designates a gift toward the scholarship of a summer staffer who has no qualifying next step, that donor must be contacted by the Senior Program Director or designated person before funds are used for other scholarship purposes. Options include
 - 1) the return of the donation;
 - 2) the funds being designated towards another next step;
 - 3) the funds being given to the general scholarship fund.
 - c. The amounts and the next step plans will be verified two times during the summer by the Senior Program Director:
 - 1) Before the end of staff training
 - 2) Before the end of the summer volunteer commitment
 - d. Any change in next steps will include the name and contact information for the institution or program where the funds will need to go and approval by the Senior Program Director.

TRANSFERS

Campership funds from designated cash to pay for camp. The funds were originally put into Donation–DF/Misc income account. We need to increase the particular camps income as well as move the funds from designated cash to general cash. Because a GF income needs to be increased we will need to involve a DF expense account. We do not want to take the funds from the original donation income account. The following GJ entry will be made:

YEAR END CLOSEOUT

- 1. Before Closeout:
 - a. Inventories—collect detail inventory lists from GS, ISI, and Horses. Update inventory account accordingly. This is best done in early December at the latest and no earlier than mid-October.
 - b. Health Insurance Pool Transfer—figure the actual expense spent of health insurance this past year as compared to what was budgeted. If less was spent than was budget, transfer that amount into the Designated fund health insurance pool from General fund.
 - c. Contributions
 - 1) Balance all contributions

- 2) Send contribution records
 - 3) Give printout to Mark of all contributors of \$5,000 or more.
 - 4) Review donation letters to verify all items that have amounts are entered as gifts for the current year.
- d. Depreciation/Assets—with regards to the following checklist, not only are the accounts in Peachtree to be updated, but the Asset Inventory and Depreciation worksheet need to be updated as well. Reconcile the account totals with the worksheet totals of both the asset and depreciation.
- 1) Update depreciation for the present year depreciation.
 - 2) Check balances against January 1 balances for each asset and accumulated depreciation.
 - 3) Add the assets bought in current year to the Asset Inventory and Depreciation Worksheet.
 - 4) Delete any assets that have been sold or disposed.
 - 5) Check depreciation schedules against 12/31 balance.
 - 6) Post current depreciation to depreciation expense and individual accumulated depreciation accounts.
- The next three items are to be done last.*
- 7) Transfer any finished project suspense accounts to the proper asset account and the Asset Inventory and Depreciation worksheet.
 - 8) Transfer any capital expenditure expense assets to the proper asset account and the Asset Inventory and Depreciation worksheet.
 - 9) Transfer any finished capital improvement projects to proper asset account or any unfinished capital improvement projects to a suspense asset account.
- e. Petty Cash—check office and general store petty cash tallies. Do we have what is on books?
- f. Accounts Receivable—check that accounts receivable balance equals the aged receivables report balance. Encourage customers to pay balance due.
- g. Accounts Payable
- 1) Check that all invoices are still open invoices.
 - 2) Check each vendor for accuracy of balance.
 - 3) Check to see if the accounts payable account equals the open invoice report.
 - 4) Comparisons and lists cannot be accurately done until Accounts Payable is closed out.
 - 5) Make royalty payments to all authors.
- h. Team Funds
- 1) ICA—check each fundraising income against expenses in General fund. If there is a positive net, this income is transferred to the Designated funds. If there is a negative net, that amount needs to be transferred from the Designated funds into General fund.
 - 2) PG/AV and Photo—photo income should cover all photo and resource expenses. PG/AV income should cover all PG/AV expenses. If there is a negative net with either one of these, the other positive net needs to cover it. Any positive net goes to Misc Income-GF account.
 - 3) Other Incomes—any unspent other incomes at the end of the year are to be moved to Misc Income-GF.

- i. Budget Accounts—check with director about transferring of camper day budgeted accounts in general operating.
 - j. Nutshells and Designated Fund Update excel worksheet—reconcile the Project Nutshell with the DF Update worksheet. Do not do a nutshell after capitalization. It is unnecessary and only confuses the purpose for which the nutshell was created.
 - k. Prepaid Interest—make appropriate transfers to interest expense account. Loans Payable may be in a Capital Expenditure account.
 - l. Loans Payable and Line of Credit—check balances against statements (call if necessary) from loan institutions. Add any loans not already on computer.
 - m. Savings Accounts—make sure that all interest has been posted. Check balances against bank statements (call for information, if necessary). Be sure that update spreadsheets agree with balance.
 - n. Payroll Records
 - 1) Balance staff support.
 - 2) Check payroll records for any corrections.
 - 3) Run off employee yearly records.
 - 4) W-2s
 - 5) 1099-Misc for speakers paid \$600 or more and authors who received royalty checks.
 - o. Gain from Sale of Assets—make list of all sales with dates, amounts, purchaser (with address). May need to compare with depreciation schedule and the value still left on the books.
2. Closeout
- a. Backup computers.
 - b. Close Payroll Year first (this closeout takes place rather quickly).
 - c. Close Fiscal Year (no calendar year). Purge the previous year's data (e.g., if you are finishing 1998, purge 1997 data to leave more room for 1999). Purging has taken over 24 hours.
3. After Closeout: Records—clear the following from the bookkeeping files. Place in boxes for storage.
- a. Bank statements (checking and savings)
 - b. Receipts
 - c. Monthly journal files
 - d. General store receipts
 - e. Payroll records (in tax files)
 - f. Contributions (contributions box)

GOVERNMENT

571-L BUSINESS PROPERTY STATEMENT

1. Part I. General Information

- a. Type of Business: *Religious Activities/Non-Profit*
- b. Telephone number, fax number, e-mail: *fill in proper info*
- c. Do you own..., name on deed recorded as shown: *Yes, Yes*
- d. When did you start business at this location: *July 12, 1973*
- e. Enter location of general ledger and accounting records: *address*
- f. Enter name and telephone no. of...contact...records: *present authorized person*
- g. During period...
 - 1) ...change of ownership: *No*
 - 2) – (5): *all NA*

2. Part II. Declaration of Property Belonging to You

- a. Supplies – Divided the total following supplies by 12 and rounded to nearest 1,000
 - 1) Staff services paper, replacement
 - 2) General Operating propane, postage, office
 - 3) Repair & Maintenance vehicle maintenance, general use tools, fire & safety, building maintenance comfort & utilities, systems, camp fuel
 - 4) Program misc program supplies, marksmanship, medical, lifesaving, crafts, resources, office, RT activities & skills, BIR activities & skills, IR activities & skills
 - 5) Horsemanship supplies, feed, shoeing, medication
 - 6) Food Service food, hospitality, propane, grounds
 - 7) ICA school supplies, propane
 - 8) IIM teaching supplies
 - 9) Donated Supplies
- b. Equipment—Totals of Schedule A
 - 1) Equipment is any item that is motorized including unlicensed vehicles driven on the highway, and recreational equipment, trailers, PG equipment. Do not include licensed vehicles in your figures.
 - 2) Office Furniture and Equipment is any item used in the office, other than computers, and in the school. Include tables and chairs, audiovisual, and any indoor decoration.
 - 3) Other Equipment is any miscellaneous item that will not fit in any other category. Try not to use this column if possible.

- 4) Tools, Molds, Dies, Jigs include any item not motorized and are in general an extension of the hand.
 - 5) Computers would be as is understood. Do not include software with this.
 - c. Equipment out on lease—usually none
 - d. Buildings—Totals of Schedule B
 - 1) Structure items are buildings not camper related
 - 2) Fixture items are buildings directly related to our campers (our function, purpose)
 - 3) Land Improvements are as we identify land improvements and wells and water systems
 - 4) Land and land development is as is understood.
 - e. Supplemental Schedule for Acquisitions and Disposals.
 - 1) All new assets that can be categorized on Schedule B will need to be listed as acquisitions.
 - 2) All assets removed last year that were categorized on Schedule B will need to be listed as disposals.
 - f. Construction in Progress—use total amount of any construction project as of the end of the year. Itemize as structure, fixture, land improvement, etc.
 - g. Alternate Schedule A—if enclosed, follow instructions given
3. Part III. Declaration of Property Belonging to Others—if none, write *none*, if we are leasing equipment, give the following info.
- a. Give the Lessor’s name and address
 - b. Tax Obligation is usually the Lessor even though they charge us for the property tax; they are the one’s that have the tax obligation.
 - c. You will need to check contract letter to see if it just #1, leased equipment, or #2, Lease-Purchase Option (with Canon, it has been #2).
 - d. Year of Acquisition
 - e. Year of Manufacture
 - f. Description and Lease or ID number: give contract number of lease.
 - g. Cost to purchase new: Our price, not necessarily retail.
 - h. Annual Rent: Amount of yearly payment with tax.
4. Ownership—Check Corporation and print “Non-Profit”
5. Business Description—Check Service-Professional and type “Not For Profit” under this option.
6. Certification
- a. Name of Assessee or Authorized Agent is Walt Brock and SS number
 - b. Signature of Walt Brock
 - c. Name of entity is Fundamental Christian Endeavors, Inc.
 - d. Preparer’s name and address must be an agent (board member/officer) Betty Brock

- e. Signature of preparer
- f. Telephone
- g. Date

ANNUAL REPORT

FEDERAL 990

A notice through the mail may come informing that the IRS will not mail Organizations Exempt Form Income Tax Package 990-2, but rather you will need to use the internet to continue process. Go to website www.irs.gov. (Tax year) Forms and Instructions 990, Schedule A, Schedule B, (5500?)

You can now receive fillable Adobe forms for the 990, Schedules A and B. Go to the (www.irs.gov) website. Type in to find Tax Exempt Organization Tax Kit.

Helpful website: (http://www.npceny.org/Form_990/990.htm)

Download a form to complete a rough draft copy.

Retrieve the prior year (penciled form, income statement, and balance sheet) from the tax files and note how the income statement and balance sheet are marked. This will help in matching the lines on the tax form to the financial statements.

Make sure that the Net Income on your Balance Sheet and the Net Income on your Income Statement match. Use rounded dollar amounts (no cents).

The reporting year instructions for the 990 should be the main guide in filling out the form. These procedures only supplement the instructions as the form and instructions may change each year and you must be aware of these. As changes are noted from the previous year, make the necessary adjustments to these procedures.

- A Type in Calendar year beginning January and ending December
- B Not checked usually
- C Fundamental Christian Endeavors, Inc.
Doing Business As: Ironwood, Ironwood Christian Academy, Ironwood Institute of Ministry, Iron
Sharpeneth Iron (These last two DBAs do not fit on the form line so they must be entered on Schedule O)
49191 Cherokee Road
Newberry Springs, CA 92365-9760
- D Employer identification number: 95-2857916
- E Telephone number: (760) 257-3503
- F Name and address of principal officer: Use present President
- G Gross receipts. From Part VIII, column A, add lines 6b, 7b, 8b, 9b, 10b, and line 12
- H (a) No
- H (b) blank
- H (c) blank
- I Tax-exempt status: check 501(c) and insert 3
- J Website: www.ironwood.org
- K Form of organization: check Corporation
- L Year of formation: 1973
- M State of legal domicile: CA

Part I. Summary

Activities and Governance

Line 1 _____ Briefly describe the organization's mission or most significant activities: Our purpose as a home missions ministry is to use the unique aspects of the camping ministry, aided by Christian education and literature, to reach young people for the Lord Jesus Christ, to strengthen families, and serve local

churches. It is a place of decision in the areas of salvation, full surrender, and consistent Christian walk.

- Line 2 ___ Check this box IF discontinued operations or disposed of 25% of assets. No check
Line 3 ___ Voting members
Line 4 ___ Independent voting members: (not compensated by Ironwood, not compensated by Ironwood over \$10,000 for contract work or other services for Ironwood, and not involved directly or indirectly in a transaction with Ironwood that is required to be reported on Schedule L for reported year.
Line 5 ___ Total number of employees: found on W-3 transmittal forms.
Line 6 ___ Total number of volunteers: Get from the Volunteer Agreements signed for year.
Line 7a ___ Total gross unrelated business revenue from Part VIII, column (C), line 12. Blank
Line 7b ___ Net unrelated business taxable income from Form 990-T, line 34

Revenue

- Line 8 ___ Contributions and grants (Part VIII, line 1h)
Line 9 ___ Program service revenue (Part VIII, line 2g)
Line 10 ___ Investment income (Part VIII, column (A), lines 3, 4, and 7d)
Line 11 ___ Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)
Line 12 ___ Total Revenue –add lines 8 - 11 (must equal Part VIII, column (A), line 12)

Expenses

- Line 13 ___ Grants... (Part IX, column (A), lines 1-3)
Line 14 ___ Benefits paid to and for members (Part IX, column (A), line 4)
Line 15 ___ Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)
Line 16a ___ Fundraising fees (Part IX, column (A), line 11e)
Line 16b ___ Fundraising expenses (Part IX, column (D), line 25)
Line 17 ___ Other expenses (Part IX, column (A), lines 11a-11d, 11f-24f)
Line 18 ___ Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)
Line 19 ___ Revenue less expenses. Subtract line 18 from line 12

Net Assets or Fund Balances

- Line 20 ___ Total assets (Part X, line 16)
Line 21 ___ Total liabilities (Part X, line 26)k
Line 22 ___ Net assets or fund balances. Subtract line 21 from line 20

Part II. Signature Block

Signature of officer
Date
Type or print name and title

Part III. Statement of Program Service Accomplishments

- Line 1 ___ Organization's mission: (same as Part I Summary line 1)
Line 2 ___ undertake program service not listed on prior Form 990?
Line 3 ___ cease conducting...any program services?
Line 4 ___ Exempt purpose descriptions of three largest program services by expenses.
4a
 - Code: none
 - Expenses (Part IX, column (B), line 25 minus Part III 4b and 4c expenses)
 - Grants (Part IX, column (A), line 2)
 - Revenue (Part VIII, column (B), line 12 minus Part III 4b and 4c revenues)
 - Under the dba of Ironwood, we have an organized camping ministry with approximately (enter paying camper day total for tax year) camper days. The purpose is to reach young people for the Lord Jesus Christ, strengthen families, and serve local churches.
4b
 - Code: none
 - Expenses: This will change each year. (Use Program Services Expense worksheet)
Staff Expenses (present year staff equivalency, 24,781, x ICA staff, 4.25
(Karen=1,Shannon=.5,Alison=.5,Katie=1,,JJ=.25,Adriana=1))

Staff Expenses (present year staff equivalency, 24,781x IIM staff, 1.425
 (Torrey=.75,Anna=.25,Dennis=.175,Jalene=.25)
 ICA Expenses (minus fundraising, library, snack shack, yearbook, misc., hot lunch)
 IIM Expenses (Inc/Exp Statement IIM subtotal)
 IIM/MB Salaries (Report year Yearly Earnings Report, using employee type STUDENT filter, Report
 Date Total Gross=salaries
 IIM/MB Taxes (Report year Yearly Earnings Report, using employee type STUDENT filter, Report
 Date Total SocSecER and MedicareER + Worker's Comp (Gross amount x report year 9048 classi-
 fication rate)
 Insurance (school accident + liability part for school)
 Paper (ICA uses 45 reams + IIM using 5 reams x cost/ream)
 Copier (IR3200 maint agreement cost for year + IIM copies,,2500 x cost per copy, .06)
 Fire (\$10 per extinguisher charge x 9 at ICA and 4 for IIM)
 Utilities (Electric, Propane, Water, and Trash) – ICA's electric and propane expenses are included with
 their subtotal. ICA's trash = 1 month's bin cost. ICA's water not figured. IIM shop electric includes
 meter 349-016310 for 9 months. Individual utility cost = (use staff equivalency per staff annual
 cost for each utility x # of IIM/MB residences/living quarters x .75 (9 of 12 months))
 Maintenance (sq ft of buildings x cost per sq ft), 8,256 (all ICA buildings=, all IIM buildings (IIM
 shop=2160, Thunder & Lightning=672, Del Robles=546,Dallas=576, ¼ of both Sarah and Dennis
 office) x .295

- Grants: none
- Revenue: From the year-end Income Statement, add the School and Institute of Ministry subtotals together.
- Under the DBAs of Ironwood Christian Academy and Ironwood Institute of Ministry, we provide an education for (student number of both ICA and IIM in September of tax year, which also includes summer staff that signed the IIM agreement) students. Founded on Biblical principles, the goals of academic excellence and character development are jointly reinforced to train students in the mental, social, physical, and spiritual areas of life. Institute students are also instructed through practical classes, hands-on ministry experience, and exposure to dedicated mentors.

4c

- Code: none
- Expenses: This will change each year.
 Staff Expenses (present year staff equivalency, 24,781, x ISI staff, 1.175 (Sarah=.5, Dennis=.175, Kristen/
 MB=.5)
 ISI Expenses (Income Statement subtotal)
 Copier (half of C1 annual lease)
 Misc Operating = 1500
 Maintenance (sq ft of buildings x cost per sq ft), 480 (half of Project Room sq ft, ISI book storage, .25 of
 Sarah's office and .175 of Dennis's office) x .295
 Grants: none
 Revenue: From the year-end Income Statement, Publications subtotal
 Under the dba of Iron Sharpeneth Iron, we distributed (number of books sold to distributors and in-house
 departments) books with the goal of serving churches and individuals through instruction in a wide va-
 riety of practical skills, sharing of ideas, assistance in teaching Biblical principles, and exhortation of
 others to live consistent, godly lives.

4d Other Program Services (if any, describe in Schedule O)

4e Total program service expenses This total should equal 990 Part IX Col (B) line 25

Part IV. Checklist of Required Schedules

- Line 1 ___ Described in section 501(c)(3) *Yes; complete Schedule A*
- Line 2 ___ Required to complete **Schedule B**, Schedule of Contributors *Yes*
- Line 3 ___ Engage in political campaign activities/
- Line 4 ___ Lobbying activities?
- Line 5 ___ 501(c)(4) ...membership dues... *N/A, leave blank*
- Line 6 ___ Donor advised funds?
- Line 7 ___ Conservation easement?
- Line 8 ___ Collections of art, historical treasures, etc.?

- Line 9 ___ Amount in Part X, line 21; custodian for amounts in credit counseling, etc.
- Line 10 ___ Hold assets in term, permanent, or quasi-endowments *Yes; complete Schedule D, Part V.*
- Line 11 ___ *Answer Yes if any of the following are Yes. If Yes, complete Schedule D, Parts VI, VII, VIII, IX, Or X as applicable.*
- Report land, buildings, and equipment in Part X. line 10?
 - Is amount of other securities investments reported on Part X, line 12 5% or more of total assets reported in Part X, line 16?
 - Is amount of program related investments reported on Part X, line 13 5% or more of total assets reported in Part X, line 16?
 - Is amount of other assets reported on Part X, line 15 5% or more of total assets reported in Part X, line 16?
 - Report an amount for other liabilities?
 - Financial statements include a footnote that addresses liability for tax positions under FIN 48
- Line 12 ___ Obtain separate, independent audited financial statements?
- Line 12A ___ Organization included in consolidated, independent audited financial statements?
- Line 13 ___ A school described in section 170(b)(1)(A)(ii)?
- Line 14a ___ Office, employees, or agents outside U.S.?
- Line 14b ___ Aggregate revenues or expenses...outside U.S.?
- Line 15 ___ More than \$5,000 of grants or assistance to organizations outside U.S.?
- Line 16 ___ More than \$5,000 of grants or assistance to individuals outside U.S.?
- Line 17 ___ More than \$15,000 of expenses for professional fundraising services?
- Line 18 ___ More than \$15,000 of income on Part VIII, lines 1c and 8a?
- Line 19 ___ More than \$15,000 of income from gaming activities?
- Line 20 ___ Operate one or more hospitals?
- Line 21 ___ More than \$5,000 of grants and other assistance to governments and organizations in the U.S.? *No because our grants and assistance are for individuals.*
- Line 22 ___ More than \$5,000 of grants and other assistance to individuals in the U.S.? *Yes; complete Schedule I, Parts I and III*
- Line 23 ___ *Answer Yes to Part VII, Section A, line 3, 5, or 5?*
- Line 24a ___ Tax-exempt bond issue...?
- Line 2b ___ Invest any proceeds of tax-exempt bonds?
- Line 24c ___ Maintain escrow account...to defease any bonds?
- Line 24d – Act as an “on behalf of” issuer for bonds?
- Line 25a – Engage in an excess benefit transaction with disqualified person?
- Line 25b – Aware that it had engaged in an excess benefit transaction in prior year?
- Line 26 ___ Loan to or by officer, director, etc. outstanding as of the end of the tax year?
- Line 27 ___ Provide grant or other assistance to an officer, director, etc?
- Line 28 ___ Party to a business transaction with one of the following parties:
- Current or former officer, director, trustee, or key employee?
 - Family member of current officer, etc.?
 - Entity of which a current or former officer, etc. was an officer, etc.?
- Line 29 ___ Receive more than \$25,000 in non-cash contributions?
- Line 30 ___ Contributions of art, historical treasures, etc.?
- Line 31 ___ Liquidate, terminate, or dissolve?
- Line 32 ___ Sell, exchange, dispose of, or transfer more than 25% of net assets?
- Line 33 ___ Own 100% of entity disregarded as separate?
- Line 34 ___ Related to any tax-exempt or taxable entity?
- Line 35 ___ Related organization a controlled entity within 512(b)(13)?
- Line 36 ___ Any transfers to an exempt non-charitable related organization?
- Line 37 ___ Conduct more than 5% of activities through unrelated organization treated as a partner?
- Line 38 ___ Complete Schedule O?

Part V. Statements Regarding Other IRS Filings and Tax Compliance

- Line 1a ___ Number reported in Box 3 of Form 1096 to report number of 1099-Misc forms transmitted.
- Line 1b ___ Number of Forms W-2G included 0

- Line 1c Comply with backup withholding rules? *Yes*
- Line 2a Number of employees reported on Form W-3 statements *summary of W-2*
- Line 2b File all required federal employment returns? *Yes*
- Line 3a Unrelated business income of \$1,000 or more? *No*
- Line 3b *leave blank*
- Line 4a Financial account in a foreign country? *No*
- Line 4b *leave blank*
- Line 5a Party to a prohibited tax shelter? *No*
- Line 5b Taxable party notification of prohibited tax shelter transaction? *No*
- Line 5c *leave blank*
- Line 6a Annual gross receipts normally greater than \$100,000 and solicit any non-tax deductible contributions?
No
- Line 6b *leave blank*
- Line 7 Organizations that may receive deductible contributions under section 170(c).
- Line 7a Receive a payment in excess of \$75 made partly as a contribution and partly for goods and services?
No
- Line 7b *if line 7a is No, leave blank*
- Line 7c Sell, exchange, or dispose of property for which required to file Form 8282? *No*
- Line 7d *if line 7c is No, leave blank*
- Line Receive funds to pay premiums on a personal benefit contract? *No*
- Line 7f Pay premiums on a personal benefit contract? *No*
- Line 7g Intellectual property contribution, file required Form 8899? *leave blank*
- Line 7h For car, boat, airplane, other vehicle contributions, file required Form 1098-C? *Yes*
- Line 8 Donor advised funds... *leave blank*
- Line 9a Donor advised funds / distributions under section 4966? *leave blank*
- Line 9b Donor advised funds / distribution to a donor? *leave blank*
- Lines 10a and 10b For Section 501(c)(7) *leave blank*
- Lines 11a and 11b For Section 501(c)(12) *leave blank*
- Lines 12a and 12b For Section 4947(a)(1) *leave blank*

Part VI. Governance, Management, and Disclosure

- Line 1a Voting members of governing body
- Line 1b Voting members that are independent
- Line 2 Any officer, director, trustee, or key employee have a family or business relationship with any other...
Yes
- Line 3 Organization delegate control to management company or other person? *No*
- Line 4 Significant changes to its organizational documents? *No*
- Line 5 Aware of material diversion of assets? *No*
- Line 6 Members or stockholders? *No*
- Line 7a ...any person may elect one or more...? *No*
- Line 7b Any decisions of governing body subject to approval of other? *No*
- Line 8a Contemporaneously document meetings held...by the governing body? *Yes*
- Line 8a Contemporaneously document meetings held...by committee with authority to act on behalf of the governing body? *Yes*
- Line 9 Any officer, director, trustee, or key employee listed in Part VII, Section A who cannot be reached at organization's mailing address? *Yes*
- Line 10a Local chapters...? *No*
- Line 10b *If line 10a is No, leave blank*
- Line 11 Copy of Form 990 to all members of governing body before filing? *Yes*
- Line 12a Written conflict of interest policy? *Yes*
- Line 12b Requirement to disclose annually interests that could give rise to conflicts? *Yes*
- Line 12c Monitor and enforce compliance? *Yes*
- Line 13 Written whistleblower policy? *Yes*
- Line 14 Written document retention and destruction policy? *Yes*

- Line 15a ___ Process for determining compensation of CEO, Executive Director, or top management official include a review and approval? *Yes*
- Line 15a ___ Process for determining compensation of other officers or key employees include a review and approval? *Yes*
- Line 16a ___ Joint venture with a taxable entity? *No*
- Line 16b ___ *If line 16a is No, leave blank*
- Line 17 ___ State Form 990 is required to file *California*
- Line 18 ___ Public Inspection availability *Upon request*
- Line 19 ___ Describe in Schedule O whether (and if so, how), governing documents, conflict of interest, and financial statements available to the public.
- Line 20 ___ Name, address, and telephone number of person who possesses the books and records of the organization: *Mark Asay...*

Part VII. Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Section A. Officers, etc.

Line 1a – Complete Table

Column (A) Name and Title

Column (B) Average hours per week

Column (C) Position (check all that apply to each)

Individual trustee or director – on governing body with voting rights

Institutional trustee – leave blank N/A

Officer

Key Employee – no one qualifies for this at this time

Highest compensated employee – over \$100,000

Former – If individual was an officer, director, trustee, or key employee within the last 5 years AND received reportable compensation in current reporting year of =>\$100,000 for former officers and key employees or =>\$10,000 for former directors or trustees

Column (D) Reportable Compensation, W-2 box 5, 1099-MISC box 7

Column (E) Reportable Compensation from related organizations, N/A leave blank

Column (F) Other Compensation, Ironwood's contribution to a 403(b) plan, Ironwood's part of health insurance.

Line 1b ___ Total, enter total amounts in columns (D), (E), and (F) here

Line 2 ___ Number of Individuals who received more than \$100,000 in column (D) *0*

Line 3 ___ Former? *No*

Line 4 ___ Total for individual in columns (D), (E), and (F) greater than \$150,000? *No*

Line 5 ___ Any person receive compensation from unrelated organization for service rendered to Ironwood? *No*

Section B. Independent Contractors

Line 1 ___ Table of five highest independent contractors receiving more than \$100,000 from Ironwood. *None to list*

Line 2 ___ Number of independent contractors listed on Table. *0*

Part VIII. Statement of Revenue

Contributions, Gifts, Grants, and other similar amounts:

Line 1a ___ Federal Campaigns *0*

Line 1b ___ Membership dues *0*

Line 1c ___ Fundraising events *0*

Line 1d ___ Related Organizations *0*

Line 1e ___ Government grants (contributions) *0*

Line 1f ___ All other contributions... *(see Income and Expense Statement) all donation incomes will be included in this total. Some Misc Income amounts will be considered here even though they were not recorded as a donation. There will be the need to look through a general ledger of both the Misc Income-GF and Misc Income-DF and scrutinize each entry to determine where to report it in this Statement of Revenue.*

Line 1g ___ Noncash contributions *use the total of the Gifts account which is designated specifically for non cash contributions. This amount should also be included in 1f.*

Line 1h ___ Total. Add lines 1a-1f

Program Service Revenue:

Line 2a-e ___ Enter the five largest sources of program service revenue. List them in order of greatest to least. Historically the itemized list for Ironwood has been as follows:

- Camper fees – total of all camp fees (RT, BIR, IR)
- Tuition/school fees – total all ICA, IIM, and MB incomes; from Misc Income-GF pygmy post charges
- Instruction fees – trail ride fees, edge fees(PG),any PG designations in Misc Income-GF
- Property/camper service fees – any income from food service, property service, grounds, hospitality, systems, vehicle use, etc These are usually found in Misc Income-GF or DF; also any rental income and finance charge income
- Horsemanship Income – any income from the sale of horses

Line 2f ___ All other program service revenue. Any income that does not fit into 2a-2e

Line 2g ___ Total. Add lines 2a-2f

Other Revenue:

Line 3 ___ Investment income; interest from endowment fund, savings, and any accounts receivable interest

Line 4 ___ Income from tax-exempt bond proceeds *usually 0*

Line 5 ___ Royalties *usually 0*

Lines 6a,b,c,d ___ Gross Rents *usually 0, Faith Baptist Church of Cherokee Road does not qualify for rent, see exception in instructions*

Line 7a ___ Sale of assets other than inventory this includes gain from sale of assets and of non-assets *capital items not on our books*

Line 7b ___ Less: cost and expenses *usually none*

Line 7c ___ Gain or (loss) *subtract 7b from 7a*

Line 7d ___ Net gain or (loss) *totals of (i) and (ii) line 7c*

Lines 8a,b,c ___ fundraising events income *usually none*

Lines 9a,b,c ___ gaming income *none*

Line 10a ___ Sales of inventory; *includes sales from stores, ISI, PG photography and audio visual income, meal and lodging income*

Line 10b ___ Less: cost of goods sold *includes GS cost of sales, PG photography expense, PG audio visual and AV equipment expenses, all ISI expenses (minus royalties expense)*

Line 10c ___ Net income or (loss) *subtract 10b from 10a*

Miscellaneous Revenue:

Line 11a-11d ___ Any other revenue that does not fit in any other category will be included here. *11a-11c are to be given specific name: i.e. Worker's Comp safety dividend, Recycling, Recovered vendor over-charges, etc.*

Line 11e ___ Total. *Add lines 11a-11d*

Line 12 ___ Total Revenues Column (A) *add lines 1h, 2g, 3-5, 6d, 7d, 8c, 9c, 10c, and 11e*
Column (B)(C)(D) *add lines 2a-2f, 3-5, 6d, 7d, 8c, 9c, 10c, 11a-11d*

Part IX. Statement of Functional Expenses

Use the 990 Part IX excel spreadsheet to assist in the completion of this part. Detailed descriptions are given on this document to help place expenses in the proper columns; (A) is the total of (B) Program Expenses, (C) Management and General Expenses, and (D) Fundraising Expenses.

Line 1 ___ Grants to governments and organizations in the U.S. This will not include the scholarships sent to a school as the school acts as a third party for the benefit of specified individuals and thus the grants will be reported on line 2. *Usually none*

Line 2 ___ Grants to individuals in the U.S. *A total will be figured from summer staff scholarships, camperships given to pay for camp, resident staff children scholarships (only count the funds given out and not what is put in payables), and any funds for ICA families.*

Line 3 ___ Grants to governments and organization outside the U.S. *usually none*

- Line 4 ___ Benefits paid to members. *None*
- Line 5 ___ Compensation of current officers, directors, trustees, and key employees. This will include the amounts of compensated individuals in Part VII. *Compensation includes their salary on w-2 line 3, 403(b) benefit paid by Ironwood, and health insurance benefit paid by Ironwood. The total for line 5 should equal Part VII columns (D) and (F).*
- Line 6 ___ Compensation to disqualified persons *usually none*
- Line 7 ___ Employees salaries and wages. *This includes all other salaries of individuals not represented in lines 5 and 6.*
- Line 8 ___ Pension plan *This includes the employer contributions to the 403(b) plan not including the amount listed in line 5 to officers, directors, etc.*
- Line 9 ___ Other employee benefits *This includes worker's comp insurance, health insurance (minus the benefit listed in line 5), life insurance, staff electric and propane, medical expense, educational assistance, early sign up bonus within recruiting expenses, temporary staff training, Romko, Pygmy Post, and Camp Coyote.*
- Line 10 ___ Payroll taxes
- Line 11 ___ Fees to non-employees for services
- a Management
 - b Legal
 - c Accounting
 - d Lobbying
 - e Professional fundraising
 - f Investment management fees
 - g Other
- Line 12 ___ Advertising and Promotion; *this includes graphics work farmed out to Laura, advertising expense, fundraising expense, I-buck expense, and staff services postage.*
- Line 13 ___ Office expenses *includes gifts and grants expenses, staff services paper supply, copier expense, telephone, general operating postage, lease expense, bank card fees, interest/finance charges, sales tax expense on copier leases, and program office supplies.*
- Line 14 ___ Information technology *includes info tech expenses, any staff services capital expenditures and designated expenses that is info tech related.*
- Line 15 ___ Royalties *includes ISI royalties expense*
- Line 16 ___ Occupancy *includes permits and licenses, property taxes, general operating electric and propane, trash disposal, food service propane, ICA electric and propane.*
- Line 17 ___ Travel *includes recruiting expenses minus early sign up bonuses, administrative and staff services food & entertainment, general operating fuel, general operating travel expenses (minus camp speaker's travel), vehicle maintenance and repair, and property services camp fuel.*
- Line 18 ___ Travel for public officials *usually none*
- Line 19 ___ Conferences, conventions, and meetings *includes ministry improvement, speaker's travel expenses from GO travel, any horse sale travel in horse registration expense, any conference expenses in ICA membership and development expenses.*
- Line 20 ___ Interest from interest expense.
- Line 21 ___ Payments to affiliates is N/A so 0
- Line 22 ___ Depreciation form depreciation expense.
- Line 23 ___ Insurance includes director liability, general liability, umbrella, vehicle, camp accident, and ICA accident insurance expense line items.
- Line 24 ___ Other expenses not covered above. Group other expenses in categories from highest to lowest. Presently the categories listed are as follows:
- Camper Services and Activities includes group sponsor expenses, program expenses (minus photography, audio visual, and program office supplies), RT, BIR, and IR games and skills expenses, HR supplies, livestock feed, shoeing supplies, HR medication/care, vet expenses, HR registration not related to a horse sale, food & supplies expense, and any PG related expenses included in designated expenses.
 - Facility repair and maintenance includes replacement expenses, general use tools, fire and safety, building maintenance, systems expense, RT, BIR, and IR facility maintenance, hospitality, grounds, non-capitalized project expenses, and any maintenance related expenses included in designated expenses.
 - Educational Expenses includes all ICA expenses (minus electric, propane, camp coyote, and non-conference related expenses in membership and development expenses).

- Improvements and Supplies include donated supplies and any improvement and supply related expenses included in designated expenses.
 - Administrative expenses include administrative cash expenses.
 - All other expenses will be labeled as Miscellaneous and includes any remaining expenses not yet listed.
- Line 25 ___ Total functional expenses: *Add each column. Totals of columns (B), (C), and (D) should equal total of column (A).*

Part X. Balance Sheet

Assets:

Record last year's 990 Part X Balance Sheet column (B) into present year's column (A). Use the balance sheet from last year as a guide for labeling present year's balance sheet to use in completing 990 Part X.

- Line 1 ___ Cash; checking balance, *petty cash office and GS*
- Line 2 ___ Savings; *Desert Gold – DCB and any similar savings account and temporary cash investments*
- Line 3 ___ Pledges; *usually none*
- Line 4 ___ Accounts receivable; *accounts receivable*
- Line 5 ___ Receivables from current and former officers, directors, trustee; *enter as applicable*
- Line 6 ___ Receivables from other disqualified persons; *enter as applicable*
- Line 7 ___ Notes and loans receivable; *loans receivables*
- Line 8 ___ Inventories for sale or use; *GS and ISI inventories*
- Line 9 ___ Prepaid expenses; *enter as applicable*
- Line 10a ___ Land, buildings, and equipment; *total of property and equipment*
- Line 10b ___ Less: accumulated depreciation; *total accumulated depreciation*
- Line 10c ___ *Subtract 10b from 10a for 10c amount*
- Line 11 ___ Investments – publicly traded securities; *this will include our Mutual Funds held as endowments.*
- Line 12 ___ Investments – other securities; *usually none*
- Line 13 ___ Investments – program related; *usually none*
- Line 14 ___ Intangible assets; *usually none*
- Line 15 ___ Other assets
- Line 16 ___ Total assets; *add lines 1-15, this should equal Total Assets on Balance Sheet and line 34 on 990 Balance Sheet.*

Liabilities:

- Line 17 ___ Accounts payable; *from Ironwood balance sheet, total current liabilities*
- Line 18 ___ Grants payable
- Line 19 ___ Deferred revenue
- Line 20 ___ Tax-exempt bond liabilities
- Line 21 ___ Escrow or custodial account liability
- Line 22 ___ Payables to current and former officers, etc.
- Line 23 ___ Secured mortgages
- Line 24 ___ Unsecured notes
- Line 25 ___ Other liabilities
- Line 26 ___ Total liabilities; *add lines 17-25*

Net Assets or Fund Balances:

- Line 27 ___ Unrestricted net assets
- Line 28 ___ Temporarily restricted net assets
- Line 29 ___ Permanently restricted net assets
- Line 30 ___ Capital stock
- Line 31 ___ Paid-in or capital surplus; *net income on Ironwood balance sheet*
- Line 32 ___ Retained earnings; *retained earnings on Ironwood balance sheet*
- Line 33 ___ Total net assets or fund balances; *total capital on Ironwood balance sheet*
- Line 34 ___ Total liabilities and net assets/fund balances; *total liabilities & capital on Ironwood balance sheet*

Part XI. Reconciliation of Assets

- Line 1 ___ Total revenue (Part VIII, column (A), line 12)

- Line 2 ___ Total expenses (Part IX, column (A), line 25)
 Line 3 ___ Revenue less expenses
 Line 4 ___ Net assets or fund balances at beginning of year (Part X, line 33, column (A))
 Line 5 ___ Other changes in net assets or fund balances (*explain in Schedule O*)
 Line 6 ___ Net assets or fund balances at end of year. *Add lines 3, 4, and 5 (equals Part X, line 33)*

Part XII. Financial Statements and Reporting

- Line 1 ___ Accounting method; *accrual*
 Line 2a ___ Financial statements compiled or reviewed by an independent accountant?
 Line 2b ___ Financial statements audited by an independent accountant?
 Line 2c ___ If yes on 2a or 2b, does organization have a committee that assumes responsibility for the oversight of the audit, review, or compilation of financial statements and selection of an independent auditor?
 Line 2d ___ If yes on 2a or 2b, check whether financial statements were issued on a consolidated basis, separate basis, or both.
 Line 3a ___ Required to undergo an audit?
 Line 3b ___ If yes on 3a, did the organization undergo required audit? If required and did not undergo audit(s), explain why on Schedule O and describe steps taken to undergo such audits.

SCHEDULE A

Enter Fundamental Christian Endeavors, Inc., 95-2857916.

Part I – Reason for Public Charity Status

The organization is not a private foundation because it is: Check 7 because we are an organization that normally receives a substantial part of its support from a governmental unit or from the general public as described in section 170(b)(1)(A)(iv). (Complete Part II)

Part II. Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv)

Section A. Public Support

Go to prior year 990 and copy the prior years available on those forms. Go to the prior tax file to get the information for the immediately prior year. *Unusual Grants are not figured in any computations (lines 1-18) in this support schedule. This supersedes any specific instructions given for each item.*

- Line 1 ___ Take the total gifts and grants from Statement of Revenue Part of 990 Line 1f of prior year 990 Part VIII minus any unusual gifts and grants. A list of the larger gifts should be in that tax file. The explanation book gives this definition:
- Unusual grants generally are substantial contributions and bequests from disinterested, persons (do not include disqualified individuals) and:
 - Are attracted because of the organization’s publicly supported nature,
 - Are unusual and unexpected because of the amount (2% of line 1h is a good rule of thumb),
 - Are large enough to endanger the organization’s status as normally meeting the support test described in the instructions for lines 10, 11, and 12.
 - A grant that meets these terms may be treated as an unusual grant (that is disregarded entirely in the public support computation) even if the organization receives the funds over a period of years. In the list of unusual grants, show only what the organization received during the year.
- Line 2 ___ Tax revenues... *none*
 Line 3 ___ Value of services ...by a gov’t unit *none*
 Line 4 ___ *Total of lines 1-3*
 Line 5 ___ Total contributions by each person (other than a gov’t unit or publicly supported organizations, churches, etc.) included on Line 1 that exceeds 2% of the amount shown on Line 11, column (f)
 Line 6 ___ Public Support. *Subtract line 5 from line 4*

Section B. Total Support

- Line 7 ___ amount from line 4
 Line 8 ___ From 990 Statement of Revenues Part VIII, line 3(A)
 Line 9 ___ income from unrelated business *none*
 Line 10 ___ Other income. *From 990 Statement of Revenues Part VIII, all other incomes NOT including program service revenues and sales of assets.*

Line 11 ___ Total support. *Add lines 7-10*
Line 12 ___ Gross receipts from related activities. *For all the years listed on this support schedule, add each year's program service revenue.*
Line 13 ___ first five years *N/A leave blank*

Section C. Computation of Public Support Percentage

Line 14 ___ Public support percentage. Public Support, Lin 6(f), divided by Total Support, line 11(f)
Line 15 ___ Public support percentage from previous year's reporting.
Line 16a ___ 33 1/3 support test – 2010. *If line 14 is more than 33 1/3, check box and stop.*

Part III. Support Schedule for 509(a)(2) N/A

Part IV Supplemental Information.

Provide explanation for income recorded in Part II, line 10.

Part III – Statements About Activities

Line 1 ___ *will usually be no*
Acts with substantial contributors, officers, etc.
Line 2a-2e *These activities occasionally occur. Mark accordingly*
Line 2a ___ sale, exchange, or leasing of property
Line 2b ___ lending of money or other extension of credit
Line 2c ___ furnish of goods, services, or facilities *yes (This includes annual cost of housing, utilities included, and meals found in the Staff Manual Benefit worksheet in the appendix) Change amount on the attached schedule as costs change.*
Line 2d ___ payment of compensation *Yes*
Line 2e ___ transfer of income or assets *No*
Line 3a ___ grants for scholarships *Yes*
Line 3b ___ 403b annuity *Yes*
Line 3c ___ easement for conservation *No*
Line 3d ___ credit counseling, debit management *No*
Line 4a ___ donor advised funds *No*
Lines 4b-4e ___ *if Line 4a is No, leave blank*
Line 4f ___ funds where donors have the right to provide advice on distribution *No*
Line 4g ___ value of assets of all funds at the end of the year included on line 4f *0*
Note: Attach statement. See file Form990.

Part V

Not Applicable because we do not mark line 6 in Part IV

Part VI-A

Lobbying Expenditures by Electing Public Charities, *not applicable*

Part VI-B

Lobbying Activity by Non-electing Public Charities

- a Volunteers *No*
- b Paid staff *No*
- c Media ads *No*
- d Mailings *No*
- e Publications *No*
- f Grants *No*
- g Direct contact *No*
- h Rallies *No*
- i Total lobbying expenditures *0*

Part VII

Information Regarding Transfers To and Transactions and Relationship with Non-charitable Exempt Organizations

51. Did the reporting organization...engage in...

- a. Transfers
 - (i) Cash *No*
 - (ii) Other assets *No*
- b. Other Transactions
 - (i) Sales *No*
 - (ii) Purchases *No*
 - (iii) Rental *No*
 - (iv) Reimburse *No*
 - (v) Loans *No*
 - (vi) Performance *No*
- c. Sharing facilities *No*
- d. Not applicable since all responses were *No*

52a. Is the organization...affiliated with *No*

52b. Not applicable since answer to 52a was *No*

Attachments for 990

- Part I, Line 8—Follow what has been done before
- Part I, Line 9—Special events and activities (fundraisers)
- Part I, Line 10b—Complete table of Cost of Goods Sold. Make sure totals agree.
- Part II, Line 22—As a part of closeout of the year, a general ledger for the Gifts and Grants account is printed. Use this to complete this attachment.
- Part II, Line 42—A depreciation schedule will be provided by Accounts Payable.
- Part IV, 50—Explain if anything is recorded here.
- Part IV, 51a Follow example of what has been done before.
- Part IV, 54 Follow example of what has been done before.
- Part IV, Line 57—Attach depreciation schedule (only 1).
- Part IV, Line 63—Follow example of what has been done before
- Part IV, Line 64b—Mortgages and Other Payables. Follow example of what has been done before. Consult kelleybluebook.com for fair market value
- Part V—Keep list updated, filling in correct hours (do not use 40+ but rather 45), correct compensation from the W-2 forms and any Expense Accounts from the Income Statement.
- Part VIII—This will not usually change, but should be checked over for updating.

Attachments for 990 Schedule A

- Part III, Line 2c—Use the same statement but verify cost by any housing, utilities, and meal changes in the staff manual.
- Part III, Line 2d—as before
- Part III, Line 3a—will usually remain the same
- Part IV, Line 22—Other Income. Follow example of what has been done before.
- Part IV, 26b—Names and excess amounts for Ironwood records only. Print off this list for our file only. Do not send in these records with forms.
- Part IV, 28—List names of those making Unusual Grants according to the definition. Give address and amounts given per year (only covers a four-year period). Print off this list for our file only. These are only for Ironwood records and not to be sent in with forms.

Attachments for 990 Schedule B

Check 501(c) (3)

Check Special Rules for a section 501 (c) (3)

Part I, Contributors. *List only donors who meet these criteria:*

Must have given more than \$5,000 cash or non-cash and

Gifts must be in increments of \$1,000 or more and

Total contributions (cash and noncash) is greater than 2% of Part I line 1e

- (a) Each donor is given a number in sequential order
- (b) Give name and address of donor
- (c) Give total amount of all contributions that are \$1000 or more.
- (d) Check appropriate box

Part II, Noncash Property. List only donors on Part I that contributed noncash property.

- (a) Give number assigned to donor on Part I
- (b) Describe non-cash property
- (c) Give value of non-cash property
- (d) Give date non-cash property was received

Make 3 copies. One is to be sent in with forms, the second is for our tax file, and the third is for our public inspections file. DO NOT include Schedule B for the public inspections file.

STATE 199

Do Federal 990 before you do this report.

You can download a fillable Adobe form from www.ftb.ca.gov. Go to Forms and choose Form 199 return and instruction. Get by e-mail.

For Calendar year beginning month Jan day 1 year (year on form) and ending month Dec day 31 year (year on form).

California corporation number _ 0 6 8 4 8 7

Federal employer identification number 9 5-2 8 5 7 9 1 6

- A Final return? No
 - B Check forms filed this year: Federal 990
 - C Check box No filing fee is required
 - D Is this a group filing? No
 - E Accounting method used: Accrual
 - F Type of organization Check Exempt under Section 23701 and insert letter D.
(Will also need to insert letter from CA Franchise Tax Board acknowledging exemption)
- Attach preaddressed Label if one has been issued with form

Part 1—Must start on Part II first

Part II

Line 1—Add line 2 (Program Service Revenue) and 10a (Gross Sale of Inventory) of Fed 990.

Line 2—Enter line 4 of Federal 990.

Line 3—usually none

Line 4—usually none

Line 5—usually none

Line 6—Enter line 8d from Fed 990. Attach schedule (copy Fed 990 schedule, Part I; Line 8c)

Line 7—Enter line 11 from Fed 990. Attach schedule (copy Fed 990 schedule, Part II; Line 22)

Line 8—Total lines 1 through 7.

Enter total on Part 1, line 1.

Line 9—Enter 22bA (grants and other grants), and 23A from Fed 990. Attach schedule (copy Fed 990 schedule, Part II; Line 22)

Line 10 – none

Line 11 – Line 25aA from Fed 990. Attach schedule (copy Fed 990 schedule Part V)

Line 12 – Line 26A from Fed 990

Line 13 – Line 41A from Fed 990

Line 14 – Property taxes are included in line 36, Occupancy. Look at 990 Excel spreadsheet.

Line 15 – usually none (Faith Baptist Church of Cherokee Road does not qualify as rent)

Line 16 – Line 42A from Fed 990

Line 17 – Total lines 9 through 16. Subtract that total from line 44A from Fed 990. Enter on line 17. Attach schedule.

Line 18 – Total lines 9 through 17. Enter on line 18 and Part 1, line 9. (Should equal amount on Part I line 17 of Fed 990.)

Part 1

Line 1 – See Part II, line 8

Line 2 – none

Line 3 – Line 1e of Fed 990. Attach schedule (use Excel worksheet donors for information).

Line 4 – Add lines 1 through 3

Line 5 – Line 10b of Fed 990

Line 6 – usually none

Line 7 – total of lines 5 and 6

Line 8 – Subtract line 7 from line 4 (Should equal amount on Part I line 12 of Fed 990)

Line 9 - See Part II, line 18

Line 10 – Subtract line 9 from line 8. (Should equal amount on Part I line 18 of Fed 990)

Line 11 – Because we are exempt under R&TC Section 23701d, we do not pay a filing fee.

Line 12 – Not Applicable

Line 13 – Not Applicable

Line 14 – Not Applicable

Line 15 – no

Line 16 – no

Line 17 – no

Line 18 – No

Line 19 – Mark Asay (760) 257-3503

49191 Cherokee Road, Newberry Springs, CA 92365-9760

Signature of Officer – usually Walt

Date the form after Walt signs it.

President – (760) 257-3503

Schedule L – Balance Sheets

For Columns (a) and (b) copy from the prior year's Schedule L columns (c) and (d).

For Columns (c) and (d), use the present year Federal 990 Part IV column (B) for information.

Assets (Use column B of Fed 990)

Line 1 – Add lines 45 and 46 of Fed 990

Line 2 – Line 47c of Federal 990

Line 3 – Lines 50 and 51a of Fed 990

Line 4 – Line 52

Line 5 – usually none

Line 6 – usually none

Line 7 – Line 54 of Fed 990

Line 8 – usually none

Line 9 – usually none

Line 10a column (c) – Use line 57a of Fed 990 and subtract the land value listed under Property and Equipment on Ironwood's end of year Balance Sheet.

Line 10b column (c) – Use 57b of Fed 990

Line 10b column (d) – Subtract 10b from 10a in column (c)

Line 11 – Enter land value from Ironwood's end of year Balance Sheet.

Line 12 - Enter prepaid expenses, line 53 of Fed 990. Attach schedule.

Line 13 – Total lines 1 through 12. This should be the same as line 59 of Fed 990.

Liabilities and Net Worth

Line 14 – Enter line 60 of Fed 990.

- Line 15 – usually none
Line 16 – Enter line 64b of Fed 990. Attach schedule (see Fed 990 schedule Part IV; line 64b)
Line 17 – usually none
Line 18 – usually none
Line 19 – usually none
Line 20 – Enter line 71 of Fed 990. Reconciliation that is part of the attached schedules is the Gross Profit minus Total Expenses from the Income and Expense Statement after the adjustments are made. The adjustments made: 1) Gross Profit minus (ISI cost and expenses plus general fund transfer income plus designated fund transfer income). This is the true Gross Profit, total gross income (form 199 line 8), and total revenue (form 990 line 12). 2) Total Expenses minus (ISI cost and expenses plus general fund transfer expense plus designated fund transfer expense). This is the true total expenses (form 990 lines 17 and 44, and form 199 lines 9 and 18).
Line 21 – Enter line 72 of Fed 990
Line 22 – Total lines 14-21. Should be the same as Fed 990 Part IV; line 74 column (b).

Schedule M-1
Not Applicable

Save the filled out Adobe form and place it in the current year's file in the Exempt Returns folder under Business Common.

Make 2 additional copies. One copy is for our tax files and the second is for our public inspection file. Do not include schedule for Part 1, Line 3 for the public inspection file.

CORPORATION REPORTS

1. Statement by Domestic Nonprofit Corporation
 - a. Sent by State: Usually in April of each year
 - b. Due: July 31, 1999
 - c. Fee: \$10 filing fee
 - d. Filed:
 - e. Incorporation
2. Statement by Domestic Nonprofit Corporation—see file under Incorporation, Articles of Incorporation, Statement by Domestic NonProfit Corporation.
 - a. Follow what has been done in the past.
 - b. Note that there is a filing fee. See back of sheet for the amount.
 - c. Make copy and send to address indicated.

LEGAL REVIEW

1. May 7-8, 2007, On-Premise Review
2. Attorney: Steve Cummings
Bair & Cummings Law Firm
1091 Founders Blvd., Suite B
Athens, GA 30606

Experience and Expertise: Litigation; Non-profit organizations; Christian schools

3. Reviewed
 - a. Resident Staff Manual
 - b. Organizational Chart
 - c. Benefits—Housing and Meals
 - d. Missionary Support
4. Payroll
 - a. Classification of workers and job descriptions
 - b. Independent contractor guidelines
 - c. Employee development of computer program for camps
 - d. Royalties connected to ISI
 - e. Consignment guidelines (stores)
 - f. Education Assistance (summer staff training) and minimum wage
 - g. Scholarships to summer staff and minimum wage
 - h. Child care for resident staff and minimum wage
 - i. Health insurance and computation of minimum wage
 - j. Completing W-2 forms--meals and lodging
 - k. School issue work permits?
5. School
 - a. School tuition for resident staff children
 - b. Parents volunteering and workers compensation
 - c. Parent volunteering and tuition. Need agreements? Not covered by workers comp.
6. Institute of Ministry—work of Institute of Ministry students
7. Agreements, Applications, and Policies Review
 - a. Summer staff agreement.
 - b. Resident staff agreement.
 - c. Volunteer agreement and accompanying papers.
 - d. Background check procedures
 - e. Waivers on medical forms—suggestions
 - f. Homosexuality policy statement
 - g. Child abuse policy
8. General

- a. Explanation of unrelated business income—Define unrelated in relation to general store snacks, books, and souvenirs (literature was one of our incorporation purposes).
 - b. Can a non-profit corporation own a non-profit?
 - c. When would it be in our best interest to have a second corporation spin off, if ever?
 - d. Any 990 issues that we need to be concerned about.
 - e. Procedure to follow if we suddenly have trouble with some regulating agency (IRS, Department of Labor, WC board, etc.) regarding any of these issues, what are our rights, best first responses, when to call you, etc.?
9. Contributions—if contribution comes from a business and the donor slip is listed as an individual, to whom is the contribution record made out to? Does the check dictate to whom the contribution record goes to?

PROPERTY TAXES: WELFARE EXEMPTION

Due: February 15 of each year (very costly to not be on time)

Location of File: Top drawer of Bookkeeping file cabinet

Taxes: Property
Welfare Exemption

Sent to Whom: Office of Assessor
Exemption Section
172 West Third Street
San Bernardino, CA 92415

Phone: 909.387.6740

1. Purpose: If a building or land is used for program (e.g., cabins, dining areas, activity areas, hiding areas) under our status (church, religious, or welfare exemption), we do not need to pay property tax. We will still pay assessed amounts, but not property tax. Staff housing is not included in this exemption (only building and land used for program use).
2. In January of each year, the Claim for Welfare Exemption is sent to us. One claim is sent for each parcel of land.
3. See how the former claims have been completed for each parcel. You would usually fill them out in the same manner. Differences that need to be considered:
 - a. New building built
 - b. Staff home built on that parcel
 - c. Buying of new property which is used for program
3. Note instructions
 - a. Two copies of any new amendments to your Articles of Incorporation (endorsed by secretary of state) (duplicate)
 - b. Two copies of each Section B for new properties (duplicate)
 - c. If organization's income and/or expenses increased by more than 25% since last year, 2 copies of most recent or prior year's complete financial and operating statements (duplicate).
4. Make a copy and file to the top of folder.

5. Enclose a self-addressed, stamped envelope for the file copy to be signed as a receipt.
6. We have received notices that say that fully exempt properties will not be receiving these forms, but they have continued to send them.
7. When receive receipt back, staple to top of copies in file.
8. It is a good idea to check property tax bills to see if we are getting the tax exemptions that we are allowed.

PUBLIC INSPECTION FILE PROCEDURES

1. Contents of the Public Inspection File
 - a. Copy of last three annual Form 990 reports
 - 1) Include attachments except for list of contributors.
 - 2) Include Schedule A.
 - b. Copy of Form 1023
 - 1) Correspondence pertaining to Form 1023
 - 2) Determination of exemption letter
2. Requests may be made in person. (Note from 2001: *Whether the request could be made by mail was being decided by President Clinton at my last knowledge.*)

RESALE TAX

Complete BOE Resale Tax worksheet located in Business Common/Resale Tax.

1. Copy page from previous quarter and paste to a new tab. ID the new tab with the quarter and year (e.g., 4th09). Page set up for new tab should be the same as previous one with the page break at the same place. Highlight the quarter you are figuring tax for. Color schemes for quarters are as follows:
 - a. Blue—January, February, March
 - b. Green—April, May, June
 - c. Yellow—July, August, September
 - d. Tan—October, November, December
2. Open a current Income/Expense statement in Peachtree that includes all months of quarter for which you are figuring tax. For each income listed on the worksheet, record the total income for each month. Find the income on the income statement and double click on the year to date actual. This will list a general ledger for that account. The figure you will want to record on the worksheet is the Current Period Change of each month. If there is no Current Period Change for a month, record a zero on the BOE Resale Tax worksheet.
3. After all sales are recorded on the worksheet, scroll down to the Deductions to record amounts for each month of quarter.
 - a. Book Sales-ISI and Exempt Sales are the same as in Sales section.
 - b. Interstate Commerce: Get these figures from GS. These are UW sales to buyers outside CA. Print copies of these sheets to accompany all other sheets when filing is completed.
 - c. Sales Taxes Already Paid: As receipts are turned into Accounts Payable, if there are any items purchased

for resale or ISI production in which we have paid sales tax, AP will record that amount of merchandise (excluding sales tax) on the appropriate tab of the AP prepaid tax worksheet located in Business Common/ Resale Tax. Print the AP prepaid tax worksheet of the filing quarter to accompany all other sheets when filing is completed.

- d. Paper Expense-ISI and Finishing/Binding Expenses: If any of these expenses have been taxed and are not already on the AP prepaid tax worksheet, record the amount of the purchase (excluding sales tax).
4. After Deductions are recorded, complete the Reconciliation/Excess Tax Collected section. In Peachtree, bring up a General Ledger of Sales Tax Payable (277003) for the three months of filing quarter. For each month, take the Current Period Change of all credits and subtract any debits other than State Board of Equalization payments to get your total of taxes collected. Record these amounts, dollars and cents, in the tax collected cells of the worksheet.
5. Once all figures have been filled in and with the formulas already in place, this sheet is complete to help you complete your filing. Print copies of these sheets to accompany all other sheets when filing is completed.
6. Time to file on-line
 - a. Go to www.boe.ca.gov.
 - b. File my Return
 - c. e-File Sales & Use Tax
 - d. Use Express Login
 - e. Enter your Express Login Code.
 - f. Enter Account Number.
 - g. Submit
 - h. Click on link that gives quarter return due.
 - i. Declaration of Intent to E-File. Print copy of page before Accepting. Accept.
 - j. Information needed to complete filing can be gotten from the completed BOE Resale Tax worksheet.
 - k. Enter total Gross Sales
 - l. Purchases Subject to Use Tax: Print out Use Tax worksheet for this quarter to get amount.
 - m. Click to enter Deductions.
 - n. Sales to other retailers for resale: This is the total of all ISI book sales for quarter.
 - o. Non-taxable sales of food products: This is the total of GS Exempt Sales for quarter.
 - p. Nontaxable labor: Leave blank.
 - q. Sales to US Government: Usually none; leave blank.
 - r. Sales of Interstate or Foreign Commerce: This is the total of UW book sales to out of state customers: GS keeps a record of these.
 - s. Sales Tax included in Gross Sales: Usually none, leave blank.
 - t. Bad Debt Losses on Taxable Sales: Usually none, leave blank.
 - u. Cost of Tax Paid Purchases Resold Prior to Use: During the quarter, if when purchasing items for resale

by GS or for production of ISI productions, and we pay sales tax on those items, enter the relevant info on the AP prepaid tax worksheet for that quarter. Enter total of merchandise, excluding sales tax, from this quarter.

- v. Returned Taxable Merchandise: Usually none, leave blank.
- w. Cash Discounts on Taxable Sales: For now leave blank.
- x. Other Deductions: Usually none, leave blank.
- y. Continue.
- z. Exemptions: Usually none.
- aa. Click to enter District Tax
- bb. Locate District Tax Area, San Bernardino County, and enter total amount of sales transactions subject to district tax. This is the same amount that is subject to State Tax. This is line 12 on the BOE Resale Tax worksheet. Total of District Tax figured should equal what is on line 18 of the BOE Resale Tax worksheet. If it is...
- cc. Continue
- dd. Add Excess Tax Collected: This amount, if any, should be after line 21 on the BOE Resale Tax worksheet.
- ee. Taxes paid to other states: Usually none, leave blank.
- ff. Continue.
- gg. Review Filing: If after review you need to make a correction, click prior page option. DO NOT USE BROWSER BACK BUTTON. If all information review is correct...
- hh. Continue.
- ii. Enter Preparer Name, Title, and Phone Number.
- jj. Paid Preparer: Usually N/A, leave blank.
- kk. Return and Payment Information:
 - 1) Effective Date of Filing: Defaulted to today's date
 - 2) Payment Method: Choose E-Check (ACH Debit).
 - 3) Enter 9 digit routing transit number
 - 4) Enter bank account number (checking).
 - 5) Re-enter bank account number.
 - 6) Payment Effective Date: Use today's date.
 - 7) Continue.
 - 8) File and Pay.
 - 9) Print this Page.
 - 10) Print District Tax.
- ll. Log off/out.

mm. Staple together BOE Return and Payment page, district tax, declaration of intent to E-file, tax filing due date reminder (if you received in mail), BOE Resale tax worksheet, Use Tax worksheets, interstate commerce sheets, and AP prepaid tax page.

nn. Place in Resale Tax file. At end of year, the four quarters of these papers will be moved to the year's tax file.

7. Enter Payment in Peachtree.

a. Go to Payments

b. Vendor ID: SBE (State Board of Equalization)

c. Check number: ep(date/yyyymmdd01,02,...), i.e. ep2012101901.

d. Cash Account: General Fund, 100002.

e. Date: (Today), same as on check number.

f. Verify memo is SR EH 23-676672.

g. General Ledger Account: Sales Tax Payable, 277003.

h. Enter Payment Amount of your e-filing in amount.

i. Save.

j. Print a check register of this one transaction.

k. Record in checkbook register.

l. Put check register in monthly notebook. Be sure the check register is highlighted with a blue highlighter on about one inch of the lower right edge of the page.

WATERMASTER QUARTERLY WATER PRODUCTION REPORT

Invoice for Administrative and Biological Assessments

1. Enter your total production from all well in Box #1.

2. Enter the same amount from Box #1 in Box #2.

3. Multiply the amount in Box #2 by \$0.52 and enter in Box #7.

4. Enter the total usage of domestic (well #02) and agriculture (well #03) into Box #4 and total in Box #5.

5. Enter Box #5 total in administrative box. Multiply times \$2.00 and enter in Box #6.

6. Add the amount in Box #6 to the amount in Box #7 and enter in Box #8.

7. Return Report/Invoice with check payable to the Watermaster for the total amount due in Box #8.

HOMESTEAD

PURPOSE

1. The purpose of the Homestead Team is to achieve Ironwood’s mission and support Ironwood’s program through excellence in service to our campers and staff.
2. We accomplish this by eliminating distractions, increasing comfort, and maintaining a biblical balance in the stewardship of our resources: people, time, and things.
3. We serve through initiative, discipline, vision, wisdom, and humility— the five components of leadership found in John 6: 9–13.

BENEFITS OF TRAINING

1. For Trainee
 - a. Spiritual—Our desire is to instill in workers a servant’s attitude. Christ is the ultimate example of a servant (John 13:14-15, Matthew 20:26b-28, Philippians 2:5-8).
 - b. Reputation—Workers can become known as an excellent worker if they take initiative in the areas assigned to them (Proverbs 22:1, I Timothy 4:12).
 - c. Satisfaction—A special feeling comes from performing a job to the best of your ability and from knowing that, through God’s help, “This is my best.” Do your job to the glory of God (I Corinthians 10:31).
 - d. Stewardship—Work is easier when you understand your job, know why it needs to be done a certain way, and are efficient. Remember that only through Christ can you do anything at all (Philippians 4:13).
2. For Ironwood—a well-trained staff
 - a. is efficient;
 - b. works more safely;
 - c. can better accomplish Ironwood’s mission.
3. For Guests
 - a. Guests receive more satisfaction from well-prepared and served meals.
 - b. You help Ironwood maintain its tremendous reputation for having “good grub and plenty of it!”
 - c. By providing excellent service, we try to eliminate camper complaints so they can better focus on what the Lord would have for them.

WHY WE DO WHAT WE DO

Luke 9:12–14a And when the day began to wear away, then came the twelve, and said unto him, Send the multitude away, that they may go into the towns and country round about, and lodge, and get victuals: for we are here in a desert place. But he said unto them, give ye them to eat. And they said, We have no more but five loaves and two fishes; except we should go and buy meat for all this people. For they were about five thousand men.

John 6:10–14 And Jesus said, Make the men to sit down. Now there was much grass in the place. So the men sat down, in number about five thousand. And Jesus took the loaves; and when he had given thanks, he distributed to the disciples, and the disciples to them that were set down; and likewise of the fishes as much as they would. When they were filled, he said unto his disciples, Gather up the fragments that remain, that nothing be lost. Therefore they gathered them together, and filled twelve baskets with the fragments of the five barley loaves, which remained

over and above unto them that had eaten. Then those men, when they had seen the miracle that Jesus did, said, This is of a truth that prophet that should come into the world.

cf. *Matthew 14:15–21, Mark 6:36–44*

This account is in every gospel in the Bible, because God wanted us to “get it”! Because we will be feeding many people every day, we should soak up all the lessons we can from this account of the greatest Server of all time. Notice the following:

1. The multitude was hungry! They had a need, and fulfilling that same need is what we are here to do. Imagine having a serving section of over 400 people!
2. They were made to sit down together in an orderly fashion. Organization and orderliness are very important in helping us do things quickly and efficiently.
3. They sat on comfortable grass. If people aren't comfortable, they won't enjoy the food no matter how good it tastes, or how well it was served.
4. Jesus gave thanks. We begin every meal at the Homestead by thanking God for the food He provides.
5. Jesus asked his disciples to serve. We also work together as a team.
6. They ate as much as they wanted. Our theme is "Good grub and plenty of it" because we follow God's example of providing both quality and quantity.
7. They collected the leftovers. Obviously Christ could have provided more fresh food in an instant, but it was very important to Him to gather up fragments. We show true thankfulness for God's provision by not wasting it.

Keep in mind while you serve each meal that you are doing what the God of the universe did here on earth—He served multitudes. Obey like the disciples: keep things orderly and comfortable. Work together as a team. Be thankful. Provide good food, and plenty of it. Don't waste what God has provided.

GUIDING PRINCIPLES

1. Let all things be done decently and in order (*1 Corinthians 14:40*).
2. Glorify God in all we do and say (*1 Peter 4: 11; Colossians 1:10*).
3. Follow Christ's example as the master servant (*John 13:14–15*).
4. Serve others first, before ourselves (*Romans 12:10–13*).
5. Be an example that would lead others to Christ, not away from Him (*Philippians 3:17; 1 Timothy 4:12–15; 2 Corinthians 3:2–3*).
6. Gladly spend and be spent in your work (*2 Corinthians 12:15*).
7. Serve others in love (*1 Corinthians 13:1–13; 2 Corinthians 5:14–15*).
8. Those that are great in the Lord's eyes are servants (*Matthew 20:24–28; 23:10–12*).
9. It is not just about food, but about serving the Lord (*Matthew 4:4; Romans 14:17*).

Colossians 1:10–12 That ye might walk worthy of the Lord unto all pleasing, being fruitful in every good work, and increasing in the knowledge of God; Strengthened with all might according to his glorious power, unto all patience and longsuffering with joyfulness; Giving thanks unto the Father, which hath made us meet to be partakers of the inheritance of the saints in light.

ATTITUDE

Proverbs 23:7a For as he thinketh in his heart, so is he.

Why does my attitude make a difference? Our attitude—that which is portrayed on the outside—is directly evident of that which is on the inside. When we enter the Homestead, we need to be ready to serve. Ready to serve includes being dressed appropriately, being on time, and being mentally ready to serve. We must leave our troubles and problems with Christ so that we can serve rather than being perceived as needing to be served.

Attitudes are very contagious. If we are going to create a positive atmosphere for our campers we must first have that positive spirit among our staff. Instead of focusing on what is going wrong, we need to focus on how great God is and on the blessings He gives us. Remember, our attitude reflects on our service, on Ironwood, and ultimately on the Lord that we serve. It is our responsibility to control our spirit and not allow people and circumstances to determine our attitude.

ATTENDANCE, SICKNESS, AND EMERGENCIES

1. **Work Schedule**—It is your responsibility to know when you are scheduled for work. Changes may occur in scheduling, so you are also responsible to pay attention to those changes, should they occur.
2. **On Time**—Be on time, at the appointed work start location with your apron on and hair contained. Anyone five or more minutes late or even consistently “on the margin” will be asked to stay an extra half hour after everyone is finished to perform cleaning assignments.
3. **Lateness**—If you know you are going to be late, notify your supervisor immediately so he/she doesn’t hold up the team for you.
4. **Absences**—If you are going to miss work because of illness,
 - a. first notify the first aid provider.;
 - b. then directly notify your supervisor at least 30 minutes before the start of your scheduled work time when illness prevents your attendance at work (do not have another worker take this responsibility for you);
Homestead Extension: 295
Mr. Larry: 760.403.0777 (cell)
Miss Carole: 760.590.0664
Mr. Joe: 760.590.1443
 - c. let your supervisor know how you are doing periodically, including your estimate of when you expect be able to resume work;
 - d. use the locker room bed for temporary use if you suddenly feel ill at work;
 - e. have the maturity to discern when you’re too sick to work and also realize that just being really tired is not a legitimate excuse for absence.

DRESS REGULATIONS

We want those we serve to see a professionalism of dress that communicates that we are also being professional with their food and utensils. In addition to following Ironwood’s dress standards, please also follow these guidelines when preparing to come to work.

1. Wear sturdy, close-toed and heeled shoes or boots—no sandals, flip flops, or shoes that allow your toes or heels to show.
2. Women, only, may wear one earring per ear. No other piercings, dangling or excessive jewelry are acceptable.
3. If wearing nail polish, wear gloves at all times while at work.
4. To prevent distraction, servers’ shirts should be free of advertisements or writing on the front or back. Discreet, smaller logos are acceptable, as are Ironwood shirts or writing that is hidden by your apron.
5. Wear no shorts or sweats, girls or guys.

6. Dress modestly. Particularly in a dining setting, exposing any of the following is embarrassing and uncomfortable for others: midriff, leg above the knee, underarms, shoulders, chest area, undergarments. Outfits that cling tightly to your shape are immodest. Look in a mirror to see how your outfit appears to others when bending over, squatting down, raising or extending arms, etc. Friends don't let friends go out dressed immodestly, and friends let friends know when they're exposing something they didn't intend to.
7. Wear clean clothes and aprons, and shower daily.
8. *Clean* clothes or aprons that are conspicuously stained, wrinkled, sloppy, or ragged looking are not acceptable except for behind the scenes work.
9. No gum chewing at work.
10. Respectfully defer to your supervisor if asked to change your attire for any reason.

CALIFORNIA CODE: PERSONAL SANITATION AND GROOMING

1. *"No employee shall dress or undress or store his clothing in any Food Service Area. All employees shall wear hairnets, caps, or other suitable coverings to confine the hair when required to prevent the contamination of food or utensils."*
 - a. Dress, contain hair in a cap or hairnet, and remove hair from clothing AWAY from food, dishes, and campers.
 - b. Double up and secure hair that could swish around in front of your shoulders.
2. *"Soiled linens and aprons shall be kept in containers provided for this purpose. Cleaning cloths used to wipe customer tables and seats shall not be used to wipe any other surfaces. Cleaning cloths used to wipe counters or other surfaces that may directly or indirectly contact food shall be used only once until laundered, or if held in a sanitizing solution when not wiping, may be used repeatedly. Whenever a sanitizing solution becomes turbid or heavily permeated with food particles and juices, or no longer remains at a safe sanitizing concentration, it shall be replaced."*
 - a. Linens, including aprons, that have contacted unsanitary surfaces must be sanitized or laundered before their next contact with food surfaces (e.g., don't wipe tables with a cloth that has wiped chairs).
 - b. Do not leave cloths that have been used in the dining rooms anywhere a cook might accidentally use them.
 - c. Keep sanitizing solutions effective and unpolluted by rinsing used cloths thoroughly before putting them in the sanitizing solution.
3. *"No person shall work . . . who, in the opinion of the local health officer is affected with, or a carrier of any disease in a stage which is likely to be communicable to persons exposed as a result of the affected person's duties as a food handler."*
 - a. Workers who have diarrhea, vomiting, sore throat, headache, or runny nose, accompanied by fever should not work until the fever breaks and they have rested enough they feel they could work all day without a relapse.
 - b. Workers are responsible to avoid situations that might encourage illness (e.g. habit of less than six hours of sleep per night, improper diet, or staying near sick people).
4. *"Employees or food service workers shall thoroughly wash their hands and arms by vigorously rubbing them with cleanser and warm water, paying particular attention to areas between the fingers and around and under the nails, rinsing with clean water. Wherever practical, personnel servicing food shall use tongs or other implements rather than hands. Gloves shall be worn when contacting food/food contact surfaces if the employee has any cuts, sores, rashes, artificial nails, nail polish, rings other than plain band, uncleanable orthopedic device, or fingernails that are not clean, or neatly trimmed and smooth. Whenever plastic gloves are worn, they shall be changed or washed as often as hand washing is required, and replaced after removal."*
 - a. Use washed, sanitized hands or gloves when touching food, and wash hands or gloves as often as necessary

during food preparation to remove soil/contamination and prevent cross-contamination between tasks.

- b. Always wear gloves when handling food in public (service) areas.
- c. Wash and sanitize hands/gloves. Before handling any unpackaged food or clean dish, after retrieving items from the floor, cleaning the drain, coughing, sneezing, blowing nose, eating, drinking, touching skin, hair, animals, using the bathroom, or engaging in any activity that might contaminate the hands.

CALIFORNIA CODE: FOOD HANDLING PRACTICES

1. *“All food shall be . . . prepared, stored, transported . . . and served so as to be pure, free from contamination, adulteration, and spoilage. . . Utensils and equipment shall be so handled and stored as to be protected from contamination. All food shall be . . . prepared, stored. . . and served so as to be protected from dust, flies, vermin, pollution by rodents, unnecessary handling, droplet infection, overhead leakage, or other contamination. Food establishments must inspect all food received to insure that: items are prepared and received from an approved source, have been maintained at proper temperatures and/or are not spoiled, have packaging not infested by insects and vermin, and are in wholesome condition in undamaged, uncontaminated containers.”*
 - a. Do not handle dishes where they will contact the mouth.
 - b. Discard cracked or chipped dishes that might harbor bacteria.
 - c. Even unused place settings from dining rooms must be washed.
 - d. Keep foods covered before and immediately after working with them.
 - e. Clean as you go to minimize potential for cross-contaminating foods.
 - f. Sanitize counters before each food preparation with a solution of 1 t of bleach per gallon of cool water and do not re-use the cloth unless it has been soaked in the same solution before re-use.
2. *“No live animal shall be kept or allowed in any room where food or beverage is prepared, stored, kept, or served. This section shall not apply to dogs being used by the blind. The food storage, preparation and serving areas shall be so equipped, maintained, and operated as to control the entrance, harborage and breeding of vermin, including flies. When flies or other vermin are present, effective control measures shall be instituted for their control or elimination.”*
 - a. Keep doors, screen-less windows, or those with damaged screens closed.
 - b. Kill flies and ants your work area at the beginning of each shift.
 - c. Remove dead insects immediately and sanitize areas where the swatter hits.
3. *“No insecticide or other poisonous substance shall be stored in any food preparation room or in any room where food products are kept, stored, or served except in a separate cabinet provided for that purpose. All poisonous substances shall be specifically and plainly labeled as to contents and hazardous use. No insecticide or rodenticide shall be used in a manner which would cause contamination of food or utensils.”*
 - a. Do not spray insecticide anywhere food or dishes will contact (most sprays have a 30-day residual effect). Spray droplets travel quite far, so be careful to contain the spray only to safe areas.
 - b. If ants are on dishes, rinse them completely down the drain. Ant-invaded food must be discarded.
4. *“Waste containers used for storing garbage shall be maintained in a clean and sanitary condition. The premises of all camps' food storage preparation and service facilities shall be kept clean and free, by all reasonable and approved means, of litter and rubbish.”*

Flatten boxes, storing as neatly as possible in the cage cart. When putting trash bags in cans, make sure the bag is enclosed in the can with the lid rim secure around entire can, allowing no vermin access.
5. All food contact surfaces of equipment and utensils must be cleaned and sanitized at least once every four

hours, or between uses with different foods. *“No food/ beverage prepared in a private home shall be used in the preparation of food/ beverages or served at the camp . . . No unpackaged food that has been served to people or returned from any eating area shall be served again or used for preparation of other food.”*

Served food and beverages cannot be re-served to paying customers, so keep them separated from un-served food when taking care of leftovers.

6. *“No employee shall store clothing or personal effects in any other area on the premises.”*

The locker room is the only place personal stuff should be kept in the facility.

7. *“All potentially hazardous food shall be held at or below 40° or shall be kept above 140° at all times. All perishable food or beverage, capable of supporting rapid and progressive growth of microorganisms that can cause food infections or food intoxications shall be maintained at or below a temperature of 40°. No such readily perishable food or beverage which is to be served to the camper shall be held above such temperature for such periods of time and under such conditions which can cause food intoxication.”*
 - a. Beverage temperatures: 195° for one minute (automatic iced tea/coffee equipment), or 175° for five minutes if steeping on the stove. Store tea bags in a dark cool dry place away from moisture.
 - b. Do not set out milk until five minutes or less remain before mealtime. Milk refills should be retrieved as needed from the refrigerator. Getting milk refrigerated is the highest priority after perishable food has been returned to the cooks.

CALIFORNIA CODE: DISHWASHING

Note: *Multi-use* means items that are not disposable.

1. *“In all dishwashing operations, dishes shall be scraped or rinsed prior to dishwashing. All multi-use eating and drinking utensils shall be thoroughly cleaned and subjected to an effective bactericidal process after each use. All multi-use eating and drinking utensils, when washed by hand in a two-compartment sink, shall be washed in hot water with an effective detergent until thoroughly clean and then immersed in sanitizing solution. All utensils, windows, counters, shelves, tables, refrigeration units, sink, dishwashing machines, and other equipment . . . shall be kept clean and in good repair.”*
 - a. All (contaminated) dishes must be sanitized before re-use.
 - b. Remember to wash all surfaces of the dish, not just what you see food on.
 - c. Keep wash water hot and soapy. Don't dry a dish that has residue, food particles, or greasy film; re-wash it.
 - d. Air dry as much as possible—it's more sanitary.
 - e. Eating utensils are stored with handles up in silverware containers, or with handles all at the same end in the storage drawers.
 - f. When putting dishes away, do not set them on un-sanitized counters.
 - g. Follow posted cleaning procedures before and after dish washing.

SAFETY

Prevention is the cure for most accidents.

1. General
 - a. Do not endanger yourself and others by attempting to carry on conversations with those who are dealing with sharp blades, hot items, machinery with moving parts, heavy items etc. Let them concentrate fully on their task.

- b. Do not endanger yourself and others by becoming engrossed in deep thoughts other than your task.
 - c. Do not endanger yourself and others by not getting enough sleep to stay fully on task at work.
2. Avoid Traffic Hazards
- a. Discourage non-scheduled people from loitering in the kitchen.
 - b. Keep doorways and aisles clear and don't run in the facility.
 - c. Warn others of spills until they're cleaned up, using soap for greasy spills and a few times over with rinsed cloths for sticky spills.
 - d. Do not spray or splash others with water. Although fun for one or a few for a minute, they do not offset the poor stewardship of time, energy, and water.
3. Avoid Injuries by Wearing Personal Protective Equipment
- a. Rubber gloves are provided for protection from chemicals and from hot dishes exiting the dish machine.
 - b. Disposable latex gloves are provided for use when open wounds are present, or for providing first aid.
 - c. Eye protection is provided for airborne dust, grit, and splashing chemicals.
 - d. Prepare for the possibility of slippery spills, scalding liquids and heavy objects by wearing shoes that cover your feet, stay well secured, and don't slip easily.
 - e. Earplugs are available when noise levels are bothering your ears. Courteously turn down music when others hint or mention it's too loud.
4. Avoid Burns
- a. Do not use damp potholders; they conduct heat much faster than dry.
 - b. Keep cloth away from burners and pilot lights.
 - c. Do not allow pan handles to extend beyond the front edge of the stove
 - d. Do not leave metal utensils in cooking pots; they may burn the next stirrer.
 - e. Ease foods into hot oil slowly to reduce splatters
 - f. Open hot covered dishes carefully so that steam escapes away from your skin
 - g. Alert dishwashers when a pan or dish is especially hot.
5. Avoid Cuts
- a. Use sharp knives, rather than sawing away with dull ones.
 - b. Do not cut objects in your hand. Place them on a cutting board, not the countertop.
 - c. Steady round items between your fingers and thumb while making the first cut to get a flat side to work with, then keep a flat side down while cutting.
 - d. Carry knives with blade directed downward and backward.
 - e. Hand wash bladed items. Do not mix with dishes destined for the dish room.
 - f. Don't intercept a falling knife. Move out of the way and let it fall.
 - g. Keep hands away from the foil/plastic wrap cutting blade.
 - h. Don't be in a hurry to remove a can lid that isn't completely cut around. Put can lids inside cans before throwing them away.
 - i. Don't smash down trash bags with bare hands—there may be sharp objects.

6. Avoid Equipment Hazards

- a. Ask for help when using equipment you're unsure of.
- b. Check the disposal for non-disposables before turning it on.
- c. Take the time to get the right tool for the job.
- d. Keep attention focused when using blades or machinery with moving parts.
- e. Report broken equipment right away.
- f. If the gas needs to be turned off, remember that on is parallel to the gas line, off is at right angles (off is "off" the line).
- g. If you smell propane, a pilot light may be out. Mention this to your supervisor.
- h. To prevent shocks, report any exposed wiring. Unplug electric appliances before cleaning them. Do not allow electrical cords to contact water puddles.
- i. Do not substitute tables, chairs, etc. when a ladder is needed. If your belt buckle reaches past the uprights, you're overreaching. Move the ladder. Face front and avoid twisting or turning on a ladder. Don't step on the top rung. Only one person on the ladder at a time. Use both hands when climbing a ladder.

7. First Aid

- a. Familiarize yourself with instructional posters located in the laundry room.
- b. Familiarize yourself with the first aid supplies so you can be helpful.
- c. Use gloves when giving someone first aid and be sure to remove gloves so that the glove's outer surface never touches your skin.
- d. Dispose of contaminated gloves or bandages used during first aid, in ways that won't contaminate others (use a sealed, leak-proof bag, and don't ever reach into trash cans potentially containing medical waste, to retrieve an object). Wipe spilled body fluids with paper towels soaked in bleach solution.

8. Avoid Lifting Hazards

- a. Stack and carry food and dishes in the safest efficient way you can.
- b. Plan a route that's free from tripping and slipping hazards when carrying large objects that obstruct visibility.
- c. Before you lift an object, determine an object's weight and look for sharp edges. See if the load is stable and equally distributed, then decide the best hold for the object before lifting it. To prevent wear and tear on your hands, wear gloves when moving several large or heavy items (unloading orders).
- d. Get help when lifting anything you aren't sure you can lift safely by yourself.
- e. Do not use your back as the major force when lifting or lean across to lift.
- f. Lift with your legs, smoothly drawing the load up, close to the body. Avoid twisting your body as you lift.
- g. Be careful not to crush your fingers when unloading the load.

COMMUNICATION

1. Always treat others with respect, regardless of age, experience, or ability.
2. Remember that even though you can't see others from where you're working doesn't mean they can't hear what you're saying.

3. Challenging a supervisor publicly or privately displays your lack of humility and unworthiness to be a leader who serves.
4. Contention between co-workers should be dealt with immediately, using scriptural principles. If you are having repeated problems and need advice or help talking to someone, your supervisor is available to help.

Proverbs 13:10 Only by pride cometh contention: but with the well advised is wisdom.

LANGUAGE

1. Your respect for God and others is revealed in your choice of language. Be careful not to mar His or your reputation by choosing slang or crass words unbecoming of a Christian. In some cases, you may be ignorantly using a term that has a street meaning you are unaware you are promoting. Help others not to use expressions you know have a meaning that isn't good.
2. Do not use euphemisms (e.g., gosh, gee, what the hay) no matter who else you have heard use them. If unsure whether a word you are using is a euphemism, ask your supervisor.
3. Campers are very attentive to and sensitive to our example. If we are careless in our speech and offend one of these little ones, it is in no way a light thing—no matter what others think is okay, and no matter what we think is okay.

LOCKER ROOM

1. If the curtain is closed, don't open it without asking first.
2. Don't shut the locker room door unless changing clothes, and limit door closings to a few minutes or less.
3. The bathroom always stays closed, so knock and enter if you hear nothing.
4. A male and female should never be alone together in the locker room.
5. The locker room is designed for last minute touch ups in grooming; anything more than a minute should be done in another place before work.
6. Lockers
 - a. Should never have the key removed
 - b. Aren't meant to be bank safes
 - c. Are subject to being checked for neatness; they're private, but not exclusive.
 - d. May have an apron in them over break time but not overnight

WALK-IN

1. The walk-ins ice up if we open the doors a lot or leave them open extended periods.
2. Remember that someone may be on the other side of the door when you open it.
3. When parking carts, remember to leave a free traffic aisle.
4. The compressors drip during defrosts, so items placed under them will accumulate water puddles.

MUSIC

All music played in the Homestead must be sold at Uncle Wally's. Any exceptions must go through the director. Music may be played at the Homestead within the following guidelines:

1. Due to many microphone settings, servers are NEVER allowed to touch the West Side Hall system. Your supervisor will handle all music adjustments.
2. Be courteous of others. Agree on what you want to listen to and understand that we must keep it low enough that we don't disturb the ability of others to communicate instructions, or your ability to hear instructions.
3. If others already have music playing, we don't want competition—defer to them.
4. If at any time music becomes a distraction and your supervisor turns it off, remember that music is a privilege, not a right, and react accordingly.

FAMILY STYLE SERVICE

The program team prefers family style service for youth (4th–12th grades) because it allows campers to remain in their seats during the meal. A counselor sits closest to the service area facing the buffet room to manage distribution of food to campers and get the attention of a server by raising their hand if more food is needed. Food is delivered to each table and camper portioning is managed so as to avoid waste, with the understanding that there is always more food available. A bus tub is placed under the service end of each table for clean up when the campers are finished eating.

SET UP—All supplies are on the steel counter side of the buffet room or on carts in the hall.

1. Come to work on time, dressed ready for work, especially theme nights.
2. Make sure applicable lights and coolers/heaters are on.
3. Make coffee if needed, clean up coffee area, restock and check trash.
4. Set chairs down around tables evenly spaced and placed in a straight line.
5. Dip a clean cloth in sanitizing solution and wipe dining tables.
6. Center a plate in front of each chair. Plate, napkin, and silverware should all be placed within an inch of the table edge. Return dirty plates to the dish room.
7. Put a dispenser size napkin to the immediate left of the plate. Place it straight, and do not use wrinkled napkins. If the cooler is on you may need to have a helper placing forks immediately on the napkins so they don't blow away.
8. Use silverware from the holders at the end of the dish drying table first. If you need more, retrieve from the rolling rack in the hall.
9. Do not set dirty or bent silverware. Unbend it and get it washed.
10. Place a fork over each napkin.
11. Put a knife to the immediate right of each plate with the cutting edge towards the plate and a spoon to the immediate right of the knife.
12. For lunch and dinner meals, put a slotted metal spoon (from bottom of the rolling silverware rack) near the salt and pepper.
13. Put a cup upside down above the knife.
14. Check each service desk/area for a spill towel. Spill towels are in the laundry room above the washers on the left side. Be sure they are folded and hung neatly.
15. A bus tub gets placed under the service end of each table with the following in each tub (all these items are under the buffet room steel counter): White bucket with silverware holder and small spatula in it (from silverware cart), and a wet, wrung out cloth hung over edge of bus tub.
16. Check all tables for neatness, orderliness, and consistency.

17. See if the coffee table needs more attention.
18. Wash glass doors thoroughly once during the day, and touch up at every meal.
19. Inform your supervisor you have completed the set up list and ask what is next.

MEALTIME & CLEANUP

1. Workers are not to eat/sample food in the buffet room.
2. After pre-shift, ask your supervisor what to do first. You will deliver cold food then help portion hot food into dishes later. When unsure what to do, it's always safe to scrape and move emptied dishes to the dish room or wipe spills from dishes, serving tools and tables.
3. There are two bells rung before the meal: one, five minutes before the meal start (at which time counselors may come in and stand at their tables). The other is the final bell, at meal start. Servers should begin filling bowls with hot food at this time if not already in process.
4. Pay attention to what you are asked to do. Portion so campers have plenty of food, but not too much. We want them to get hot food, which is why it may be a little intense getting all the food portioned out at the last minute.
5. Close the accordion doors during portioning time.
6. Find out in what order food should be delivered before accordion doors are opened. Usually the order is: main dish, side dish, veggie, and bread, but every meal is different and servers need to be alert to changes.
7. After the song and prayer, guests are seated and the accordion doors opened. Immediately begin distributing food.
8. During the meal, stand at attention in your section and watch for hands. Be very aware that you are on display. There is no anonymous nose scratch, finger lick, tidbit eaten, hair, clothing or shoe adjustment! Someone sees everything done and inevitably watches to see where that hand goes next.
9. Be prompt and polite when you are asked for food, and return with refills quickly. If you can't get to someone right away, acknowledge their hand so they can put it down, then remember to go back and see what they need.
10. When getting refills, be aware of which tables have extra food and take from that food first. Once food is served it can't be used again so only get food from the buffet room when it is gone from all the tables. When taking food from one table to give to another, simply say "If you need more, please raise your hand and I will get you some, thank you!" Do not ask permission, which delays the process unnecessarily.
11. Don't contact food with your hands. Wear gloves or use a serving tool.
12. You may begin clearing unwanted serving dishes any time you observe they are unwanted. Say, "I'll get these out of your way if you're finished with them," and wait for a response before taking them.
13. Your supervisor will tell you when to serve dessert (15–20 minutes into the meal). Follow instructions and do not serve refills until after serving all firsts.
14. The first priority of a server after dessert is served, is still refilling food for those still wanting it. Next is to bring all serving dishes to the buffet room. Tell the cook on duty if you suspect food to be contaminated (played with, sneezed on, etc.). Never stack dishes on top of food and pay attention to where the cooks want the dishes placed. Put stuff on another table if they're overwhelmed.
15. When your section is cleared of all serving dishes, let the cooks know so they don't keep waiting for more.
16. Next priority is clearing drinks and ice bowls. Drinks are combined on the right side of the sink and empties on the left. Pour ice and waters into the sink and stack empties to conserve space.
17. When drinks are cleared, begin clearing bus tubs to low tables in the buffet room, then sort, giving sorted tubs to dishwashers as you fill them—white bucket contents go in trash, shake out cloths over trash and put in tub to

launder later, combine cups and plates in separate tubs, sort silverware by categories into tubs.

18. If campers remain after bus tubs are finished, discreetly pick up remaining items from tables, floors etc.
19. Once all the campers are gone, finish stacking chairs (2 or 3 at each corner of the table) and turn the lights off.
20. Wipe all desktops, tables and dirty chairs in dining room(s) used.
21. Clean and refill condiment holders/salt & pepper shakers. Fill sweeteners/ napkins.
22. Vacuum after evening meals and the last meal of the camp. Hokie at breakfast and lunch, always vacuuming any time/anywhere it is needed. Clean food and stains from the carpet.
23. Shut down coffee after asking around the building if someone wants more.
24. Wipe all counters and tables in the buffet room
25. Take laundry to the laundry room
26. Move all wheeled items out from tiled areas, then sweep and mop: self serve area floors, buffet room, the hall, and the laundry room.
27. Summer: restock WC's silverware holders, napkins and cups.
28. Re-stock cloths, napkins, paper towels and potholders in the buffet room.
29. Check with your supervisor for the next job.

DISH ROOM

1. General Duties

- a. Sanitize a dishwasher apron and put it on. Make sure hair is contained with a hairnet or cap to stay off of your shoulders. Wash and sanitize hands.
- b. Clean aprons at the end of each week.
- c. Assign duties—scrubbing, racking, and putting away (generally if four people are working, two put away).

2. Dish Machine

- a. If the chemical in the bag at the end of the machine is almost out, notify your supervisor. The same thing applies to the soap dispenser on the side of the machine.
- b. Close both drain valves located near the floor on machine.
- c. Pull down both sliding doors, moving restraining hooks out of the way.
- d. Turn far left on/off switch to the on position.
- e. Press green fill button once and water should start filling. When it stops, begin putting filled dish racks into the machine from the left. Once the conveyor hooks onto the rack you won't need to push it farther.
- f. The machine will stop automatically when racks reach the switch at the end of the counter (or if someone presses the shut off switch).
- g. If you hear screechy noises, turn the on/off switch off. Look in the machine for an item that is jammed, noting that all items will be very hot. When the obstruction is cleared, turn on the machine and continue.
- h. Safety
 - 1) Do not reach past curtains into the dish machine while it is operating. Water is scalding hot and there are several moving parts in there.

- 2) Be careful when handling dishes as they exit the machine at about 180°.
3. Dish Window/Racking
 - a. Turn on the exhaust switch, making sure there is also a cooler or other incoming air on so sewer gases aren't pulled into the building.
 - b. Pre-scrape, rinse, and soak soiled dishes. Scrub residue that won't spray off of soaked dishes. If you don't, food particles will swirl around in the dishwasher and bake onto the dishes.
 - c. As much as possible, wash items that are stored "nested" first so they have time to air dry.
 - d. Quickly change roles as needed in order to finish the job.
 - e. Wash and sanitize your hands and apron before touching clean dishes.
 - f. The temperatures must be checked and recorded daily on the machine. Pen and book are on the top of the machine.
4. Scrubbing
 - a. Never allow clean dishes to be placed on the sink side of the dish room, this side is reserved for dirty dishes only, so assume all dishes there are dirty.
 - b. Scrub dishes thoroughly or the dish will be returned to you by the dryers after it comes out of the dishwasher. This is very inefficient in many ways.
 - c. Scrub dishes as you fill the sink (no need to wait until dishes are under water).
 - d. Gather dishes from the kitchen or buffet room if there are none left to scrub.
 - e. Remove tape labels from containers before washing them.
 - f. Run all scrubbies through the dish machine after finished scrubbing dishes.
 - g. Wash/sanitize your hands and apron before touching clean dishes.
5. Putting Away
 - a. Maintain sanitary hands when handling linens and clean dishes.
 - b. Sanitize counters, racks or carts and stack dishes there to air dry. Do not use counters on the sink side of the dish room for clean dishes.
 - c. Put away the items that don't nest/stack first, allowing more air-dry time for other items.
 - d. After leaving the dish room, do not rest dishes on counters when putting dishes away. You don't know what's been there.
 - e. Always ask if you don't know where to put dishes. Do not guess!
 - f. All bus tub set up items needed for the next meal can be put directly out in the dining room to air dry for the next meal.
 - g. Inspect dishes carefully. Not all dishes come out clean the first time. Return dirty ones to the scrubber to soak and scrub. It is your responsibility to make sure that dirty dishes are NOT put away as clean dishes!
 - h. If someone comes to help you, it is still YOUR responsibility that dishes get put away clean and correctly.
 - i. Chipped items may need to be trashed. Ask your supervisor. Stained items must be scrubbed with scouring powder, so let the scrubber know that is why they were returned.
 - j. Make sure that the dishes feel clean, especially on mashed potato night.
6. Additional Duties for Palace Deputy and Summer Crew
 - a. Prepare and set out all drinks and ice for meals.

- b. Maintain laundry throughout the day.
 - c. Clean oven racks Saturday mornings in the summer.
7. Shut Down
- a. Make sure all racks are put back neatly and orderly and that scrubbies and maybe mats have been run through.
 - b. When cleaning mats, either run them through the dish machine AFTER ALL the dishes are finished or scrub them clean in the large sink. If the machine didn't get crusted food off, you must scrub it off. Red mats should be put on a cart or stacked on top black mats because they are used first.
 - c. Turn off/on switch off on machine, turn hood vent switch off.
 - d. Open both drain valves to release water, then scrub the interior of both doors
 - e. Remove all eight removable pieces and spray/scrub them clean over the disposal. Spray/scrub out the machine and reinstall the trays you took out.
 - f. Clean food and residue out of all disposals, and off the counters and walls, and exterior of dishwasher/sinks. You should not feel any scum or grease on these surfaces. Scouring powder removes brown stains.
 - g. Spray and clean the floor, moving objects to clean underneath, as you go.
 - h. Squeegee any standing water and scrub out all the floor drains in the process.
 - i. Take out trash, clean can/cover and replace bag.
8. Last meal of the day in summer or once a week in slower seasons:
- a. Remove the doors before scrubbing them and remove 4 sets curtains by lifting them out of their slots and spraying/scrubbing them clean.
 - b. Clean food from the exterior of the machine.
9. Irreplaceable Items Needing Special Attention:
- a. Mixer bowls—Motor damage if the bowl attached incorrectly; also, dents in a bowl and can break attachments. The smallest mixer's bowl will rust if water is left standing in it.
 - b. Meat slicer parts—If they jam/warp in the machine or are dropped, they may lug the motor or strip the blade when re-installed. Wash by hand.
 - c. Food processor/blender parts—Sometimes you see little plastic things/weird rubber or metal pieces that look like something that missed the trash can. Don't throw anything away without asking if it's equipment.
 - d. Pancake dispensers—Cost a few hundred bucks to replace if damaged, so handle with care and ask questions rather than assuming anything. Instructions for reassembly are posted where the dispensers are stored.

BUFFET SERVICE

Generally used for adult and family camps, guests self-serve food and silverware from buffet tables. Drinks, ice, napkins and cups are at dining tables. The buffet is open 30-60 minutes and clean up is also buffet style.

SET UP—All supplies are on the steel counter side of the buffet room or on carts in the hall.

1. Come to work on time, dressed ready for work (especially theme nights).
2. Make sure applicable lights and coolers/heaters are on.
3. Make coffee if needed, clean up coffee area, restock and check trash.
4. Set chairs down around tables evenly spaced and placed in a straight line.

5. Dip a clean cloth in sanitizing solution and wipe dining tables.
6. For lunch and dinner meals, put a slotted metal spoon (from bottom of the rolling silverware rack) near the salt and pepper.
7. Put a stack of cups upside down near the center of each camper table.
8. Check all tables for neatness, orderliness, and consistency.
9. See if the coffee table needs more attention.
10. Sort through and add clean plates to the front end of the buffet table.
11. Put silverware in containers in front of the plates. Use silverware from the holders at the end of the dish drying table first. If you need more, retrieve from the rolling rack in the hall. Do not use dirty or bent silverware. Wash it and unbend it.
12. Set clean up bus tubs as follows where directed by your supervisor:

Plates, bowls, dessert dishes	Trash, unwanted food, and napkins Scraper in holder→	Spoons	Cups & Mugs
		Forks	
Plates, bowls, dessert dishes	Trash, unwanted food, and napkins Scraper in holder→	Knives	Cups & Mugs

13. Wash glass doors thoroughly once during the day, and touch up at every meal.
14. Walk through dining room, checking set up for uniformity. Inform your supervisor you have completed the set up list and ask what is next

MEAL & CLEANUP

1. Begin putting out drinks and ice 15 minutes prior to the meal.
2. Fill the salad bar with ice, if applicable and not already done.
3. Check with cooks to see how to help put food into buffet tables.
4. Ring only the final bell. Don't be alarmed if they're in early to fellowship.
5. Servers are assigned a buffet line or area to watch during the meal.
6. Find out where all refills are before the meal starts. As you watch your area, anticipate things running out before they do and get refills before you need them. If you do run out, communicate to the guests that you will be right back with more "fresh" food!
7. Your supervisor will tell you when it is time to take out desserts. The meal host usually makes announcements prior to dessert service, so defer to them before starting to serve.
8. If there are more than two buffets, your supervisor will tell you when to combine to one table. Move plates first, then food to the other buffet (usually the closest one to the dining room). When emptying dishes, keep utensils all together, and stack pans and bowls neatly in or near the dish window.
9. The salad bar ice is emptied into the sink in the buffet room. Use the flat
10. bottom ice scoops to scoop ice out. If the sink gets pretty full, run hot water to melt it. Wipe out any foods in or around the base of the ice bar.
11. Continue to watch and make sure any late guests have a place to sit and that they receive dessert and drinks as well. Keep an eye on the buffet and the coffee bar.

12. Bring in drinks and watch for full bus tubs of dirty dishes to the dish room.
13. After campers are gone, (at breakfast/lunch), turn the lights off right away.
14. Wipe all tables and chairs.
15. Vacuum after evening meals and the last meal of the camp. Hokie at breakfast and lunch, and vacuum anytime/place it is needed. Clean any places that are stained on the carpets.
16. Shut down coffee if no one wants more. Run pots and filter baskets through dish room after shutting down. Empty trash and wipe down entire area.
17. Wipe all table tops and counters in the buffet room, take laundry to the laundry room, and move all steel/buffet tables out before sweeping
18. Sweep the coffee area and buffet room (move and sweep under all rolling items under steel counter), then mop.
19. Make sure cloths, napkins; paper towels, and potholders are stocked in the buffet room.

BANQUETS

Banquets are fine dining Ironwood style, using either formal or western theme, usually for couples. Tables are placed randomly in the dining room with themed tablecloths, décor and dishes. Foods are served in courses to each table. Meat is cut to order and the meal is topped off with one of our famous Ironwood desserts. Skits usually follow in the dining room.

SET UP

IF SETTING UP FOR A FORMAL BANQUET, use solid colored tablecloths, candles and ivy for centerpieces, goblets with solid colored fabric napkins, and china place settings. Silverware stays the same as below.

1. Set all tables in dining room according to your supervisor's instruction.
2. Place specified tablecloths on each table, ironing cloths first, if wrinkled.
3. If using lanterns, clean the globes and refill with lamp oil before placing in the center of each table.
4. Take salt and pepper shakers from holders and place to the right of the lantern.
5. Your supervisor will instruct about sweeteners and creamers.
6. At each diner's place, set steak knives, then dining knife, then spoon at the right side of the place setting. Knife blades should face left. Forks go on the left side of place setting with a straw left of the fork.
7. Put a pint jar (with end of fan-folded cloth napkin inside) above knives.
8. Get puzzle sheets and thank you notes from your supervisor. Sign thank you notes for your assigned tables and add candy per diner at each table.
9. Check in with your supervisor.

DRINKS

1. Your supervisor will tell you how many wide mouth quart jars to put on top of a toweled drink cart.
2. Put sodas, lemonade, tea, and a few waters on the bottom of the cart.
3. Thirty minutes before seating time, fill jars three-quarters full of ice and move cart to the freezer.
4. Get steel and brown coffee pitchers from vacuum closet and fill with coffee.
5. Keep a few cloths on the bottom shelf of drink cart in case you spill.

MEALTIME

1. Introduce yourself to your guests (e.g., “Hello! My name is ____, and I’ll be your server this evening”). After seating them, serve drinks; then seat your second table and get their drinks. Next, deliver appetizer, soup or salad and bread to the first table. Then seat and get drinks for the third table, then soup or salad and bread for your second table and so on until all your tables are served.
2. Explain what you are serving (e.g., “We have home-style and Bavarian bread tonight. This is honey butter, and this is butter. Here are your salad toppings; other dressings are available by request”).
3. Return finished dishes and condiments where your supervisor designates. He will tell you when it’s time to serve other food.
4. Follow the instructions of your supervisor when taking out your food. Cutters will deliver the meat to each guest for you.
5. Your supervisor will tell you when to deliver dessert and then candy. Tell the cooks when you have delivered all your desserts.
6. Remove as much food and dishes as possible before skits begin.
7. After the program, follow your supervisor’s clean up instructions.

HOEDOWN

The hoedown is a relaxed version of a western-style banquet. Tables are often arranged in the shape of a giant horseshoe. Tables are set somewhat like a western banquet, but the meal isn’t served until after all guests are seated. Set up and service can take many forms, so get specifics for each from your supervisor.

COOKED-TO-ORDER BREAKFAST

Guests arrive during a designated period and choose fixings for a made-to-order omelet. Omelets and other items may be cooked-to-order in the dining room and delivered to guests with other foods self-served from a buffet. See your supervisor for set-up and serving specifics.

BRUNCH

Brunch is served later in the morning and includes enough food to eliminate the need for lunch. Guests attend a service or meeting just before the meal. Brunch is set up and served buffet style with both breakfast and lunch drinks at each table.

BEVERAGE PROCEDURES

1. General
 - a. Maintain a clean drink counter when not using it for beverages so dishwashers can use it to air dry clean dishes.
 - b. Make sure shelves and bins stay clean and orderly.
 - c. Don’t leave boxes on the counter. Flatten empty tea/drink mix boxes and put in the trash cart, not the trash can.
 - d. Crush and throw away milk jugs and OJ cartons in the dish room trash can.
 - e. Use the first in first out concept with drinks. At the end of the camp only make what will actually be used.

Ask your supervisor for help figuring that out.

- f. Keep carts clean by sanitizing them and rotating towels daily.
 - g. Keep the pitchers and lids that go on the tables clean, with no sticky residue.
2. *Orange Juice
- a. Place leftover orange juice at the handle end of the cart (top shelf) to be used first.
 - b. Do not serve ice for breakfast.
 - c. Find orange juice cartons in drink fridge or to the left in freezer. Since each carton makes two pitchers, get one quart per two tables to be served plus a few extra.
 - d. Count out pitchers needed and split a quart of orange juice concentrate between every two pitchers.
 - e. Using the sink, fill each pitcher to within an inch of the spout. If you use a hose nozzle, you will fill the pitcher with foam and not water.
 - f. Place lids on pitchers with out securing them, since they will be removed for stirring in the morning.
 - g. Place cart against the right wall in the drink fridge.
 - h. Clean up the drink counter.
 - i. Remember to STIR the orange juice before putting it on tables in the morning.
3. *Milk
- a. Count out pitchers (one per table, just over three-quarter full, unless cereal day then it is full). Do not use pitchers that are stained brown.
 - b. Fill pitchers and place lids on pitchers so that the spouts aren't open.
 - c. Smash empty jugs and place them in the dish room (not cooks') trash.
 - d. Put filled milk pitchers on cart with the OJ. Bottom of the cart is fine.
 - e. Place cart in the drink walk-in against the right wall
 - f. Clean up the beverage counter.
- * *If using separate orange juice and milk carts, combine to one cart after the meal.*
4. Lemonade/Fruit Punch
- a. Place 10-gallon drink vat(s) on drink cart.
 - b. Empty any remaining beverage from vat(s) into pitchers.
 - c. Each drink pack makes two gallons. Put four packs into each vat. Drink mix boxes on the bottom shelf and refills are in the pantry.
 - d. Using the spray hose by the tea machine, add cold water to the eight-gallon level is reached, stirring until powder dissolved, with a long metal spoon.
 - e. Place lids on pitchers and turn until the spouts aren't open.
 - f. Park cart in drink walk-in against right wall
 - g. Clean the beverage counter.
 - h. If lemonade settles at the bottom of pitchers, stir it before serving.

5. Tea
 - a. Bring out any made tea from walk-in. Decide with your supervisor if it needs to be thrown away.
 - b. Ask your supervisor how many pitchers to count out—usually one sweet and one unsweetened per table for adults. Use brown-stained pitchers first.
 - c. Follow instructions on tea machine for making tea. Each batch makes about six full pitchers or 12 half full. Keep tea bag box closed between uses.
 - d. Place lids on pitchers and twist to close spouts. Put pitchers on drink cart.
 - e. Place cart in drink walk-in, against the right wall.
 - f. Clean the tea machine—Put filter basket and plastic cover in the wash. Pour a pitcher of bleach water into the reservoir. Wipe every surface with a clean cloth, then drain water back into your pitcher. Rinse and drain the reservoir thoroughly until you don't smell bleach.
 - g. Clean beverage counter and floor where you spilled.
5. Water—Fill pitchers half full of ice and add water from buffet room sink. Store on a cart in the fridge unless serving immediately

COFFEE TABLE

1. General
 - a. Coffee, filters, and pre-made filters are in the coffee cabinet.
 - b. Regular and decaf bulk coffee is in the middle cabinets of the coffee table.
 - c. The left cabinet contains sugar, creamer packets, hot chocolate and teas.
 - d. The left coffee table drawer has pens, paper, and a Bible for anyone.
 - e. The drawer right of the Bible drawer contains stirring straws, toothpicks, and dry erase markers for the coffee bar.
 - f. All refill coffee supplies are in the kitchen pantry.
2. Brewing
 - a. Get a pre-filled coffee filter. If none are made, put a heaping cup of coffee into a filter.
 - b. Remove metal basket from the machine, place filled filter in it and replace filter assembly to machine. Be sure to match coffee type with brewer label. Be sure urn hole is properly placed to catch the incoming coffee and that the spigot below is not open.
 - c. Turn on/off switch and the corresponding warmer switch on. If it doesn't light up, turn on/off lever switch at the back of machine on.
 - d. Press the brew switch one time. The machine takes over from there.
 - e. When refilling coffee, make sure pot is EMPTY to prevent overflows.
 - f. If you see coffee overflowing all over, quickly remove the full container and replace it with an empty one from other machine. Discard that batch of coffee. Someone pushed the brew button twice and the coffee will be watery.
3. Cleaning Brewer
 - a. Turn off warmer switches and on/off switch.

- b. Turn off switch at back of unit if it will not be used for more than 2 days.
- c. Remove used filter baskets (empty filters to trash) and urns from unit.
- d. Drain unused coffee into the sink.
- e. Run container, lid, and basket through the dishwasher, using scouring powder on brown stains, if needed.
- f. On last camp day of the week unscrew “spring” where water comes out into filter, and clean it. Wipe off stains and water spots from machine. Wipe where filter basket meets machine.

LAUNDRY ROOM

1. Washing Machine

- a. Empty cleaned contents of machine to dryer. You can put up to two similar type loads into one dryer, but no more.
- b. Put a three-quarter scoop of laundry detergent in machine (for a full load).
- c. Before loading, shake out food particles from linens away from the machine.
- d. Pre-rinse heavily soiled laundry in the mop sink, then wash immediately.
- e. Be sure apron strings are tied into slipknots before washing them.
- f. Do not mix laundry from different tubs in one machine.
- g. If items are wet, only fill the washer tub halfway, which allows for thorough agitation/cleaning, and prevents you from being the one who killed the motor.
- h. Close the cover and start the machine.

2. Dryer

- a. EVERY MORNING: Empty lint tray by turning key to the right, then sliding tray out and discarding lint.
- b. Follow instructions posted on machine for operating machine.
- c. Potholders may need to be air dried separately or added to the next load to dry completely. The outside often feels dry but the inside isn't.
- d. If warm in the laundry room, use exhaust fan switch located beside the light switch during dryer use.

3. Laundry Etiquette

- a. Tie apron strings before putting them in the wash.
- b. Hang clean aprons by type on the correct hooks in the locker room.
- c. Retrieve linens that fall behind or between machines immediately.
- d. Keep linens trimmed; throwing away ratted and torn ones.
- e. Make sure there are plenty of aprons and potholders available for the next meal before leaving.
- f. Always have a goal to keep the laundry bins emptied.

4. Cleaning

- a. Wipe residue from machine's entire exterior, and inside lid and closure areas.
- b. Wipe clean dirty laundry bins, outside and inside.

- c. Empty trash when full or smelly, and replace liner.
- d. Un-rinsed mops cause laundry room odor. Rinse them thoroughly, adding bleach to the rinse water at least weekly.
- e. Sweep out regularly and remove standing water in mop area with a towel.

GENERAL CLEANING PROCEDURES

1. Vacuuming

- a. Pick up chunks of food so vacuum doesn't mash it and ferment it in the bag.
- b. Move items far enough from wall to access. Vacuum under all items.
- c. Sweep stuff from edges first or use the hose at edges and under antique stove.
- d. Check vacuum bags and beater bars for maintenance needs before every use.

2. Mopping

- a. Do not mop unless floor has been swept. Mats should be moved, as well.
- b. Place mop bucket with mop press in it near the mop soap dispenser.
- c. Turn mop sink hot water on, then turn far left triangle knob on hose on.
- d. Put dispenser hose in mop bucket, then press in and upward on the bar-shaped dispenser button. Fill bucket to the bottom of the mop press, then release the fill button and turn off hose knob and water at the mop sink.
- e. Wet mop, put in mop press and squeeze out excess water with press handle.
- f. Beginning at WC's buffet area, mop toward the dish room, mopping under all equipment and dollied items. Remove mop strings you allow to get caught on equipment legs and wheels. Ask about mopping walk-in and pantry.
- g. Your goal is a clean floor not just a swish over floor, so scrub until all scum comes off and change your water, as it gets dirty, rinsing the mop at this time.
- h. Dump the mop water in the floor drain in the buffet room.
- i. Rinse mop thoroughly, press in mop press, and store with head up.
- j. Rinse grit and wipe scum from mop bucket.
- k. Replace mats after you mop (when they're cleaned).

3. Dusting

- a. If surface is dirty, clean with a damp cloth first, then wipe surface.
- b. Spray the cloth with polish then wipe surfaces thoroughly from the top down.
- c. Do not use polish on glass surfaces, especially computer screens.

4. Trash

- a. Never reline a trash can that is dirty inside. Clean it first to eliminate bacteria.
- b. Clean the cover, outside of can and the dolly as well.

- c. Anchor trash liners securely over can handles so they don't get sucked inside.
 - d. Tie bags securely and double bag really heavy loads when emptying garbage.
 - e. Place lid rims securely down outside until they "click" in place.
 - f. Keep broken glass, bulbs etc. in separate containers.
 - g. Flatten all boxes before placing in the trash cage.
5. Insect removal
- a. Keep fly swatters out of view of campers and don't set on counters.
 - b. Sanitize the area a swatter touches, whether you "got" the insect or missed.
 - c. NEVER use ant spray in the facility without permission or supervision.

SUMMER RESPONSIBILITIES

Allow time to clean up and put away supplies used before moving on to another duty.

SERVERS

1. Outside Areas
 - a. Pick up trash in general vicinity of Homestead.
 - b. Blow off decks, patio and sidewalks (note timing).
 - c. Empty deck trash cans
 - d. Wipe tables & wood chairs with furniture polish, straighten as needed.
 - e. Wipe milk can and seats with a damp cloth.
2. Carpet Maintenance
 - a. Spot clean after breakfast and lunch.
 - b. Hokie after breakfast and lunch, vacuuming at last meal of day and as necessary. Empty and clean hokie daily.
 - c. Make note of stains and treat them with cleaners.
 - d. Take soiled linens from Buffet room and WC's to laundry after each meal.
3. Floor Maintenance
 - a. Sweep buffet room, coffee area and WC's special diet area after meals.
 - b. Mop as needed after meals and every evening or close down.
 - c. Sweep and mop as needed in hall area, laundry and dish room. (Bleach and change mop heads as needed)
 - d. Empty WC's and Buffet room trash at end of each meal.
4. Stocking
 - a. WC's—Stock with towels, paper towels, and all chemical supplies. Keep counter cleaned off, and clean out and organize fridge contents daily.
 - b. Coffee Table—make and maintain coffee and coffee essentials throughout meal. Continually make sure

counter is clean and orderly, check mugs for dirty ones, and take empty mug racks to dish room. Shut down coffee station one hour after meal starts.

5. Appearance Patrol
 - a. Check salt/pepper shakers and restock/clean as needed.
 - b. Remove all lost and found items to storage room.
 - c. Clean coat racks in hallway beside restrooms.
 - d. Wash glass doors every day.
 - e. Check for and change burnt out lightbulbs.
 - f. Cobweb & dust as needed. Report carpet stains and misplaced items to supervisor.
6. Closetsb/Vacuums/Hokies
 - a. Sweep out/vacuum storage room in West Side and outside.
 - b. Keep them clean and orderly throughout the week.
 - c. Ring five-minute bells for each meal.
 - d. Make sure lights and fans are on only when needed in all locations at the Homestead. Your supervisor will explain this.
 - e. Clean vacuums inside and out. Pull strings/other items off of the beater bar.
 - f. Soak hokies in warm water, scrub and clean inside and out.

DISHWASHERS

1. Drinks—check on drinks during the meal
 - a. Maintain a clean and orderly drink-making table. (lids/shelves cleaned)
 - b. Stock lemonade and tea from pantry daily.
 - c. Clean all carts daily.
 - d. Thaw orange juice as needed.
 - e. Clean tea machine regularly.
 - f. Make drinks for each meal.
2. Dish Machine
 - a. Maintain, run and thoroughly clean dish machine.
 - b. Make sure all racks are and put away properly and in useful order. (Even in hall way and coffee area)
 - c. Record dish machine temperature daily.
3. Possibilities Manager
 - a. Refill cleaned water jugs and return to user before they leave from the meal.
 - b. Make sure all aprons are in useable order and are sanitized before every use. (Keeping sanitizer and rags available for this) Periodically run aprons through washers and air dry. Remove/repair damaged aprons from rack.
 - c. Ring final bells for each meal.
 - d. Be flexible for job changes if your supervisor needs you.

- e. Take out dish room trash daily (as it is filled).
4. Dish Maintenance/Laundry
- a. Make sure all stained dishes are scrubbed with scouring powder.
 - b. Get towels ready for drying dishes, carts covered and sanitized counters.
 - c. Clean hallway, dish carts and shelves. Make sure carts are never a road block when cleaning. Inventory if requested. Organize odd cup bin.
 - d. Clean ice nook, wiping shelves and under machines.
 - e. Detail clean, drying rack and dish room shelves, upper and lower.
 - f. Maintain laundry and dirty bins throughout the day.

PUBLIC RELATIONS

As a member of the Homestead Team you must be prepared to take care of any guest that enters the facility. Working with people is a privilege and we must make sure that we meet the needs of our guests to the best of our ability. Make a sincere effort to remember names, faces, likes and dislikes of our guests, campers and staff. Treat each person like an honored guest:

1. Be aware of any guest and visitor needing assistance. Put them at ease by seeking to answer any questions they might have. If you don't have the answer, please seek a supervisor that can help out.
2. Be aware of what is on the menu for the next meal if the question arises.
3. Know where high chairs, booster seats, and clean up towels are located. Offer any and all of these to guests if they have small children.
4. Know current meal prices.

SUMMER SPONSOR RELATIONS

It is vital to the Ironwood ministry that all sponsors be handled properly and as quickly as possible, knowing that our first impression is a lasting impression. Thus the following guidelines need to be followed:

1. Know before they arrive where they are to be seated.
2. Strive to greet them immediately as they arrive and escort them to their table (first meal).
3. Explain that they will self-serve from WC's buffet.
4. Point out that there are hot beverages (coffee, hot chocolate, and tea) available during the meals.
5. Make sure their tables are taken care of especially well, checking before they ask for extra things they may need (e.g., drinks, ice, extra food, washcloths for children).
6. Ask them to let you know as soon as possible if they have questions, problems or concerns so we can answer or solve them in a timely fashion.
7. Always be polite and courteous to our sponsors regardless of how you are treated in return. Remember we do all to the glory of God!

MEAL TICKET & GUEST PROCEDURES

1. Arrangements for guests and visitors must be made in advance. No surprises, please, unless you have been surprised at the last minute.
2. Guests who haven't paid at the office for meals pay the current meal prices to a supervisor.

3. Summer staff having their parents, legal guardians, or siblings visit may arrange for them to stay in a bunk-house for free a maximum of three nights on a space-available basis. Reservations for western cottages may be made at current prices. Use of western cottages is contingent on camp needs and the ability of the Hospitality team to service the cabins. All other guests of summer staff must pay the regular lodging and program fees. Communicate any guests coming on property to the Registration Office.

EMERGENCIES

1. Power Outage
 - a. Have guests remain seated during the outage.
 - b. See if guests are okay or they have needs.
 - c. If dark, there is a flashlight plugged in on the wall near the buffet sink. There are also oil lamps in the West Side Hall vacuum storage closet.
 - d. Ask your supervisor about how else you can be helpful.
 - e. Continue meal service as normally as possible.
2. Earthquake
 - a. Help get all guests under tables and away from walls and antiques.
 - b. Workers should stand in doorways or get under tables.
 - c. Check the needs of guests and staff to make sure they are okay.
3. Fire—The three priorities are to call for help, get people safe, then do the following:
 - a. Turn off exhaust fans and coolers; smother small fires with a tight-fitting lid, wet towel, baking soda, or salt.
 - b. Do not add liquid to a fire containing grease.
 - c. If directed by your supervisor, use the portable extinguisher—hold upright, start back eight feet, pull, aim at base of fire, squeeze the lever, sweep side to side, following instructions on the extinguisher.
 - d. If efforts with the portable extinguisher fail to control a kitchen fire and no supervisor is present to instruct, close WC's door to kitchen and evacuate building. Be sure the route to the back door is clear, pull the handle on the wall near the hand wash sink, and run out the back door to get help from Ironwood's fire team.

For a dining room fire, help campers evacuate through the nearest exit that isn't blocked by fire. The Meal Sheriff should ensure the Homestead is evacuated.

- e. When exiting, close all doors; keep low to the floor where better air is and once safely outside, report immediately to the athletic field.
- f. Never open a closed door without feeling the door first with the back of your hand for heat. Try another exit if you feel a hot door and if no other exists, seal vents and cracks around door with anything available. Escape the room by opening a window and breaking out the screen if having trouble breathing.
- g. Stop drop and roll if your clothes catch fire. Running feeds the fire with more oxygen. If someone near you catches fire, smother the fire by grabbing a jacket, blanket, or towel, and wrapping it around him.
- h. Do not pass through potential fire area (e.g., where cooking appliances are) on your way out of the building.
- i. Once outside, head directly to the right side of the grass field—Workers should stay with Homestead staff at the field so supervisors can find you; counselors will make sure they have all campers.
- j. More details are in the Summer Staff Manual. Be sure you are familiar with those emergency procedures,

as well as with all exits from the building.

HOMESTEAD HISTORY

1. West Side Hall—The larger of the Homestead's two dining rooms was named in honor of Westside Baptist Church, which had to close after an earthquake. In the process of dispersing church assets, they gave money to begin the funding the new Homestead facility. West Side Hall seats 300 for dining, and much more for meetings. With a buffet area that provides up to four hot and cold tables for service, it provides a lot of flexibility for any size group. The décor is rustic Old West.
2. WC's Café—WC are the initials of Chuck Chastain, co-founder of Ironwood and major supporter of the ministry. WC's Café seats 160 for dining and is decorated like an Old West hotel. The wainscot, wallpaper and western artwork give the room an extra touch of class.
3. The Grande Veranda—Having a large deck on the Homestead facility has allowed us to offer outside seating during mealtimes. This area is used primarily during summer Sunday evening meals. The Veranda is a place that many adults come to meet at, to relax and to enjoy the view.

EQUIPMENT & TOOLS

1. Knives
 - a. For most, a sharp knife is much better than a dull knife. Sharpen and maintain knives using the provided sharpeners.
 - b. Knife Selection
 - 1) Serrated knives—good for breads and vegetables with skins such as a tomato.
 - 2) Longer-bladed knives—used for items that fill-up the cutting space. If not needed, a shorter blade might be better (e.g., the chef uses 7" Santoku for most purposes).
 - c. Cutting
 - 1) When possible, the tip of the blade should maintain contact with the cutting board.
 - 2) The hand that is not on the knife should be in a claw position so that the fingertips aren't towards the knife blade.
 - 3) Use care when cutting anything with a sharp object so that it doesn't pierce the skin.

If someone is cut, all food on the cutting board (or likely to have come in contact with blood) should be discarded. The cutting board should be cleaned and sanitized as well as the knife. If there are any cuts or abrasions on the hands then a glove must be worn in addition to band-aids as needed.

2. Electric Knives—All servicing of the blades should be done with the unit unplugged. Once the blades are clipped in appropriately, then plug it in and begin slicing. Pull the trigger to operate the motor; as with any knife it shouldn't make contact with another hand.
3. Food Processors
 - a. Do not disable any safety features as they are designed to turn the unit off when fingers can access the blades.
 - b. When attaching/un-attaching the blades or cleaning, the units should be unplugged.
 - c. Food should be fed through, not forced or shoved through.
 - d. There shouldn't be any food remaining after cleaning thoroughly.
 - e. All attachments should be stored appropriately in the containers or the racks provided.

4. Choppers & Slicers

- a. Care should be taken to remember that all blades are blades! If fingers come in contact with the blades they are at risk for being cut!
- b. When assembling, blades and pushers should be firmly attached.
- c. The pusher and the blade should match.
- d. The unit should be operated by one person only. Do not have one person placing an item in the unit and the other person chopping.
- e. When cleaning, use of the water hoses is helpful to remove all food.
- f. All food should be removed and the unit cleaned thoroughly.
- g. As needed, food soluble grease is provided to keep actions smooth.

5. Mixers

- a. Attachments should be stored, hanging up in the designed locations.
- b. Care should be taken that the bowl is secured properly before using.
- c. The appropriate attachment should be used for the individual jobs.
- d. Under no circumstances should hands or utensils be in the bowl when it is in operation.
- e. In order to change speeds, the unit should be turned off, wait until it comes to a complete stop, then change the speed and restart.
- f. Unless the recipe calls for this not to be done, wet ingredients placed in the bowl first helps dry ingredients not stick to the bottom.
- g. No dangling or excessively loose clothing or jewelry should be worn when operating these units.

6. Immersion Blender

- a. Attachments should be firmly attached before plugging in.
- b. If possible, use a close outlet so the chord isn't across an aisle.
- c. The unit should be perpendicular to the bottom of the bowl when in use.
- d. When ready to clean, unit should be unplugged, attachment disconnected, and only then clean around the blades.
- e. Once the unit is clean, the chord is rolled up and hung on the appropriate hanger.

7. Braiser

- a. Never bypass the safety switch.
- b. When using hoses around it, take care that they aren't near the burner.
- c. Care should be taken not to burn yourself as the griddle surface will be hot, in addition to the liquid that you're stirring.
- d. Tilt the unit up with the available handle and use the appropriate bucket or food pan to catch food and/or water that is being dumped.
- e. Unit should be thoroughly cleaned after each use including the door.

8. Fryer

- a. Lighting

- 1) Make sure the oil is at the proper level. If below the full line, pour more oil in.
- 2) If pilot is out, turn the knob to the “pilot” position. While the lighter flame is on the pilot orifice, depress the pilot knob. Continue holding the knob down for up to 30 seconds. When released the pilot should stay lit.

b. Operating

- 1) Turn the control knob to “on” position and make sure the temperature knob is at the appropriate temperature. For most purposes, this would be 360 degrees.
- 2) Don’t forget that the oil is 360 degrees and anything placed in that oil will also be that hot! Do not touch!
- 3) Do not fill the baskets over the fryer so excess crumbs aren’t dropped into the oil.

c. Cleaning Up

- 1) Fryer baskets, once cool, should be taken to the Dish Palace & run through the dish machine.
- 2) Turn the control knob back to the pilot position.
- 3) Once fryer oil is cooled, surface crumbs can be extracted using the strainer.
- 4) Stainless outside the oil can be wiped with paper towels.
- 5) If filtering oil or cleaning the unit, the knob should be turned to the “off” position.
- 6) The oil should be filtered into pots and poured back in after cleaning the units.
- 7) Each unit should be cleaned thoroughly, scrubbed, rinsed, and then dried.
- 8) Pour oil back in or put new oil in as required by using test strips.
- 9) Relight the pilot following given directions.

9. Warmer

- a. Ensure the unit is plugged in and turned on 30-45 minutes prior to when needed.
- b. Remember the unit generates heat and as such, will be hot to the touch!
- c. Do not place pans in warmers precariously where they can spill.
- d. Unit should always be above 135° when in use.

10. Stove

- a. Turn burner on to desired flame height.
- b. Remember spoons and pots both heat-up when near the flame.
- c. Use the appropriate pot holder or glove to handle hot items.
- d. Always use a drip pan for stirring utensils.
- e. Do not leave an open flame.
- f. Keep unit clean and free of debris including the tray under the burners and the burners themselves.
- g. If for some reason the pilot is out between the front and back burner, remove pot assembly, make sure all burners are off for more than five minutes, then relight the pilot.

11. Griddle

- a. If for some reason the pilot is out, make sure all burners are off for more than five minutes, then relight the pilot.
- b. Fifteen minutes before requiring use of the unit, turn knob(s) to the desired temperature (usually 350°).
- c. Once the unit is at the desired temperature, begin cooking.
- d. Unit should be scraped and cleaned thoroughly at the end of each cooking session.

12. Grills

- a. Ensure pilots are on.
- b. If gas is on & pilots are off, turn the gas off and leave 5 minutes prior to lighting.
- c. If gas is off, turn knobs to off position, turn gas line to the on position, and proceed to light the pilots by placing the flame lighter next to the pilot orifice.
- d. You may then turn the unit on for preheating.
- e. The appropriate amount of flame should be used. It should not be on too high (flames should not be coming above the grates).
- f. Units take between 15-30 minutes to preheat.
- g. Commence cooking!
- h. Turn burners off & if desired, turn off the gas.
- i. Grill should be scraped and cleaned at the end of each cooking session.

13. Meat Slicer

- a. You may not use this piece of equipment unless you have been approved by a trainer authorized by the head chef.
- b. Unit should be cleaned and sanitized before and after each use.
- c. Ensure the unit is properly assembled.
- d. Make sure you are wearing the proper cut-resistant glove if your hand is going to be below the swinging paddle that holds the meat.
- e. Unit should be off when placing meat into the proper position.
- f. Adjust to the desired cutting thickness and readjust after starting.
- g. Engage the pull switch to turn the unit on.
- h. Engage the auto switch/lever for auto action if appropriate. Unit may start moving suddenly when engaged.
- i. The knife blade is sharp and will cut you regardless if the unit is on or off.
- j. Once the cutting operation is done, all pieces should be dismantled with the exception of the blade and cleaned thoroughly and sanitized.

HOSPITALITY

GUIDING PRINCIPLES

1. Do things decently and in order.
1 Corinthians 14:40 Let all things be done decently and in order.
2. Glorify God in all we do and say.
1 Peter 4:11 If any man speak, let him speak as the oracles of God; if any man minister, let him do it as of the ability which God giveth: that God in all things may be glorified though Jesus Christ to whom be praise and dominion for ever and ever. Amen.

Colossians 1:10 That ye might walk worthy of the Lord unto all pleasing, being fruitful in every good work, and increasing in the knowledge of God.
3. Follow Christ's example as the master servant.
John 13:14–15 If I then your, Lord and Master, have washed your feet; ye also ought to wash one another's feet. For I have given you an example, that ye should do as I have done to you.
4. Serve others first, before ourselves.
Romans 12:10–13 Be kindly affectioned one to another with brotherly love; in honour preferring one another; not slothful in business; fervent in spirit; serving the Lord; rejoicing in hope; patient in tribulation; continuing instant in prayer; distributing to the necessity of saints; given to hospitality.
5. Be example that would lead others to Christ, not away from Him.
1 Timothy 4:12–16 Let no man despise thy youth; but be thou an example of the believers, in word, in conversation, in charity, in spirit, in faith, in purity. Till I come, give attendance to reading, to exhortation, to doctrine. Neglect not the gift that is in thee, which was given thee by prophecy, with the laying on of the hands of the presbytery. Meditate upon these things; give thyself wholly to them; that thy profiting may appear to all. Take heed unto thyself, and unto doctrine; continue in them; for in doing this thou shalt both save thyself, and them that hear thee.

Philippians 3:17 Brethren, be followers together of me, and mark them which walk so as ye have us for an example.
6. Gladly spend and be spent on your job.
2 Corinthians 12:15 And I will very gladly spend and be spent for you; though the more abundantly I love you, the less I be loved.
7. Serve others in love.
1 Corinthians 13

2 Corinthians 5:14–15 For the love of Christ constraineth us; because we thus judge, that if one died for all, then were all dead: and that he died for all, that they which live should not henceforth live unto themselves, but unto him which died for them, and rose again.
8. Those that are great in the Lord's eyes are servants.
Matthew 20:24–28 And when the ten heard it, they were moved with indignation against the two brethren. But Jesus called them unto him, and said, Ye know that the princes of the Gentiles exercise dominion over them, and they that are great exercise authority upon them. But it shall not be so among you, let him be your minister; and whosoever will be chief among you, let him be your servant: even as the Son of man came not to be ministered unto, but to minister, and to give his life a ransom for many.

Matthew 23:10–12 Neither be ye called masters: for one is your Master, even Christ. But he that is greatest among you shall be your servant. And whosoever shall exalt himself shall be abased; and he that shall humble himself shall be exalted.

9. It is not just about work, but about serving the Lord.
Matthew 4:4 But he answered and said, It is written, Man shall not live by bread alone but by every word that proceedeth out of the mouth of God.

BLUE BIN CONTENTS

1. 2 air fresheners
2. 2 tissue boxes
3. 12 rolls of toilet paper
4. 2 stacks of rags

NOT in blue bin: dirty rags, trash, lost and found, cabin keys or name tags found during camp prep

CABIN CLEANING

Details leave impressions. We are trying to create an atmosphere for campers that is comfortable, quiet, and relaxing. We want them to be able to sleep, study, pray, and relax without distractions. We need to be the distraction eliminator.

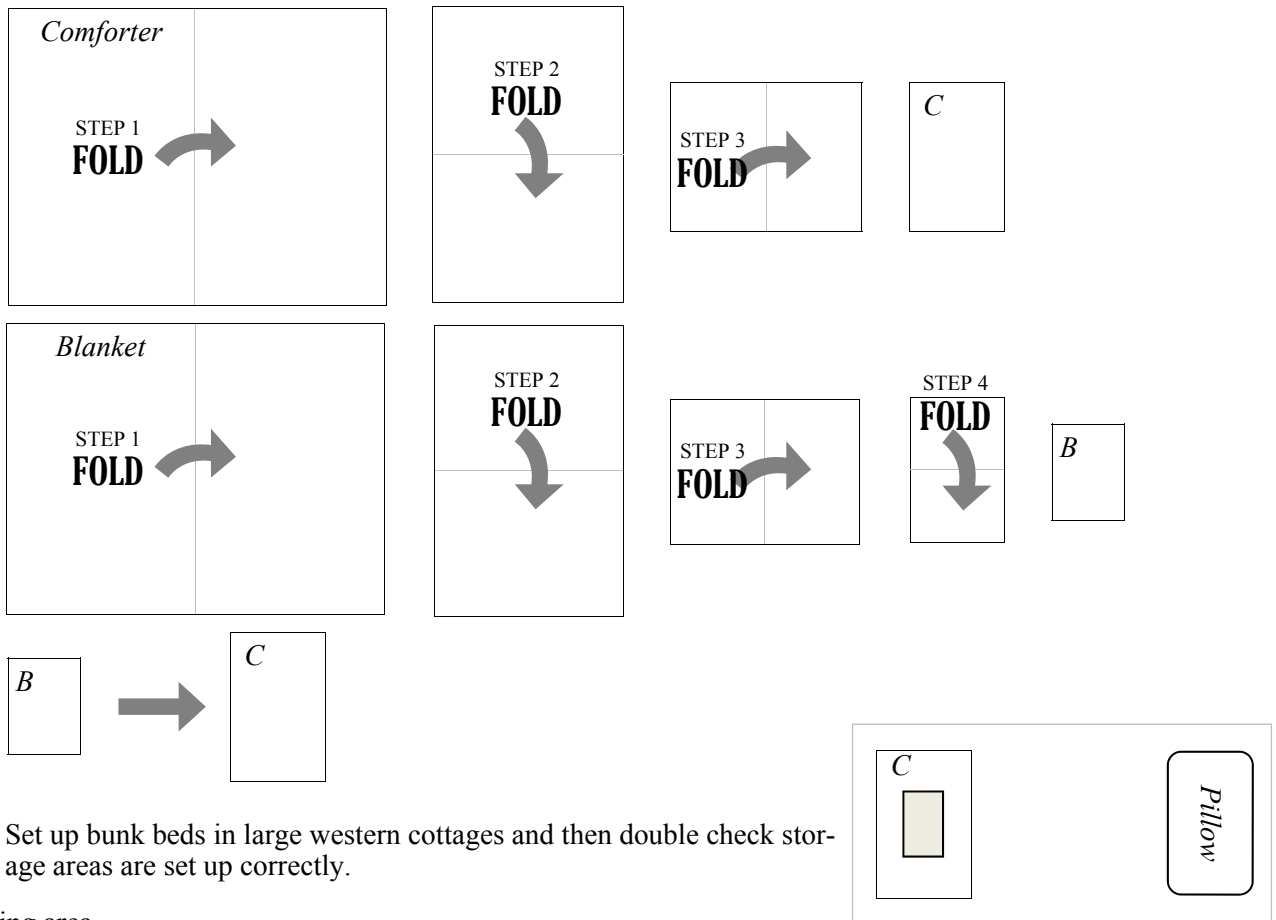
1. Cabin crews should have two people clean the living area while the third cleans the bath area.
2. Crews should take about 13 minutes to clean a small cabin and 20 minutes for a large cabin.
3. If not already done,
 - a. Strip the beds and put the dirty sheets in one or two pillow cases.
 - b. Put dirty towels in one pillow case.
 - c. Turn off heating/cooling systems.
 - 1) AC—take out filter and wash in the outside spigot. Leave it on the porch to dry until cabin cleaning is finished. Turn AC on high cool. The dial switch will be at 4-5, or a digital should be set at 75.
 - 2) Swamp cooler—turn on “pump only” for a few minutes before turning to high cool. This wets the pads without blowing as much dirt into the cabin.
 - d. Remove all trash. Every cabin area should have two trash cans—one in the living area and one in the bathroom. Because the trash bag may look, do not put it in a vehicle.
 - e. Close windows unless the swamp cooler is running; close blinds with top inside up to block the sun and prevent fading the carpet.
4. Queen bed
 - a. Straighten the mattress pad.
 - b. Put tags and Q’s at the foot of the bed. If the tags and Q’s are not at the same end, put the tag on the underside.
 - c. The sheet and blankets need to be even on both sides for tucking in.
 - d. Turn down the sheet and blanket about 1½–2”. Using hospital corners (should look like a neatly wrapped present), tuck in sheet and blanket.
 - e. When putting the pillow case on, don’t put under chin putting germs on the pillow. Pillows should have a

pillow protector and a pillow case. Place them on the bed with both cases facing in or both facing out.

- f. Most comforters have rounded corners. The homemade quilts usually have a top and bottom, but you have to look at each one to see how it best fits. Not all quilts will fold over the pillows; if not, neatly place the pillows on top of the quilts.
- g. The comforter/quilt needs to be even on all sides so the box doesn't show. (Some of our smaller quilts fit better on the Murphy beds.)
- h. If there are decorative pillows, place them nicely in front of the other pillows.

5. Twin bed

- a. Straighten the mattress pad; make sure it is a twin.
- b. Put pillow at the top of the bed (end of bed by wall).
- c. Fold the comforter and blanket as noted below, tuck the folded blanket inside the folded comforter, and put at foot of bed.
- d. If a twin box was left from the previous retreat, verify that it is fully stocked (from bottom to top: towel, washcloth, pillow case, twin flat sheet then fitted). Re-stock or replace box as needed and place on top of folded comforter & blanket.
- e. If there are decorative pillows, place them nicely in front of the other pillows. Make sure top & bottom bunks match.



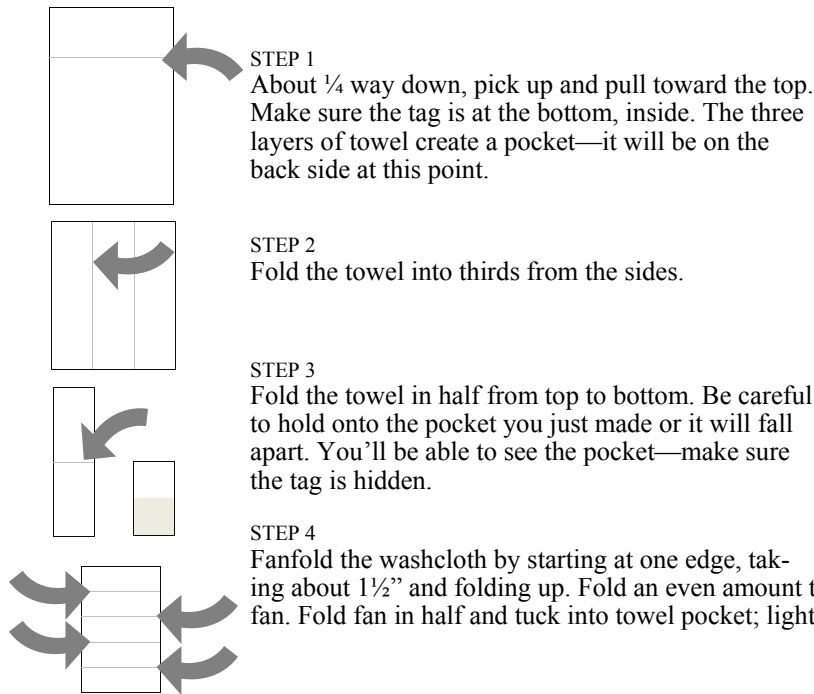
- f. Set up bunk beds in large western cottages and then double check storage areas are set up correctly.

6. Living area

- a. Dust all surfaces—e.g., trim over tops of doors and windows, bed frames, hanging racks, window sills, night stands, picture frames, shelves and the items on the shelves, fire extinguisher, blinds.

- b. Before vacuuming, put nightstands, chairs, luggage racks, and any other cabin items on the queen bed. Check the lamps to make sure they work and verify the alarm clock has the correct time. When vacuuming the room, vacuum the whole room, under the twin beds, along the edges, leaving the area in front of the bathroom for last. If the bathroom is still not finished, take the furniture off the queen bed (if chairs need to be in front of the heater, move them about 12” away from it) and smooth out the bed.
 - c. Check the room for cobwebs, including between the blinds and the window.
 - d. Move all hangers to one side of the hanging rack; luggage rack should be underneath.
 - e. Ironing board should be hung up and iron put away with cord wrapped up.
 - f. Check under twin mattresses and under beds for trash.
 - g. If the pack and play was used, spray and wipe it down with Pursue, then spray it with disinfectant.
 - h. Put new bag in trash can.
 - i. Set up amenities
 - 1) Jot n Tittles
 - 2) Cottage Chronicle
 - 3) Note pad and pen
 - 4) Welcome sign
 - 5) Grubstaker pamphlets
 - 6) Tissue stocked (both boxes are full)
7. Bathroom
- a. Cobweb and dust all surfaces—e.g., over door frame, window ledges, towel racks, and pictures (spray glass cleaner on rag not on glass).
 - b. Check lights for bugs.
 - c. Sweep the floor.
 - d. Spray down the shower with RTU Bathmate, then spray down toilet with Pursue.
 - e. Clean mirrors with glass cleaner, including any mirrors in the living area.
 - f. Clean the sink with Pursue. Also wipe down the elbows and supply lines under the sink.
 - g. Check, fill, and clean off both the sink and shower soap dispenser.
 - h. Use the blue padded scrubber to scrub down shower the shower, then rinse and wipe down the walls. Make sure the shower is free of hair. Close the shower curtain open so you cannot see the inside of the shower, allowing it to fully dry and not mildew. Hang the unfolded bathmat over the closed shower curtain.
 - i. To clean the toilet, first use the johnny mop to clean the inside of the bowl, then use the top-down method to clean the rest of the toilet. Clean the supply lines and clean about a hand’s width of the floor around the toilet with the Pursue to help disinfect. If the toilet bowl still has a dark water mark, pumice it. Clean off the plunger at an outside spigot.
 - j. On hands and knees, mop the floor using the Pursue. Thoroughly clean corners and wipe down baseboards.
 - k. Disinfect when everything else is done in the cabin and this is the only thing left to do.
 - l. Put in a new trash bag.

- m. Hang hand towels on the bar near the sink; if there is not bar, place them nicely on the sink.
- n. Fold bath towels with a pocket; fan fold the washcloth and put it in the pocket. In a small cottage, hang them on the towel bar; in a large cottage, place neatly on the queen bed by the pillow.
- o. Set up amenities.
 - 1) Put on a toilet seat band.
 - 2) Cups—3 or the amount of people getting linens in a small western cottage, 2 or the amount of people getting linens in a large western cottage
 - 3) Fold the last square of the toilet paper into a triangle—take one corner and fold it to the opposite corner of the square, then repeat with other two corners; make sure

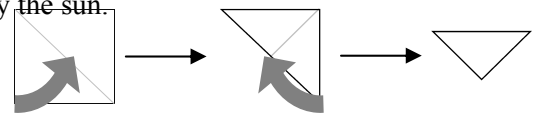


triangle looks nice.

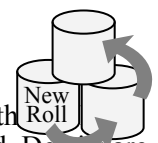
- 4) Make sure air freshener is cleaned and facing forward.
- 5) Stock three rolls of toilet paper in the bathroom window sill, right side up and no creases showing. If replacing rolls, use the top one first and rotate the others clockwise so a roll doesn't stay in the window a long time and get damaged by the sun.

8. Outside cabin

- a. Sweep porch(es).
- b. Cobweb outside of building.
- c. Make sure trash is picked up around the cabin.



9. Cabin finish up—what was missed? What wasn't done correctly or completely? Fix any problems that whoever is checking cabins. That person will pinpoint any additional problems or items overlooked. Details are important; following are some to double check.



- a. Do any fix-it items need to be turned in to maintenance or grounds?

- b. Are any items missing from the cabin?
- c. Do any light bulbs need replacing?
- d. Are the lights off and windows closed (unless swamp cooler needs to be on)?
- e. Is the heater/cooler off/on as needed?
- f. Are the blinds closed correctly?
- g. Have lost and found items been collected?
- h. Has the crew left any cleaning supplies or personal items (e.g., water bottles) behind?

If a crew runs out of supplies from the chemical bucket or blue tub, additional supplies are available in the Hospitality van and Hospitality closets around camp.

CAMP PREP

Camp prep is the largest crossover team, cleans the overall camp (cabins, facility, outlying bathrooms), sometimes has “spruce up” items, but doesn’t do Hospitality team projects. Volunteers on camp prep are a great bonus, but may have some physical limitations.

1. The goal of camp prep is to prepare the facility being used by a camp or guest in the next seven days. Because we often have last-minute volunteers and guests, it is best to have more clean than less clean.
2. Hospitality’s goal is to complete as much of camp prep as possible in advance while still completing the required daily to-do list. Advance cabin cleaning will be started in the following order; *a* and *b* are the most likely to be completed in advance and occasionally *c*.
 - a. Strip beds, take out trash, turn off heating/cooling, close windows, and turn off lights.
 - b. Put clean linens in the cabin.
 - c. Make beds and leave folded towels on the bed.
 - d. Set up the twin beds.
 - e. Clean living area.
 - f. Clean bathroom area.
 - g. Finish cleaning the rest of the living area.
2. Cabin crews of three and other crews work best when they have a communication tool (e.g., iTouch for texting) and clean in the following order:
 - a. Cabins and registration office
 - b. Meeting areas
 - c. Dining room bathrooms and outlying bathrooms
 - d. Trash run
3. Breaks, which are optional, are good for team spirit and are usually held around 10:37 a.m.
4. When a crew finishes their to-do list, they should call the person running camp prep that day to find out what needs to be done next.
5. In the fall, camp prep is often finished by 11:30 a.m. Spring camp preps tend to go longer.
6. When a crew finishes, they should unload their vehicles at the Washboard, re-stock supply tubs, and put dirty

laundry in the appropriate bins.

CHEMICAL BUCKET CONTENTS

1. Pursue—use to clean sink, toilet, and floor
2. Glass cleaner—use to clean mirrors and windows
3. RTU bathmate—use to clean the shower
4. Furniture polish—use for dusting
5. Lysol—use to spray any surfaces that people may touch (e.g., light switches, doorknobs)
6. Pumice stone—use to clean the ring in the sink (if ceramic) or toilet
7. Ajax—use for hard-to-do jobs or ones that need some extra TLC
8. Johnny mop—use only to clean the inside of toilets
9. Blue shower scrubber—use only to clean the shower
10. Green scrubber—use to clean places that need extra scrubbing that a rag cannot do
11. Sink brush—use the small black brushes to clean the detail places
12. Toilet brush—use the white or gray toilet brush only to clean the toilet
13. Rag bag—collect rags dirtied during camp prep

NOT in a chemical bucket: trash bags (chemical spills will damage them), clean rags (dirty ones should be in the rag bag), trash, lost and found, cabin keys, name tags

COTTAGE BOX CONTENTS

1. Fix-it list clipboard with pen
2. Cabin storage key
3. Small trash bags
4. Cups
5. Toilet seat bands
6. Cottage Chronicle
7. Grubstaker pamphlets
8. Welcome sign
9. Vacuum bag
10. Box of gloves
11. Any name tags or cabin keys found during camp prep (return to registration office)

NOT in a Cottage Box: clean or dirty rags, trash, lost and found

FACILITY CLEANING

PROGRAM (BIR, IR, RT), HOMESTEAD, OUTSKIRTING BATHROOMS (BARN, DEL ROBLE, EDGE, LAKE), WAY STATION

1. Walkways—blow around buildings. In Rivertown, include walk ways up to D cabins and around the Whistle Stop; at Ike’s Roost and Broken I Ranch, include Pyrite Pete’s Porch and the IR fire pit.
2. Bathrooms—follow instructions for cabin bathroom cleaning (except the toilet bands) and do the following. When mopping Way Station bathrooms, use the yellow mop bucket and 1 oz. of 210 neutral cleaner per gallon of water.
 - a. Wipe down FRP with Pursue spray.
 - b. Restock any soaps, paper towels, seat covers, toilet paper, bubble gum bags, and time-metered air freshener. Clean off with Pursue spray. Clean the bubble gum can off with stainless steel cleaner

COFFEE SHOPS & MEETING ROOM CLEANING	RIVERTOWN							BIR & IKE’S ROOST					WS Registration Office
	Pony Espresso	Meein’ Hall	Lodge	Rusty Wheel	Town Hall	Sheriff’s Office	Old West Photo	Mo’Java	Rendezvous	Twig	Colt 44	Remington	
Cobweb and dust pictures (spray rag with glass cleaner, not the surface of the picture), Coke machines, and any other surfaces.	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓	✓
Check lights for bugs.	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓	✓
Sweep floor.	✓		✓					✓		✓			✓
Clean inside and outside of windows (including ones in doors) with glass cleaner.	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓	✓
Wipe down inside and outside of doors with Pursue.	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓	✓
Clean chairs with Pursue.	✓	✓	✓		✓			✓	✓	✓		✓	
Clean tables with Pursue, then set chairs upside down on tables.	✓							✓					
Clean off and set up game tables.					✓							✓	
Empty trash cans and clean them inside and out with Pursue or stainless steel cleaner.	✓	✓	✓	✓	✓	✓		✓	✓	✓			
Mop (1 oz. Balance—Stone Medic for Twig tile— per gallon of water; reg. office: green mop & blue bucket).	✓ <i>B</i>							✓ <i>B</i>		✓ <i>SM</i>			✓ <i>B</i>
Vacuum and edge carpet.	✓	✓	✓	✓	✓	✓		✓	✓			✓	

3. Fellowship/outside areas.
 - a. Cobweb around buildings, game tables, and planters.
 - b. Drinking fountains, chairs, tables (e.g., game, ping pong)—wipe all dirt off, then spray with Pursue and

wipe down.

- c. Spray and wipe down ping pong tables with furniture polish.
- d. Pick up any trash.

HOSPITALITY CLOSETS

Well-stocked Hospitality closets help the Hospitality Team and the rest of the staff better serve the needs of campers. Quantities and products may change from season to season.

1. The four main closets should be checked daily during the summer, weekly the rest of the year—Rivertown (Spic n Span), Broken I Ranch (Swiffer), Ike's Roost (Murphy), Homestead (Fantastik).
2. Additional closets should be checked weekly—Way Station (Ivory), Ministry Shop (Comet—track how much is used so the Ministry Crew budget can be accurate), Pygmy Post (Lifebuoy), ICA (Arm & Hammer), Faith (Purex—supplies paid for by FBC, Hospitality bills them twice a year based on sheet at the Washboard).
3. Use the check-out sheet to track down missing items.
4. Once a week, remove lost and found items, clean, sweep and remove any trash.

LEADERSHIP LIVE CABINS

1. Friday after breakfast, the Hospitality Team will inspect the toilet, shower, sink, floors, trash, personal items neat (e.g., suitcase, shoes, bed made, clothesline, clothes neat), and cooler (clean out weekly)—if the doors are blocked or the plunger is nasty, the cabin will not pass.
2. If a cabin fails to pass, it will be re-inspected around 3:00 p.m. If a cabin fails two weeks in a row, they will lose their fridge.
3. Supplies
 - a. Pursue—disinfectant for toilets, sinks, floors, and shower
 - b. Glass cleaner—for cleaning mirrors and any windows
 - c. Johnny mop—for cleaning the inside of the toilet
 - d. Broom—for sweeping the shower and toilet rooms, as well as the sink areas
 - e. Vacuum—available in Broken I closet on Thursday afternoon, use the hose to edge around the room

LOST & FOUND

1. Check e-mail everyday; new requests are e-mailed via Scout. When a lost and found request is received, look for the item.
2. If the item is found, package, measure package (length, width, and height), and determine the least expensive method of shipping (UPS vs. USPS) and add \$1 for handling. Record this info on the lost and found sheet. Less than five pounds is usually cheaper via USPS, over via UPS.

To use our ups.com account, log in with current user ID and password.

Go to create a shipment.

Fill in address info (can't be a PO box).

For payment info, leave as shipper's UPS account.

For shipment info, choose Ground unless the camper asks for upgraded service.

For packing, leave as your packaging.

For declared value, leave as is unless item is over \$100.

To see the cost, choose preview shipment. If ready to ship, continue.

Print two copies of the receipt (one with lost & found sheet and one to the business office) and one of the label. When labeling box, the bar code can't be over the seam on the box (mark out previous bar codes).

To use our usps.com account, log in with current user ID and password.

Go to calculate postage.

Choose calculate domestic postage and enter destination, shape and size, weight, and zip code.

Compare different mailing services and prices—priority mail is often the least expensive.

If cheaper online, purchase postage online.

If not, purchase stamps from Slim Chance—mark “other” column lost and found.

3. Return calls within 24 hours to let the camper know if the item was found or not and what the shipping options are, so they can choose how they want it shipped. Note the day, time, and result of the call; the history helps if problems arise (Scout, Requests, lost and found, view edit, open specific item with a click, choose edit, add info).
4. Payment must be received before the item can be shipped. Items waiting for payment can be kept at the office for one week. After that, label the box well, tape a hard copy of the shipping info to the box, and store the box in the lost and found room at the laundry room.
 - a. Check—should be made out to Ironwood and in the memo indicate that it is for lost and found; have them send it to the attention of Hospitality. When the check is received, record the check number on the lost and found sheet and give the check to the business office and let them know it was for lost and found.
 - b. Credit card—if the camper wants to pay with Visa or Master Card, fill out the Scout form and have the registration office can run it. After it has been approved, delete the card number except for the last four digits.

Exceptions to above are possible but only at the discretion of the Hospitality team leader.

5. When finished with a lost and found slip, make a hard copy and put it into the lost and found notebook in the correct season in alphabetical order. Keep for one year.
6. In Scout, mark the item finished (do not delete items—mark them finished).

PYGMY POST

1. Hospitality thoroughly cleans Pygmy Post once a week; Pygmy Post workers handle daily cleaning the rest of the week.
2. During the summer, Wednesday before breakfast is the best time; in non-summer months, it is best after 3:00 p.m. when the kids have left.

The restocking of the closet does not have to be done when cleaning pygmy post.

When cleaning, take inventory of what is needed and then restock it when restocking closet. During the summer it is done later on that day but during the off season it is done usually the next day. Note: Make sure to stock the closet for a whole week's worth of stuff.

When finished with the cleaning just mark off what has been done so the pygmy post workers know what has been done. Note: Make sure the closet door is closed and locked when finished so the kids can't get into it.

Kitchen—clean sink and counter, sweep and mop floor, empty trash

Bathroom—clean mirror, sink, and toilets; wipe down paper towel, soap dispenser, and hot water heater; empty trash; once a month, wipe down walls, baseboard, and door; sweep and mop floor

Play areas—vacuum (move fence by desk also); clean windows as needed; once a month, edge carpets, vacuum

under pack-n-play and bugs out of windows, clean door windows

Nap room—vacuum, once a month edge carpets and vacuum under pack-n-plays

Changing table area—vacuum, clean sink, remove dirty wash cloths and rags

Three times a year (April, September, and December) was dress ups and stuffed animals.

Once a year or as needed, clean carpets.

WASHBOARD

The laundry room, a.k.a. the Washboard, is set up to help hospitality to run more smoothly, meet the needs of the campers in a timely fashion, and keep camper fees down by doing our own laundry. As with other behind-the-scenes areas of camp, the Washboard is occasionally included on a tour for interested campers and visitors, so we need to keep it clean. Most of our washers and dryers have been given to us, and we need to be good stewards of these valuable tools. Only those who have been trained by the Hospitality Team may use them; those who are trained but aren't members of the Hospitality Team need to ask before each use in case adjustments have been made. Loads should always be loosely packed, allowing someone to easily move the laundry around inside the machine (not while it's running); if you put in too much laundry, the machine will not be able to agitate, and the laundry will not get clean. At the end of each day, all washers and dryers need to be turned off.

Household Washers & Commercial Household Washers (built a little sturdier and have a coin slot)

Full load is about 8 towels.

High Capacity (35#, 50#) Washers

1. For the 35# washer, a full load is about 20 sheets or 30 towels. For the 50# washer, a full load is about 30 sheets or 40 towels.
2. Take money to start.
3. Make sure the doors are latched tight, once the machine is going the only way to turn it off is by the break box.
4. One 35# load equals 2 dryers full; one 50# load equals 3 dryers.
5. When the washer is unloaded, do not close the door; the rubber around the door will not last as long.

Dryers

1. Clean out lint traps every 7 to 10 days.
2. Do not over fill dryers
 - a. 9–11 sheets (3 pillow cases = 1 sheet)
 - b. 1 queen mattress pad, blanket, or comforter
 - c. 2 twin mattress pads, blankets, or comforters
 - d. 1 sleeping bag or 2 pillows—dry twice
 - e. 7–12 towels

VACUUMS

Item	Detergent/Trizyme			Bleach		Slot	Water
	Small	35#	50#	35#	50#	35# or 50#	
Sheets		¾	1	¾	1	2	Warm
Mattress Pads		½–¾	½–1	½–¾	½–1	1/2	Warm
Stained Sheets— <i>spray stains with pre-wash & put stain label on machine</i>		½–¾	½–1	½–¾	½–1	1/2	Warm
Pillows		½–¾	½–1	½–¾	½–1	1/2	Warm
Towels— <i>don't wash color towels together</i>		¾	1			2	Warm
Rags		½–¾	½–1			1/2	Hot
Blankets		¾	1			2	Warm
Comforters		¾	1			2	Warm
Sleeping Bags		¾	1			2	Warm
Bags		¾	1			2	Warm
Lost n found		¾	1			2	Warm
Shower Curtains		½–¾	½–1	½–¾	½–1	1/2	Warm
Pygmy Post Rags	¼		¼				Warm
Store Rags	¼		¼				Warm

General vacuum maintenance should be done once a week: bags checked, filters checked/cleaned, hoses checked for clogs.

1. Vacuums are designed to pick up dry dust—nothing wet or rocks, screws, socks, paper, paper clips, hay, etc.
2. Always pull/carry by the handle, not the cord—especially around corners and sharp edges.
3. Unplug by pulling on the plug, not the cord.
4. If missing the dust bag or filter, do not use. Bag should be changed when the “bag full” light comes on—about ¾ full; if light is on and bag isn't ¾ full, check for a clog.
5. Unplug the unit before servicing it.

IRONWOOD CHRISTIAN ACADEMY (ICA)

CHAPEL SPEAKERS

1. Please wear a collared shirt.
2. Arrive a few minutes before 9:00 a.m.
3. A typical chapel message is about 20–25 minutes.
4. Audience is K5–12th grade.

CHAPERONE/SUPERVISION NEEDS

1. School-sponsored extra curricular activities that require supervision/chaperoning:
 - a. Program activities that ICA requests throughout the year (e.g., horsemanship, the Edge, swimming, marksmanship)
 - b. Youth Conference retreats/camps that require travel (e.g., IBC conference, Youth Legislative Conference in Washington, D.C.)
 - c. College trips/tours that are formally planned/sponsored by ICA
 - d. Field trips that require travel
 - e. Competitions
2. Student-Planned extra curricular activities that ICA may or may not have the capability of supervising/chaperoning (e.g., junior-senior outing, senior trip, fundraisers beyond calendar events, college trips).
3. Decision-making parameters
 - a. ICA does consider the student-planned events a part of a student's school day within the calendar year and would work hard at having ICA faculty chaperone these requested events and assist students in the planning and preparing for the event.
 - b. The event must work well with the ministry calendar to make sure teacher substitutions did not put a strain on the camp schedule or spoke team.
 - c. Students pay for the event, including all fees and expenses for chaperones and travel.
 - d. Students may choose to have chaperones other than ICA faculty, but those chaperones must work out their own substitutions and any required vacation requests.
 - e. Camp vehicles may be requested for these events if ICA or camp staff personnel are chaperoning these events.
 - f. Students may not arbitrarily choose their own chaperones. ICA would need to approve their chaperone choices, and chaperones would be expected to work within ICA's guidelines and code of conduct.

IRON SHARPENETH IRON (ISI)

BOOK PUBLISHING

1. Cost of Production—each project will have an estimated cost of production for material, machine, and resource usage. Labor will also be figured in if anyone is paid directly for work on this project or if it is produced through a staff member dedicated to working on that project only as opposed to working on it between the other responsibilities we have.
2. Distribution—most of this material will be distributed for sale directly through Uncle Wally's. Some may be distributed for sale via phone orders, through publisher sales to churches and others through the publishing office, at conferences, at churches, at conventions, and by agreement with the author.
3. Division of Income
 - a. Before costs are recouped
 - 1) 20% of all income to Uncle Wally's or staff support
 - 2) 80% to pay off total cost of out-of-pocket printing and publishing cost to date.
 - b. After costs are recouped:
 - 1) 20% to Uncle Wally's or staff support
 - 2) 40% to team authorizing material
 - 3) 40% to team producing material
 - c. Income for both teams for resource enhancement
4. Author Considerations
 - a. Team-produced material as indicated above when time and resources are on the camp.
 - b. Potential authors wishing to do something on their own time and with their own resources must meet with the publishing committee (directors plus two others) to determine the following in advance and in writing.
 - 1) Review and approve concept
 - 2) Determine timing, costs, labor, goals, and financial arrangements
5. Financial Guidelines

Depending on the project, authors will receive the following in order to encourage production:

 - a. A certain number of books to use for sale or gifts.
 - b. A certain number of books at a reduced cost.
 - c. A lump sum for the manuscript by agreement in advance (at time of first printing). (Approximately 20% of profit of first printing at wholesale price.)
 - d. 10% of profit of amount between wholesale and retail on first printing only.
 - e. 10% of profit on wholesale value on second and subsequent printings thereafter. Amounts to be paid out annually.

BULK ORDERS

As an extra incentive to our distributors, we have set up a bulk order policy. ISI will pay the shipping fees for any order that totals \$3,000 or more. This order does not allow for drop shipments, and ISI reserves the right to choose the best method of shipment. Any priority shipping is the distributor's responsibility. Payment must be received before the order is shipped.

DISTRIBUTORS (INCLUDING UNCLE WALLY'S)

Sign out books from ISI storage on the Publications Out form.

ORDERS

Follow Stores Boxcar Order policy.

PEACHTREE TRANSFERS

Publication	Author	Royalty	Wholesale	UW	Retail
<i>Come and Dine</i>	Food Service	1.70	11.00	12.95	16.95
<i>Desert Praise</i>	Program	1.00	8.00	9.95	12.95
<i>Summer Staff Manual</i>	ISI Publications	.95	11.50		18.25
<i>My Daily Ironwood Journal</i>	ISI Publications	1.00	2.50	3.25	3.95
Ezra Notebook	ISI Publications	.85	5.25		8.95
<i>The Biblical Counselor's All Purpose Tool</i>	ISI Publications	.35	3.95	4.95	5.95
<i>Leadership Live Journal</i>	ISI Publications		6.00	8.00	10.50
<i>Youth Leader's Brain, Vol. 1</i>	Shawn Allen Scott Olson Matt Thomas Maynard Mostrom	2.00 .50/per	20.00	25.00	32.95
<i>Youth Leader's Brain, Vol. 2</i>	Allen, Olson, Thomas, RT team	2.00 .50/per	18.95	15.00	24.95
<i>Youth Leader's Brain, Vol. 3</i>	Allen, Olson, Brent Coursen, Bryan Miller, RT & BIR teams	2.10 .35/per	18.95	15.00	24.95
<i>Youth Leader's Brain, Working</i>	varies	2.10	15.00	18.95	24.95
<i>Guiding Principles</i>	Debi Pryde	2.10	18.00	24.95	29.95
Guiding Principles tapes	Debi Pryde	—	—	60.00	60.00
<i>Secrets of a Happy Heart</i>	Debi Pryde	1.05	9.00	11.25	14.95
<i>Happily Married</i>	Debi Pryde	1.05	9.00	11.25	14.95
<i>Parenting with Wisdom</i>	Debi Pryde	1.33	11.50	14.50	18.95
<i>Why Am I So Angry</i> (booklet)	Debi Pryde	.35	3.00	3.95	4.95
<i>Why Am I So Angry</i>	Debi Pryde	1.20	10.50	12.50	16.95
<i>Saved Without a Doubt</i>	Debi Pryde	.13	1.25	1.50	1.95
<i>Why Am I So Depressed</i>	Debi Pryde	.70	7.25	8.95	11.95

<i>What To Do When You're Abused By Your Husband</i>	Debi Pryde Robert Needham	.35/.35	4.25	5.25	6.95
<i>Proverb a Day</i>	Steuerwald	.50	5.50	6.50	8.95
<i>From Scrawny to Brawny</i>	Steuerwald	.90	6.25	7.75	9.95
<i>God's Treasure System</i>	Steuerwald	1.10	7.25	8.50	10.95
<i>Teaching Responsibility</i>	Walt Brock	.50	3.00	3.95	4.95
<i>Dangerous Detours</i>	Walt Brock	1.50	11.50	12.95	16.95
<i>Teaching Obedience</i>	Walt Brock	.79	4.75	6.50	7.95
<i>Biblical Strategic Planning</i>	Walt Brock	.69	3.95	4.95	6.50
<i>What Is Modesty</i>	Michelle Brock	.80	6.75	8.50	10.95
<i>My Biography of God</i>	Sam Brock	1.20	9.00	11.25	14.95
<i>Hope for a Mom's Heart</i>	Merri-Ellen Wright	.80	5.00	7.00	8.00

1. Distributors

- a. An ISI invoice will be printed and held by the ISI department until payment is received.
- b. Shipping is to be paid by distributor and thus will be figured in invoice total
- c. When payment is received, ISI will record on invoice the check number or cc transaction and date payment received. Initial.
- d. ISI will give payment with invoice to business office.
- e. Payment is sent to AR to be deposited
- f. **Cash Receipts Journal Entry**
Cash Account : 100002 General Fund
GL Accounts: 400115 Book Sales-PB and 475003 Shipping Expense
- g. If Uncle Wally's is the Distributor, the following GJ entry will be made.
Income General Journal Entry
Debit: Ministry Helps Expense 463003
Credit: Book Sales 400115
Amount: \$
- h. If an author is the Distributor and they wish to pay with their royalty payables account, we need to verify the account has sufficient to cover the invoice and the following GJ entry will be made
Income General Journal Entry
Debit: Royalty Payable Royalty Income Debit: Royalty Payable Royalty Income
Credit: Book Sales 400115 Credit: Shipping 475003
Amount: \$ Amount: \$
- i. Royalties will be calculated from ISI invoice, and then a GJ entry will be made.
Royalty General Journal Entry
Debit: Royalty Expense 786015
Credit: Royalty Payable Royalty Income
Amount: \$
- j. Invoice is then filed in its proper folder.

2. Campers

- a. An ISI invoice will be printed as sold to the specific camp and given to the business office.
- b. Tax needs to be figured in the total cost.

- c. A GJ entry will be made to account for income.

Income General Journal Entry

Debit: Printed Ed Materials Expense 690008

Credit: Ministry Income 400315

Amount: \$

Debit: Printed Ed Materials Expense 690008

Credit: Sales Tax Payable 277003

Amount: \$

- d. Royalties will be calculated from ISI invoice, and then a GJ entry will be made.

Royalty General Journal Entry

Debit: Royalty Expense 786015

Credit: Royalty Payable Royalty Income

Amount: \$

- e. Invoice is then filed in its proper folder.

3. Summer staff

- a. This includes *Summer Staff Manuals* and *Leadership Live Journals*.

- b. An ISI invoice will be printed as sold to summer staff or leadership institute and given to the business office.

- c. Tax needs to be figured in the total cost.

- d. A GJ entry will be made to account for income.

- e. **Income General Journal Entry**

Debit: Temporary Staff Training Expense 540002

Credit: Ministry Income 400315

Amount: \$

Debit: Temporary Staff Training Expense 540002

Credit: Sales Tax Payable 277003

Amount: \$

- f. Royalties will be calculated from ISI invoice, and then a GJ entry will be made.

Royalty General Journal Entry

Debit: Royalty Expense 786015

Credit: Royalty Payable Royalty Income

Amount: \$

- g. Invoice is then filed in its proper folder.

4. Authors who are not distributors and want to buy their own publication

- a. An ISI invoice will be printed as sold to UW, shipped to author, and given to the business office.

Income General Journal Entry

Debit: Ministry Helps Expense 463003

Credit: Book Sales 400115

Amount: \$

- b. Author will be billed the wholesale price plus tax. Non-California residents will not be charged tax. Shipping is to be figured in invoice total to be paid by author. Payment may be by cash, check, credit card, or taken from their royalties payables account. If payment by cash, check, or credit card:

Cash Receipts Journal Entry

Cash Account: 100002 General Fund

GL Accounts: 423003 Ministry Helps Sales, 277003 Sales Tax Payable, 475003 Shipping Expense

- c. If payment is to be made by author's payables account, a GJ entry will be made to account for income.

Income General Journal Entry

Debit: Royalty Payable Royalty Income

Credit: Ministry Helps Sales 423003

Amount: \$

Debit: Royalty Payable Royalty Income

Credit: Sales Tax Payable 277003

Amount: \$

Debit: Royalty Payable Royalty Income

Credit: Shipping Expense 475003
Amount: \$

- d. Royalties will be calculated from ISI invoice, and then a GJ entry will be made.

Royalty General Journal Entry
Debit: Royalty Expense 786015
Credit: Royalty Payable Royalty Income
Amount: \$

- e. Invoice is then filed in its proper folder.

5. Homestead Store/Dining Room

- a. An ISI invoice will be printed as sold to UW, shipped to Dining Room, and given to the business office.

Income General Journal Entry
Debit: Ministry Helps Expense 463003
Credit: Book Sales 400115
Amount: \$

- b. Dining Room will be billed the wholesale price plus tax.

- c. A GJ entry will be made to account for income.

Income General Journal Entry	
Debit: Other Income—FS 419107	Debit: Other Income—FS 419107
Credit: Ministry Helps Sales 423003	Credit: Sales Tax Payable 277003
Amount: \$	Amount: \$

- d. Royalties will be calculated from ISI invoice, and then a GJ entry will be made.

Royalty General Journal Entry
Debit: Royalty Expense 786015
Credit: Royalty Payable Royalty Income
Amount: \$

- e. Invoice is then filed in its proper folder.

6. Ironwood Departments

- a. This would include Program resources, Administrative materials, and any department purchasing an ISI publication with its budget. This is for the ministry's own use and not for resale.

- 1) PG Printed/Ed Materials—publications given to speakers and PG for that camp.
- 2) PG Resource—publications put on shelf of resource room or use for PG ideas.
- 3) Goodwill Gifts—publications for Administrative gift box.
- 4) Temporary Staff Training—Leadership Live Journals and Summer Staff Manuals.
- 5) Ministry Improvement—staff going to camp as a camper per admin. approval.
- 6) Ministry Improvement—publications given to directors as resource.
- 7) IIM Book Expense—publications given to students for classes.
- 8) IIM Teaching Supplies – Publications given to teachers for classes.
- 9) ISI Marketing—sample books, office copies
- 10) ISI Fulfillment —(no invoice, no royalty) contracts, copyright, LOC, permission to copy

- b. An ISI invoice will be printed as sold to department and given to the business office.

- c. Tax needs to be figured in the total cost.
- d. A GJ entry will be made to account for income.
Income General Journal Entry
 Debit: Department Expense Account ***** Debit: Department Expense Account *****
 Credit: Ministry Income 400315 Credit: Sales Tax Payable 277003
 Amount: \$ Amount: \$
- e. Royalties will be calculated from ISI invoice, and then a GJ entry will be made.
Royalty General Journal Entry
 Debit: Royalty Expense 786015
 Credit: Royalty Payable Royalty Income
 Amount: \$
- f. Invoice is then filed in its proper folder.

RETURNS

1. General
 - a. Please contact ISI for authorization to return books.
 - b. All returned books must be in salable condition, with no marks or evidence of use inside or outside.
 - c. Books should be securely packaged. Distributors are responsible for damage from shipping when returning items to ISI.
 - d. A 15% shelving fee will be applied, and the remaining 85% of the original cost will be sent to the distributor after ISI receives the returned book(s) in salable condition.
 - e. Nonsalable and non-ISI books will not be credited or returned to the distributor.
2. Damaged Books Return Policy
 - a. Please contact ISI for authorization to return damaged books.
 - b. ISI will credit or reimburse a distributor for books damaged in transit to a distributor or for books incorrectly assembled during production.
 - c. ISI may ask a distributor to hold a damaged box and books while an insurance claim is being processed.

SHIPPING

1. ISI has researched the most effective and economical means to ship books to our distributors and has established an account with UPS. ISI charges at cost shipping to all distributors.
2. ISI ships out books within 48 to 72 hours of receiving an order.
3. Print two copies of each order; two copies of PayPal orders will be in the ISI box—one copy will be shipped in the package with the order; the other should be turned into the business office.
4. All shipping and handling will be charged to the distributor and will be included in the invoice enclosed in the order.
5. Orders are shipped using the UPS standard rate (or USPS if cheaper), but ISI will ship according to the distributor's instructions if a distributor requests a speedier shipment. The cost of shipping is included in the invoice enclosed with the order.

6. Package, measure package (length, width, and height), and determine the least expensive method of shipping. Less than five pounds is usually cheaper via USPS, over via UPS.
 - a. *To use Ironwood's ups.com account*, log in with current user ID and password.
 - 1) Go to create a shipment.
 - 2) Fill in address info (can't be a PO box).
 - 3) For payment info, leave as shipper's UPS account.
 - 4) For shipment info, choose Ground unless the camper asks for upgraded service.
 - 5) For packing, leave as your packaging.
 - 6) For declared value, leave as is unless item is over \$100.
 - 7) To see the cost, choose preview shipment. If ready to ship, continue.
 - 8) Print two copies of the receipt (attach one to the invoice, and turn the other into the business office) and one of the label.
 - 9) When labeling box, the bar code can't be over the seam on the box (mark out previous bar codes).
 - b. *To use a department's usps.com account*, log in with current user ID and password.
 - 1) Go to calculate postage.
 - 2) Choose calculate domestic postage and enter destination, shape and size, weight, and zip code.
 - 3) Compare different mailing services and prices—priority mail is often the least expensive.
 - 4) If cheaper online, purchase postage online.
 - 5) If not, purchase stamps from Slim Chance—mark UW column.
7. Put outgoing USPS packages with outgoing Ironwood mail; put outgoing UPS package on the mailroom shipping rack.

MINISTRY CREW (MC)

IRONWOOD INSTITUTE OF MINISTRY (IIM) & MINISTRY BOUND (MB)

MENTORING

1. Qualities a good mentor puts into action.
 - a. Consistent (not perfect)!
 - b. Communicates that people are more important than projects (e.g., helping a crew member with his AR will give you a good chance to talk).
 - c. Mentors beyond business hours—make the effort to spend time in mentoree’s realm; don’t treat mentorees as part of your job description; use your personal time to invest in them; confront them with a concern during personal time (focus is on mentoree) as opposed to during work hours (focus is on crisis).
 - d. Is transparent—apologize/make things right with the mentoree when necessary; be careful in your transparency; the mentoree may not be able to see what you’re trying to communicate; remember that some topics aren’t appropriate with a mentoree.
 - e. Balances praise and correction in a wise fashion—all praise and no correction becomes empty praise; correction should be done in a way to not make the issue bigger than it is.
 - f. Cares enough to confront despite the outcome—can be the most difficult but can make the biggest difference; mentoree may not immediately see the need to change, so biggest challenge can be starting the conversation; spend time in conversation when they aren’t in trouble; don’t give the mentoree the impression that every time you want to talk he is in trouble.
 - g. Expresses thanks for their mentoree—think of different ways to express thanks (e.g., verbal, written, more teaching), even a small thanks such as a two-sentence note can be greatly appreciated by a mentoree.
 - h. Continually teaches about all of life—mentoree can learn a great deal just by being around his mentor, not necessarily in a set teaching time; mentor is always teaching, cannot “turn off” testimony.
 - i. Handles crisis/pressure well.
 - j. Eternal perspective—it’s okay to not see immediate fruit.

Mark 3:14 And he ordained twelve, that they should be with him, and that he might send them forth to preach.

2. Greatest lessons from college—not assigned classes! IIM classes should be a trampoline to jump in to teaching life lessons.
 - a. How to live with roommates
 - b. How to think
 - c. Time management
 - d. How shallow relationship with God was and how deep it could be
 - e. God will do what He wants regardless of my plans
3. Five things for mentors
 - a. Be on time.
 - b. Share the bad and the ugly with those who can do something; share the good with whomever will listen.

- c. Complaining/whining is most hurtful to the listener.
- d. Reference the mission statement weekly.
- e. Assume the best until you're proven wrong.

4. IIM's Input

- a. God controls the pressure in our lives. Often the most intense pressure comes from not responding correctly to pressure.

1 Corinthians 10:13 There hath no temptation taken you but such as is common to man: but God is faithful, who will not suffer you to be tempted above that ye are able; but will with the temptation also make a way to escape, that ye may be able to bear it.

- b. Symptoms for a rough year

- 1) Not enough good rest
- 2) Griping
- 3) Unbalanced diet (Resident staff that have IIM to their home should serve something other than junk food, which the crew has plenty of in the Ministry Shop.)
- 4) Harboring frustrations
- 5) Demanding rights
- 6) Inconsistent devotions
- 7) Refusing accountability
- 8) One-sided stories home
- 9) Unsupportive parents
- 10) Isolationist

5. Terms and actions that show a mentor cares:

- a. *Opportunity*—for an individual to grow, the individual isn't perfect and neither is the mentor; we are all at different levels of opportunity.
- b. *Teachable moment*—window that shows an individual is an opportunity; mentor should grasp that moment to address the opportunity. If we let teachable moments go, we can tend to let other things on this list go.
- c. *Handle*—noticing a pattern in an individual's life then going to the person to address it.
- d. *Reporting* vs. *tattling*—reporting something to be a help (e.g., avoiding danger, need of accountability) vs. getting someone in trouble for the fun of it.
- e. *Confrontation*—letting someone know he is making a wrong choice

Leviticus 19:16–17 Thou shalt not go up and down as a talebearer among thy people: neither shalt thou stand against the blood of thy neighbor: I am the LORD. Thou shalt not hate thy brother in thine heart: thou shalt in any wise rebuke thy neighbor, and not suffer sin upon him.

- f. *Teaching*—some get the teaching more quickly than others, but a mentor continues to teach and will go the extra mile with one who is teachable.
- g. *Mentoring* (organized living and teaching to one) vs. *discipling* (organized teaching)
- h. *Correction/privilege/responsibility*—can have a great deal of fluctuation that requires a great deal of time--*Instruments in the Redeemer's Hand*, we want to be used of God to give people a harvest mentality (adding correction, privilege, responsibility, there is a responsibility) and an investment mentality (our lives are shaped by investment in people's lives)

RECORD RETENTION

INTRODUCTION

A records retention schedule is the platform for the protection of corporate records—and the surest first step to avoiding recordkeeping risks and litigation. It provides the documentation to ensure that records are kept only as long as legally and operationally required, and that obsolete records are disposed of in a systematic, controlled manner. It is the foundation of a compliant records management program.

STATEMENT OF PURPOSE

1. To prevent unauthorized or accidental disclosure of confidential records and information.
2. To define what constitutes a confidential record.
3. To determine the appropriate methods for maintaining and destroying confidential information.

PROCEDURE

1. Initiating a retention schedule—the team leader and office staff of each department will identify records which are no longer active and are no longer needed in their office of origin for the day-to-day operation of that office. Those records will then be transferred to the Custodian of Records (COR) and placed on a records retention schedule.
2. Logging the file—once the record has a retention schedule, it will be logged into the Way Station retention room through an Authorization to Destroy form completed in black ink. If the file is to be kept indefinitely or permanently, red ink will be used to write either *indefinitely* or *permanently* in the place of a destruction date. An Authorization to Destroy form (examples at end of this chapter) must be completed for any files entering the retention room.
 - a. For a box of similar files (e.g., camper records for one season are kept in one box), one Authorization to Destroy form will be completed and placed on the outside of that box.
 - b. For a single paper or single file (e.g., accident claims, worker's compensation claims), the file will be entered on the Authorization to Destroy Entry form, then filed appropriately.
 - c. Labeling—departments (e.g., Administration Office, Business Office, Personnel) will be labeled on the outside of file cabinet drawers. When placing labels on hanging file folders, there are three positions in which to place the plastic tabs.
 - 1) Far left: section of a department
 - 2) Middle position: subsection
 - 3) Far right: subsets

If there is any reason to break down a subject further than subsets, use manila folders.

For example, file cabinet drawer A-1 had the department label *Administration*. Insurance Records, a section of the Administration Office, are in a hanging file folder with the label to the far left. One of insurance records subsections is policies, so a plastic label reading, *Policies*, is placed on a hanging file folder in the middle position. A policies subset is *Camper Accident*; those records are in a hanging file folder with the label in the far right position. This subset differentiates between adult and minor campers, so manila folders titled *Adult* and *Child* will be used to keep these files separate.

4. Destroying—at the conclusion of a record’s retention period, the COR will begin the destruction procedure by having the supervisor of the office of origin authorize destruction by *signing the Authorization to Destroy form followed by the COR signing the Authorization to Destroy form. The COR (and only the COR) will then follow through with all destructions. If the Authorization to Destroy form has *permanent* or *indefinite* in place of a destruction date, those records will not be destroyed, but will remain in the retention room.
 - * *By signing the Authorization to Destroy form, the office of origin and the COR acknowledge that the destruction date determined by the retention schedule has elapsed and that the files are no longer needed for reference or legal matters.*
 - a. After a record is destroyed, the Authorization to Destroy form or the Authorization to Destroy Entry form will be kept on file permanently in the retention room.
 - b. Any document considered to be private will be placed in a large manila envelope that will be sealed. On the outside of that envelope, write the names of those able to destroy or open the envelope for the purpose of reviewing its contents.
5. Acceptable Destruction Methods
 - a. Paper records containing confidential information—shred; do not simply throw out with other classes of records or with miscellaneous trash.
 - b. Electronic or machine-readable records containing confidential information require a two-step process for assured, confidential destruction. First, delete the contents of digital files and empty the desktop Recycle Bin. Second, since reconstruction and restoration of deleted files are quite possible in the hands of computer specialists, hard drives need to be cleaned of confidential information by the IT team when computer users and usages change.
 - c. Floppy disks, back-up tapes, and USB or flash drives containing confidential information should be physically destroyed.
6. Suspension of Record Destruction in the Event of a Claim, Lawsuit, Government Investigation, Subpoena, Summons or Other Ongoing Matters—if a legal process (e.g., subpoena, summons) is initiated, if a claim (whether formal or informal) is made, if a dispute arises, or upon learning of an investigation or audit, the records retention schedule shall be suspended and records related to the legal process, claim, dispute, investigation or audit should not be destroyed.

DEFINITIONS

1. Confidential information—any record containing personal information.
2. Personal information—“any information that identifies, relates to, describes, or is capable of being associated with, a particular individual, including, but not limited to, his or her name, signature, social security number, physical characteristics or description, address, telephone number, passport number, driver’s license or state identification card number, insurance policy number, education, employment, employment history, bank account number, credit number, debit card number, or any other financial information,” according to the state of California *Id.* §1798.80(e)

MAJOR RECORD GROUPS & RESPONSIBLE PARTY

1. Administration Office
 - a. Board and Administrative Paperwork—Betty or Beth
 - b. Correspondence—Betty or Beth
 - c. Corporation Records—Betty

- d. Family of Camps: Wolf Mountain—Betty or Beth
 - e. Family of Camps: Camp Grace—Betty or Beth
 - f. Family of Camps: Nehemiah Corps—Betty or Beth
 - g. Family of Camps: Longview—Betty or Beth
 - h. Fundraising—Beth
 - i. Insurance—Mark or Betty
 - j. Legal—Betty or Beth
 - k. Property Records—Walt or Betty
 - l. Site Development—Walt, Betty, or Sam
 - m. Watermaster—Walt, Betty, or Mark
2. Business Office
 - a. Bookkeeping—Mark
 - b. Contracts—Mark
 - c. Endowments—Mark
 - d. Investments—Mark
 - e. Stores—Steve
 - f. Payroll—Mark
 - g. Tax Records—Mark or Betty
 3. History Records—Walt or Betty
 4. Institute of Ministry & Ministry Bound—Scott
 5. Personnel Records
 - a. Resident Staff—Beth
 - b. Summer Staff—Carol or Beth
 - c. Student Workers—Scott or Beth
 6. Promotions—Beth
 7. Registration & Reception
 - a. Camper Records—Registration Team Leader
 - b. Volunteer Records—Registration Team Leader
 - c. Reception—Registration Team Leader
 - d. Scout Reconciliations—Registration Team Leader
 8. Safety
 - a. General—Wayne
 - b. Training—Wayne
 - c. Water—Wayne
 9. School Records—Shannon

RETENTION SCHEDULE

1. Legend

- | | |
|---|--|
| a. AD—Administrative Decision | k. INS—Insurance Company Regulation |
| b. AExp—After Expiration | l. IRC—Internal Revenue Codes |
| c. AT—After Termination | m. LTC—Long Term Care Consortium |
| d. CA EC—California Education Codes | n. OSHA—Occupational Safety and Health Act |
| e. CFR—Code of Federal Regulations | o. ST—State Laws |
| f. CPA—Cataldo, CPA; CPA.net | p. TK—Tool Kit |
| g. FED—Federal Laws | r. UPENN—University of Pennsylvania |
| h. FICA—Federal Insurance Contributions Act (Social Security) | s. VL—Various Laws |
| i. FLSA—Fair Labor Standards Acts | t. YEO—YEO & YEO |
| j. ICC—Interstate Commerce Commission | |

2. Retention periods are based on record-keeping needs, including laws that limit action and government agency enforcement.

3. Off-premise storage of records (hard copy or computer backup).

- a. Research notebooks
- b. Piping/electric lines
- c. Records necessary to construct trial balance
- d. Capital asset records
- e. General ledger—year end
- f. Insurance listings
- g. Payroll summary records

ADMINISTRATION OFFICE

BOARD & ADMINISTRATIVE PAPERWORK	RETENTION	AUTHORIZATION	LOCATION
Family of Camps: Wolf Mountain	Permanent or indefinite	AD	Betty, Sam
Family of Camps: Camp Grace	Permanent or indefinite	AD	Betty, Sam
Family of Camps: Nehemiah Corps	Permanent or indefinite	AD	Betty, Shelley
Family of Camps: Longview	Permanent or indefinite	AD	Betty, Sam
GSACS (one box)		From written notes	Given to Steve Labins

AACS	RETENTION	AUTHORIZATION From policy notes	LOCATION Betty's office—DVD computer files
CORRESPONDENCE	RETENTION	AUTHORIZATION	LOCATION
Executive Correspondence Commitment letters Historical value letters Policy letters Problem letters Reaction letters	Permanent	AD—may only be destroyed with permission of director or COR, TK	Retention, Beth, or Sam, Adm-C3
General Correspondence Church thank-you letters General operating letters General thank-you letters Speaker letters	5 years	AD	Retention
CORPORATION RECORDS	RETENTION	AUTHORIZATION	LOCATION
Certificate of Incorporation	Permanent	AD, CPA	Betty's office
Articles of Incorporation	Permanent	AD, CPA	Betty's office
Bylaws	Permanent	AD, CPA	Betty's office
Form 1023—Application for Federal Tax Exemption 501(c)(3)	Permanent	AD, FED	Betty's office
Board Meeting Books	Permanent	AD, CPA	Betty's office, C-1
Fictitious Name Register	Permanent	AD	Betty's office
Non-discrimination Form 5578	Permanent	AD	Betty's office
Statement of Information (Statement by Domestic Corporation)	Permanent	AD	Betty's office
Tax Exemption Determination (federal and tax)	Permanent	AD	Betty's office
FUNDRAISING	RETENTION	AUTHORIZATION	LOCATION
Memorial Fund	After logged	AD	Book in Reception
Mail Outs—copy in binder	Permanent	AD	Mary Poppins
INSURANCE RECORDS	RETENTION	AUTHORIZATION	LOCATION
Claim/Accident Reports: Adult	7 years	AD	A-1, F
Claim/Accident Reports: Child	1 year after child turns 18	AD—child can sue even if parent doesn't CFR, INS, ST	A-1, F
Claims: Property	Indefinite	AD	A-1, F
Claims: Vehicle	Indefinite	AD	A-1, F
Claims: Workers Compensation	30 years after settled	CFR,INS,ST, OSHA	A-1, F

INSURANCE RECORDS, CONT'D.	RETENTION	AUTHORIZATION	LOCATION
Correspondence: Church Mutual	Indefinite	AD	A-1, F
Employee Insurance Records	11 years after termination	INS	Filed under type of insurance, then in terminated employee's file
Health Insurance Application—group	2 years after transferring coverage to another company	AD	Staff Services office while in effect, then in A-1
Policy: Camper Accident	20 yrs AExp	AD	A-1, F
Policy: Health Insurance for Staff	10 yrs AExp	AD	A-1, F
Policy: Dental/Vision	10 yrs AExp	AD	A-1, F
Policy: Life Insurance (Group Term)	10 yrs AExp	AD	A-1, F
Policy: Multi-peril (Liability/Property)	Indefinite	AD	A-1, F
Policy: Professional/Employee Liability	Indefinite	AD	A-1, F
Policy: School Accident	20 yrs AExp	AD	A-1, F
Policy: Umbrella	Indefinite	AD	A-2, F
Policy: Vehicle	10 yrs AExp	AD, CPA.net	A-2, F
Policy: Workers Compensation	Indefinite	AD	A-2, F
Suits and Settlements (<i>see Legal</i>)	Permanent	AD	C-2, F
Worker's Compensation Certification: Independent Contractors	10 years after project	AD	A-1, F
Worker's Compensation Loss History	Indefinite	AD	Business Common Loss History spreadsheet, F
Worker's Compensation Records: Prepared for Audit	11 years	AD, TK	A-2, F
<hr/>			
LEGAL DOCUMENTS	RETENTION	AUTHORIZATION	LOCATION
Court case files, affidavits, testimony, depositions, briefs, correspondence	Permanent	AD	C-2
Law Enforcement Reports (no claim filled)	5 years	AD	C-2
Legal Proceedings	Permanent	AD	C-2
Insurance Suits and Settlements	Permanent	AD	C-2
<hr/>			
PROPERTY RECORDS	RETENTION	AUTHORIZATION	LOCATION
Easements	Permanent	AD	Betty's Office

PROPERTY RECORDS, CONT'D.	RETENTION	AUTHORIZATION	LOCATION
Property Records (including: costs, bills of sale, appraisals, mortgages, depreciation schedules, blueprints and plans, deeds and easements)	Permanent	AD	Betty's office (Property)
Property Tax: Bills and Statements	7 years	AD	BK year box
Property Tax: Welfare Exemption	Permanent	AD	Mark's office
Property Binder	Permanent	AD	Betty's office
<hr/>			
SITE DEVELOPMENT	RETENTION	AUTHORIZATION	LOCATION
Master Plan	Permanent	AD	B cabinet
Permits (Building)	Permanent	AD	B cabinet
Building Plan Drawings	Permanent	AD	B cabinet
Site Plan Drawings	Permanent	AD	B cabinet
Related Correspondence	Permanent	AD	B cabinet
<hr/>			
WATERMASTER	RETENTION	AUTHORIZATION	LOCATION
Water Right Verification	Permanent	AD	F cabinet
Water Usage Reports	Indefinite	AD	B cabinet
Judgment Proceedings	Indefinite	AD	Boxes

BUSINESS OFFICE

Business Office documents are kept year boxes (only one year included in the box), subject boxes (e.g., donations), permanent boxes (e.g., financial journals), retention filing cabinet, year tax files (Mark's office or the retention room), and Mark's office. Short-term records are kept where used and/or needed for reference (e.g., Stores, ISI). Some working records are kept electronically in Business Common.

BOOKKEEPING RECORDS	RETENTION	AUTHORIZATION	LOCATION
Asset Depreciation Report	Permanent—takes care of short & long life	IRC, State Tax, CFR, TK, CPA	Part of tax file in Mark's office
Audit Reports (External)	10 years	AD	C
Budget Binder (green spine)	7 years	AD	F-3
Camper Day Summaries	Permanent	AD	C-4
Credit Application	2 years after cancelation	AD	Mark's office
Donation Records (Contributions)	Permanent	AD	Boxes—donations
Financial Journals	Permanent	AD, TK, CPA, VL: 6-20 years	Monthly Reports Binder— <i>see chart on next page for what's included</i>

BOOKKEEPING RECORDS, CONT'D.

	RETENTION	AUTHORIZATION	LOCATION
Financial Statements, Certified	Permanent	TK, CPA, VL: 6-20 years	C
Inventory, Year End Report (ISI, Stores)	7 years	AD	Business Common
NSF Correspondence (<i>See Registration: Correspondence</i>)	5 years	AD	Correspondence Files
Price Lists	OBS	AD	Stores or ISI office
School Account Ledgers	7 years	AD, TK, CPA	Mark's Office
Stores Custodial Accounts	5 years after 18th birthday	AD	Mark's Office
Stocks & Bond Certificates	Permanent	AD	Mark's Office — redeemable, C— cancelled/redeemed
Uncollectible/Accounts	In follow up until resolved	AD	In General correspondence after resolved
Yearly Bookkeeping Binders (expense history, budget paperwork)	7 years	AD	<i>See Budget Binder</i>

BOOKKEEPING, SPECIFIC YEAR

	RETENTION	AUTHORIZATION	LOCATION
Bank Statements (bank transfer report, CC receipts, CC summaries, deposit records, NSF checks, checking reconciliations, voided checks)	7 years	FLSA, ST, IRC, TK, CPA	BK year boxes
Budget Modification	“	“	“
Camper Day Worksheet	“	“	“
Canon Log	“	“	“
Cash Receipts Records (cash in)	“	“	“
Fax/scan and Send Reports	“	“	“
General Journal Entries	“	“	“
Honorarium Records	“	“	“
In House Logs (Canon, First Chance— Maintenance, Food Service, ISI, Laminator, Mustang, Slim Chance— Office, Uncle Wally's, PayPal , Postage)	“	“	“
Invoices	“	“	“
ISI Invoices	“	“	“
Payroll Records (<i>See Payroll</i>)	“	“	“

BOOKKEEPING, SPECIFIC YEAR CONT'D.	RETENTION	AUTHORIZATION	LOCATION
Petty Cash Journals & Receipts (cash out)	7 years	FLSA, ST, IRC, TK, CPA	BK year boxes
Receipts	“	“	“
Scout Reconciliation Reports	“	“	“
Store Cash Register Rolls	“	“	“
Z Reports (Program, Registration, Stores)	“	“	“
Summer Staff Scholarships (from previous year)	“	“	“
Travel Expense Reports	“	“	“
<hr/>			
BOOKKEEPING, PERMANENT	RETENTION	AUTHORIZATION	LOCATION
Financial Journal (Monthly Reports Binder kept by year—balance sheet, cash disbursement journal, cash receipt journal, chart of accounts, check registers, general journal report, general ledger, income statement, payroll journal, purchase journal, sales journals)	Permanent	AD, TK, CPA, VL: 6-20 years	Binder—while needed then Box: Financial Journals
Donation Records (Contributions)	Permanent	AD	Box: Donations
<hr/>			
CONTRACTS	RETENTION	AUTHORIZATION	LOCATION
Contract Correspondence	Same as contract	CFR	C-2
Corporate Contracts/Agreements (mortgages, notes, leases)	Still in effect— Permanent, Expired—20 years	CFR, CPA, YEO	C-2
Loans (copiers, equipment, individual, vendor)	7 years (after expiration or cancellation)	AD, YEO	C-2
Line of Credit (Bank)	7 years (file with contracts after closed)		Mark's Office
Notes	20 years (after paid)	AD	Mark's Office—current C—paid
Purchase Contracts	7 years (after termination)	AD	Mark's Office—current C—AT
Sales Agreements	7 years (after cancellation)	AD	With Contracts
Time Payment Contracts	7 years (after paid)	AD	With Contracts
<hr/>			

ENDOWMENTS	RETENTION	AUTHORIZATION	LOCATION
Endowment Plan	Permanent	AD	Sam, Betty, Mark
Amendments to Endowment Plan	Permanent	AD	Sam, Betty, Mark
Endowment Committee: Minutes	Permanent	AD	Betty, Mark
Endowment Committee: Members List	Permanent	AD	Betty
<hr/>			
INVESTMENTS	RETENTION	AUTHORIZATION	LOCATION
Statements	7 years	AD	Mark's Office
Financial Advisor Contracts (in contract files)	Indefinite	AD	Mark's Office— while current
Stock and Bond Record	Permanent	AD CPA	Mark's Office— while redeemable, C—redeemed or cancelled
<hr/>			
PAYROLL	RETENTION	AUTHORIZATION	LOCATION
Checks, Payroll	7 years	FLSA, State	Bank Transfer Report—BK Year Box
Earnings Reports: Yearly, Quarterly	Permanent	AD	Year Tax File (with Form 941)
Forms 1099 and 1096 (royalties & honorariums ≥\$600)	7 years	AD	BK Year Box
Form 941 Fed Employer Report	Permanent	AD, FED-4	Year Tax File
DE6 Quarterly Wage and Withholding Report (2010 & prior) (CA)	Permanent	AD, ST-4	Year Tax File
DE7 Yearly Reconciliation Statement (CA)	Permanent	AD	Year Tax File
DE9 and DE9C Quarterly Contribution Contribution Return (2011 & after) (CA)	Permanent	AD	Year Tax File
Form I-9	Indefinite AT—7 years	AD	BK Personnel File AT Staff Services File
Form W-2 Returned	Permanent	AD, FED-4	Year Tax File
Form W-3	Permanent	AD, FED-4	Year Tax File
Form W-4	Indefinite	TK	BK Personnel File AT Staff Services File
Monthly Payroll Records (current earnings report, salary worksheet)	Permanent		BK Year Box
POP: Plan/Agreement	10 yrs AExp	AD	Staff Services AExp—retention personnel file

PAYROLL, CONT'D.	RETENTION	AUTHORIZATION	LOCATION
POP: Employee Deduction Authorization	10 yrs AT	AD, CPA.net	Staff Services AT—retention personnel file
Staff Support Slips	7 years	AD	BK Year Box
Status and Benefits	10 yrs AT	AD	Mark's Electronic Files
<hr/>			
STORES	RETENTION	AUTHORIZATION	LOCATION
Cash Register Rolls	7 years	AD	Year Box
Cost Records, Quotations, Price Records		AD	Stores Office
Inventory	7 years	AD	Stores Office
Shipping Receipts, PayPal Packing Slips UW Invoices	7 years	AD	Stores Office
<hr/>			
TAX RECORDS (ANNUAL REPORTS)	RETENTION	AUTHORIZATION	LOCATION
Annual Reports: Federal Form 990, State Form 199, Donor List	Permanent	AD, IRC (3 years), States (vary)	Year Tax File
Annual Reports: Procedures, Instructions	7 years	AD, IRC (3 years), States (vary)	Year Tax File
Sales Tax Returns	Permanent	AD	Year Tax File
Payroll Taxes	<i>See Payroll</i>		Year Tax File
Property Taxes	<i>See Property</i>		BK Year Box

HISTORY RECORDS

	RETENTION	AUTHORIZATION	LOCATION
Generally document the ministry's policy or financial roots	Permanent	AD	Safe Room, Retention Room, Betty's Office

INSTITUTE OF MINISTRY & MINISTRY BOUND

	RETENTION	AUTHORIZATION	LOCATION
Student files (application, references, evaluations, correspondence, disciplinary notes, contracts, evaluations, termination agreements, job descriptions, student work agreements)\	3 years from last year attended	TK, CPA	E-3 or Office of Ministry Crew Assistant
Student Transcripts	Permanent	"	E-4
Catalogs	Permanent	AD	
Financial Records—Students	7 years	AD	
Yearbook—one copy	Permanent	AD	

IRON SHARPENETH IRON

	RETENTION	AUTHORIZATION	LOCATION
Copyrights and trademark registrations	Permanent	CPA	ISI Office
Copy of Published Books	Permanent	AD	ISI Office
Inventory & Cost Records (cost sheets, quotations, price records)		AD	ISI Office
Royalty Agreements	Permanent	AD	ISI Office
“Permission to Use” Letters: <i>Desert Praise</i>	Permanent	AD	ISI Office

STAFF SERVICES

Staff Services (SS) files are generated in different departments: attendance records, performance evaluations, job descriptions, personnel files, payroll, Staff Services office, etc.

RESIDENT STAFF

	RETENTION	AUTHORIZATION	LOCATION
Individual Employee Files: Current (applications, agreements, doctrinal agreement, end of year attendance, records, references, team status changes, terminations) <i>Medical files kept separately</i>	Permanent	AD	D-2
Individual Employee Files: Evaluations Job Descriptions	7 years AT “	AD, CFR—2 years “	Beth’s Office D-1
Individual Employee Files: Terminated (above plus medical and attendance records)	Indefinite	AD, some sources 4 to 7 years AT	D-1
Employment Applications	3 years	AD, CFR, TK, CPA	Retention Room
Attendance Records (weekly attendance report): Current Employees	7 years	AD, TK, CPA	SoftTime—electronic file for current
Employee Contracts	7 years AT	AD, CPA	D-1 & 2
Job Descriptions	7 years AT	CFR—2 years	D-1 & 2

STUDENT WORKERS

	RETENTION	AUTHORIZATION	LOCATION
Employee Files (Hired) (applications, references, interviews, agreements, child abuse statements)	7 years AT	AD, TK, CPA	Current—Office of Ministry Crew Asst., AT—D-3 & 4 or E-3
Safety (staff training/logs, car insurance)	7 years	AD	Safety Files
Financial (student work agreement, I-9, W-4)	7 Years		Current—Office of Ministry Crew Asst., AT—D-3 & 4 or E-3
Correspondence to IIM/MB applicants	5 years if not with applications		First two years—Office of Ministry Crew Asst., next three E-3

SUMMER STAFF & LEADERSHIP LIVE!

	RETENTION	AUTHORIZATION	LOCATION
Employee Files (Hired) (applications, references, interviews, summer staff agreements, child abuse statements)	7 years	AD, TK, CPA	First 2 years—Carol's Office, last five D-3
Safety: Staff Training Logs	7 years	AD	Safety Files
Safety: Car Insurance	Summer	AD	With Application
Financial (student work agreement, I-9, W-4)	7 Years		First 3 years—Carol's Office, last five D-3
Application (Not Hired/Staff): Interview Only	1 year	AD	Carol's Office
Application (Not Hired/Staff): Complete/Incomplete Files	2 years	AD	Carol's Office
Correspondence with Summer Staff Applicants	5 years if not with applications		First 2 years—Carol's Office, next three D-3
Leadership Live! files (applications, references, interviews, summer staff)	7 years	AD	First 2 years—Carol's Office, last five D-3

PROMOTIONS

	RETENTION	AUTHORIZATION	LOCATION
Contracts with Agencies, Printers, Engravers, etc.	3 years AT	AD, YEO	
Copyrights	Permanent	AD	
Masters: Forms	Obsolete	AD	Individual departments may keep copies to work from.
Masters: Layouts	1 year	AD or PRN for reference	
Mailing Lists	Current Lists	AD	Scout
Manuscripts	5 years	AD	
Permissions to use photos, copy, etc.	7 years after use		
Publications: Brochures/Flyers, Dispatch	Permanent	AD (historical value)	Mary Poppins
Publications: Manager in Ministry	Permanent	AD (historical value)	Mary Poppins
Publications: The Rib	Permanent	AD (historical value)	ISI Office
Summer Surveys	3 years	AD	Mary Poppins

REGISTRATION

CAMPER RECORDS

	RETENTION	AUTHORIZATION	LOCATION
Campership Records	7 years	AD	Mark's Office

CAMPER RECORDS	RETENTION	AUTHORIZATION	LOCATION
Custom Camp Agreements (in yearly binders)	19 years (after cancellation, fulfillment, or termination)	AD (based on Family Camp ages)	Current/Reference— Beth’s Office, Past—Retention Room
Custom Camps: Sponsor Agreements	7 years	AD	F cabinet
Custom Camps: Sponsor List	7 years	AD	CR Year Box
Registrations, Medical Forms & Waivers	7 years (pull any accident claim medical)	AD	CR Year Box
Scout Financial Reports for each camp, Register “Z”	2 years	AD	Current year— Registration, Past— Retention Room
<hr/>			
PEOPLE ON PROPERTY	RETENTION	AUTHORIZATION	LOCATION
People on Property	7 years	AD	CR Year Box listed alphabetically
<hr/>			
VOLUNTEER RECORDS	RETENTION	AUTHORIZATION	LOCATION
Agreements (Volunteer)	7 years	AD	CR Year Box
Registrations, Medical Forms, Waivers	7 years (pull any accident claim medical)	AD	CR Year Box
<hr/>			
SAFETY			
GENERAL	RETENTION	AUTHORIZATION	LOCATION
Background Screening CORI	Current Log	AD	SS Office
Background Screening Lexis Nexis: signed consent forms	5 years	Lexis Nexis	SS Office
Background Screening Lexis Nexis: positive search results	30 days	Lexis Nexis	SS Office
Bloodborne Pathogen Exposure Incident Reports	30 years	OSHA	Wayne’s Office
Camp Health Record (spiral bound log)	10 years	ST: LTC consortium online, 1 year after minor turns 18 (based on junior camp age)	Current—FA station Past—Retention Room
Emergency Evacuation Routes/Plans	Must make a log	AD	
EPA: Permanent ID Application	Indefinite		
EPA: Transport Manifests	3 years	ST	
EPA: Yearly report (name?)	5 years	AD	

GENERAL, CONT'D.	RETENTION	AUTHORIZATION	LOCATION
Hazardous Material Business Plan			
Incident Reports (no claims made)	Indefinite	AD	
Inspections (external): Organized Camps, Vector Control, Water, Waterslide	Indefinite	AD	Wayne's Office
Inspections (internal): Walk-Through	Indefinite	AD	Wayne's Office
Medication Administration Record (MAR)	1 year after minor turns 18	ST: LTC	1st year—Carol's Office, then Retention
OSHA 300 Form Log & Summary	5 years	OSHA	
Permits and Licenses (required by Fed/St authorities)	Indefinite	AD	
Safety Reports	8 years	AD	
Safety Record Sheet: ICA Fire and Earthquake Drill			
TRAINING	RETENTION	AUTHORIZATION	LOCATION
Health and Safety Memos	Indefinite	AD	
Manuals (1 copy)—ICA Faculty Manual Security Team Qualifications, Stores, Summer Staff, Resident Staff, Apprenticeship Staff	Permanent— as long as in use, purge as updated	AD (historic & personnel value)	Current—Wayne's Office, Past—Retention label years in use
Logs: High Ropes Course, Summer Staff Child Abuse Policy	19 years	AD	Wayne's Office
Logs: Grounds, Hospitality, Homestead, Lifeguarding / First Aid / CPR Certification, Maintenance (Buildings), Security Team Qualifications, Summer Staff Safety Log, Summer Staff Safety Training Acknowledgement Form, Summer Staff Receipt of Policy Manual	7 years	AD	Wayne's Office
WATER	RETENTION	AUTHORIZATION	LOCATION
Water Sampling Reports	Indefinite	AD, Title 22 requires minimum of 5 years	Wayne's Office
Water Quality Emergency Reports	Indefinite	AD	Wayne's Office
Water Quality Emergency Procedures			Wayne's Office

SCHOOL RECORDS

ADMINISTRATIVE RECORDS

(not having to do with a student information)

Curriculum (“Course of Study”) (Yearly)

RETENTION
directly)

Permanent
(general listing
by year)

AUTHORIZATION

CA EC #48222

LOCATION

Grade Books: Grades 1–8
(turned in at end of each year)

1 year

AD

Grade Books: Grades 9–12
(turned in at end of each year)

5 years

AD

Lesson Plans

AD

Teacher—for planning
and reduction of prep
time, Office—copies
of some added to
handbook

Private School Affidavit

Permanent

AD

Teacher Name, Address, Qualifications

Permanent

CA EC 33190—“must
maintain a record,”
AD—in individual
employee file

Individual employee
file

Transfer Information or Request for
School Files

5 years

AD—discard date
to be on each form

Yearbook: Proofs, Financial Records
Publisher Correspondence

2–3 years

AD

Yearbook: Log (Theme, Theme Verse,
Dedication)

Permanent

AD—keep one yearbook
per year for reference

SAFETY

First Aid Report

RETENTION

No less than 7 yrs

AUTHORIZATION

1 year after minor
turns 18

LOCATION

Prescription and Non-prescription Drug
Authorization Form

No less than 7 yrs

1 year after minor
turns 18

Safety Record Sheet Fire and
Earthquake Drill

School Incident Report Form

No less than 7 yrs

1 year after minor
turns 18

STUDENT RECORDS

(specific student information)

Attendance Records (in register)

RETENTION

Permanent

AUTHORIZATION

AD

LOCATION

STUDENT RECORDS, CONT'D.

Cumulative File: Mandatory Permanent Records (legal name of pupil, date of birth, method of verification of birth date, sex of pupil, place of birth, name and address of parent of minor pupil, entering and leaving date of each school year, subjects taken during each year, grades, credits toward graduation for work taken, verification of or exemption from required immunizations, date of high school graduation or equivalent)

RETENTION

Permanent

AUTHORIZATION

CA EC Title V, Register 77, No. 38

LOCATION

Cumulative File: Interim Records (Log of persons or organization requesting receiving information from the record—except authorized school personnel; health information—verifications and waivers; participation in special education programs—tests, case studies, authorizations, establishing of eligibility for admission or discharge; language training records; progress slips/notices as required by EC Sections 49066 and 49067; parental restrictions regarding access to records; parent authorizations or prohibitions of pupil participation in specific programs; results of standardized tests administered within the preceding 3 years)

4 years after student is no longer at ICA

AD; CA EC Title V, Register 77, No. 38 (Period of time not stipulated in Title V)

Cumulative File: Permitted Records (objective counselor/teaching ratings, standardized test results older than 3 years, routine discipline data, certified reports of relevant behavioral patterns, all disciplinary notices, attendance records not covered in the Administrative Code Section 400)

May maintain for appropriate educational purposes

CA EC Title V, Register 77, No. 38

Health Examination Annual Report

Permanent

AD

Immunization Annual Report

Permanent

AD

Student National Origin Report (SNOR)

3 years

CA Dept of Education

Authorization to Destroy

Record Names

Inclusive Dates _____

Person in Charge of Records _____ Department _____

To Be Destroyed (*date*) _____ Method: (*circle*) Shredding Burning

Signatures Needed Before Destroying

Printed Name

Signature

_____	_____
_____	_____
_____	_____

Records have been destroyed using the following method: _____

Person Destroying Records _____ Date Records Destroyed _____

STAFF

BACKGROUND CHECKS

1. Details of the following procedures are in the Staff Services HR binder.
2. Everyone on resident staff is fingerprinted through the FBI and DOJ. For each new resident staff team member, the Custodian of Record will arrange a time when they can be fingerprinted.
3. Temporary staff (e.g., summer staff, Ministry Crew) will have an annual background check through LexisNexis.

DIRECTOR QUALIFICATIONS & PROFESSIONAL DEVELOPMENT

Born July 4, 1969, Sam Brock moved to the Newberry Springs property, later to be called *Ironwood*, at the age of four. He grew up at Ironwood and attended Ironwood Christian Academy from grade six through grade twelve. After earning his bachelor's degree in Marketing Management with a minor in Public Speaking and his master's degree in Bible, he and his wife Cindy moved back to California and joined the Ironwood staff on September 1, 1991. His responsibilities were varied, but one of his main responsibilities was Communications Team Leader, advancing better communication within the staff, with the churches and campers, and with the donors and stakeholders.

In 1996 Sam became Camper Services Director overseeing the property services team, the communications and promotions team, and food service team. This position later became Director of Operations. In February 2003, he was formally voted on by the board as Director, overseeing the entire operation including Program and Spoke Ministries.

1. Tweakage coordinating, session preparation, and networking
2. Visits to camps
3. Ministry Bound and summer staff class preparation
4. Writing research for the *Youth Leaders' Brain* and the *Manager in Ministry*

FITNESS CENTER COURTESY

1. If you wish to listen to music while in the fitness center, please use headphones.
2. Please put all weights (e.g., plates, dumbbells, bars) away after using them.
3. Please wipe down equipment using the rags provided.
4. Volunteers are allowed to use the fitness center.

GIFTS TO STAFF

If item is given to an individual staff member and the donor wants a contribution receipt, the item would then be owned by the camp. To change that ownership, the following procedure will be followed:

1. The contribution amount would be added to the taxable wages on the W-2.
2. The staff member would be charged for unemployment insurance, employment training tax, employer's part of Social Security and Medicare, and the workers' compensation insurance rate (averaging 10% to 18%, according to the employee's job classification).

HIRING PROCEDURES

1. After receiving completed application, references should be sent for. If secondary references are given, send for secondary references.
2. After receiving references and making a decision for hire, send or give agreement for signing.
3. After receiving agreement, make new staff folder.
4. New hire folders with pertinent paperwork are in the drawer of staff files—file application, references, and agreement in the folder.
5. Give the folder to the director, who will be overseeing their arrival. He will use the New Staff Member Orientation Checklist to prepare them for their ministry at Ironwood.
6. When the file is returned to the office, file out the Personnel File Checklist to see that all of the proper paperwork is in place. File in left front of file folder.
7. Type the information from the New Staff Member Information Sheet onto the file StaffFile (My Documents/Resident Staff/Forms). Place in the left front of the staff folder.
8. Score the Behavior Inventory and make note of the scores on the Staff File sheet.
9. Person in charge of payroll must file the DE34 form—Report of New Employee.
10. File folder alphabetically in Resident Staff file drawer.

HOMESTEAD

DINING ETIQUETTE

1. When returning dishes, put them in the dish window area.
2. You may take food from the leftover rack any time you like. Please cover what you uncover, turn off lights that were off, be sure doors close, etc. During times when all staff eat in the Homestead, the cooks will offer you items to take that will not be used for meals. We like the food to disappear quickly and won't leave it on the rack for more than a few days unless it's got a long shelf life.
3. Avoid bringing children into the kitchen and buffet areas during meal preparation and cleanup. If clean dishes accidentally get handled by your children, just put them in the dish window.
4. Be a good team player by leaving your table and the floor around it neat when you leave.
5. If you are asked by an adult camper/sponsor for a phone to use, direct them to the registration office.
6. We would like our staff to get ice / ice water jugs for campers or volunteers rather than having them self-serve.
7. Please let the Homestead know right away when guests or staff are adding on to meals, so that the Homestead can have a table and plenty of food prepared for them.
8. The Homestead appreciates staff suggestions and recipes; please continue to give input.

HELPING THE HOMESTEAD POSSE

We appreciate your help in the foodservice area. We don't train resident staff like summer staff, but ask you to read this information so you can be the best help possible when you're scheduled.

1. General
 - a. Even if you've done a job many times over the years follow posted procedures for setting up and cleaning

up dining rooms, dish room, and kitchen.

- b. Remove loose hairs and plant or animal debris that may be on your clothing before coming to the Homestead.
- c. Wear an apron—it's expected by campers and required by our state.
- d. Remove your apron before using the restroom.
- e. Ladies must have their hair off your shoulders whether cooking, serving, or doing dishes. Everyone must wear a hat, bandana, etc.
- f. Use sanitizer on your hands before you handle food or a clean dish and again after you touch anything unsanitary and then have to touch food or a clean dish again. Wash your hands after touching your hair, scratching your nose, etc
- g. Choose your clothing carefully.
- h. Be careful not to eat food over serving dishes or sample food where campers can see you eating out of their serving dishes.

2. Cooks

- a. You can't ask too many questions; if you don't know what/how to do, ask.
- b. Convection ovens bake up to 100° hotter than home ovens set at the same temperature.

3. Servers

- a. Keep silverware handles the same direction in drawers, so servers don't touch mouth ends.
- b. Be alert for dirty dishes/utensils as you set up. Mugs/cups must be individually inspected for residue/lipstick before setting them out.
- c. Adults are unaccustomed to asking for service, so offer rather than waiting to be asked.
- d. We have no problem filling special requests if we have the item; however, be careful not to sacrifice the needs of the larger group to do so.
- e. When combing foods at buffet tables, avoid scraping dishes where campers can see.
- f. When you notice difficulty with serving tools or arrangement of foods is slowing the line down, adjust so things move better. Remove clutter and adjust constantly to keep the campers' best interests in mind. One worker's convenience is not worth several campers' inconvenience.
- g. Put empty buffet dishes in the dish window or steel counter/warmer to be combined later.
- h. Arrange so that buffet dishes never run out; prepare refills in advance. Remove empty buffet dishes immediately when a refill is not available.
- i. When there is more than one buffet table, remove plates, then food from one table (in descending order) as people finish getting firsts.
- j. Keep the buffet table and floor free of spilled food. Maintain coffee table neatness, as well.
- k. Remember that ice bowls and empty drink containers go directly to the dish window.
- l. Make sure latecomers get warm food, cold beverages and a dessert too.

4. Dishwashers

- a. Keep silverware handles up in the silverware drawers.
- b. Dishes that don't go through the machine can't be washed in gunky water; sink-washed dishes must be sanitized.

- c. If you notice something unusual, notify the Palace Deputy or Homestead team leader.

JOB DESCRIPTION: COMMUNICATION TEAM

1. Goal of Job: Assist and facilitate in the accomplishment of the Ironwood mission statement in a way that would bring honor and glory to our God.
2. Qualifications and Attitudes
 - a. Ability to organize and plan ahead.
 - b. Ability to respond and adapt quickly in unforeseen or adverse circumstances.
 - c. Ability to communicate clearly and effectively to staff, campers, students, churches, and visitors with an others-first spirit communicated (“our ministry”).
 - d. Ability to establish and maintain good recordkeeping and follow-up.
 - e. Ability in a wide range of office skills (computers, typing, proofing, organization) and the willingness to develop new abilities and learn new technologies to keep our operations up to date.
 - f. Creativity and organizational abilities.
 - g. Sense of stewardship in use of supplies.
 - h. Willingness to continually be learning in the area of computers, graphics, internet, etc.
 - i. Accuracy and detail in work.
 - j. Ability to supervise and give clear directions to helpers.
 - k. Ability to work on several projects simultaneously.
 - l. Flexibility as priority of jobs changes.
 - m. Has a life that is consistent with biblical principles and has the desire and aptitude to teach those principles, whether during or after work hours.
 - n. Flexibility to be on call 24 hours a day.
 - o. Willing to fit into other ministry schedules as needed either regularly or on an emergency or substitute basis and follow the directions of the person in charge of that area. A servant’s heart and willingness to be flexible to changing needs and schedules are absolutely necessary in the Ironwood ministry.
 - p. Aware that in the future the Director may alter your job description. This may be done to increase our ability to meet our ministry goals or to react to your personal changing circumstances.
3. Job Summary: The Ironwood staff form not only a Christian brotherhood with good relationships and loyalty to one another, but also a team with common goals, good communication, and shared commitment and labor. Established as one team with one purpose, that one team has many sub-teams with specific functions and goals, each of which are aimed at accomplishing Ironwood’s overall purpose. The Ironwood team concept is explained in chapter two of the resident staff manual.
4. Job Duties: See Areas of Responsibility (Communication Team) for specific responsibilities.

JOB DESCRIPTION: FOOD SERVICE TEAM

1. Goal of Job: Provide “Good Grub and Plenty of It” in the most time and cost effective ways, remembering that Ironwood’s mission statement goals will be aided by doing so. The judges of whether we have fulfilled that goal are those we serve.

2. Qualifications and Attitudes

- a. Able to organize and plan ahead
- b. Able to lead and instruct in a pleasant manner
- c. Able to respond and adapt quickly in unforeseen or adverse circumstances
- d. Able to delegate tasks and maintain supervision of workers, while upholding health code and applicable staff guidelines
- e. Enjoy working with people: campers, students, staff, guests, volunteers etc.
- f. Able to do some heavy lifting and stay on foot during much of the work day
- g. Able to use criticism to improve, remaining unoffended by others' opinions and suggestions about food taste.
- h. Previous experience in food service at Ironwood is helpful
- i. Able to be Foodhandler and Servsafe Certified
- j. Able to follow and/or train and supervise those scheduled in the kitchen facility so applicable guidelines from the food service manual and state health codes are maintained.
- k. Has a life that is consistent with biblical principles and has the desire to teach those principles, whether during or after work hours.
- l. Flexibility to be on call 24 hours per day
- m. Place high value and importance on "Good Grub and Plenty of It", toward the accomplishment of our major ministry goals.
- n. Willing to fit into other ministry schedules as needed either regularly or on an emergency or substitute basis and follow the directions of the person charge of that area. A servant's heart and willingness to be flexible to changing needs and schedules are absolutely necessary in the Ironwood ministry.
- o. Be aware that in the future the Director may alter your job description. This may be done to increase our ability to meet our ministry goals or to react to your personal changing circumstances.

3. Job Summary: The Ironwood staff form not only a Christian brotherhood with good relationships and loyalty to one another, but also a team with common goals, good communication, and shared commitment and labor. Established as one team with one purpose, that one team has many sub-teams with specific functions and goals, each of which are aimed at accomplishing Ironwood's overall purpose. The Ironwood team concept is explained in chapter two of the resident staff manual.

4. Job Duties

- a. See Areas of Responsibility (Food Service) for specific responsibilities.
- b. Follow health and safety procedures.
- c. Maintain and use equipment with good stewardship.
- d. Strive to maintain good attitudes and morale among staff.
- e. Aid other teams as scheduled and become a crossover team member as scheduled or requested.
- f. Those duties assigned you in Chapters 2 and 3 of the Resident Staff Manual (attached).
- g. Complete any other duties or projects assigned by your direct supervisor or the Director.

JOB DESCRIPTION: GROUNDS TEAM

1. **Goals of Job:** The unique aspects of the Ironwood ministry used to reach young people, strengthen families, and serve churches is accomplished not only through the philosophy, program, and staff, but also through the total facility and physical property God has placed in our care. Thus, the goals of the Grounds Team are to give complementary and cooperative support and service, developing the grounds to be safe and to have a neat appearance, and to practice good stewardship. This is a ministry of first impressions. People are our focus, service is what we do, and team is how we do it!
2. **Qualifications and Attitudes**
 - a. A willing and cheerful spirit
 - b. Able to grow in leadership
 - c. Flexibility; Ability to respond and adapt quickly in unforeseen or adverse circumstances.
 - d. A love and desire to serve people. Servant's heart with a desire to be Christ-like.
 - e. Teachable spirit
 - f. Responsible in little things (equipment and jobs).
 - g. A willingness to work hard and steady
 - h. Able to "see" green and yellow
 - i. Physical ability to work outside (without debilitating allergies; able to dig holes and ditches, bend, lift—How much?--, and carry)
 - j. Driver's license
 - k. Has a life that is consistent with biblical principles and has the desire to teach those principles, whether during or after work hours.
 - l. Flexibility to be on call 24 hours per day.
 - m. Willing to fit into other ministry schedules as needed either regularly or on an emergency or substitute basis and follow the directions of the person in charge of that area. A servant's heart and willingness to be flexible to changing needs and schedules are absolutely necessary in the Ironwood ministry.
 - n. Aware that in the future the Director may alter your job description. This may be done to increase our ability to meet our ministry goals or to react to your personal changing circumstances.
3. **Job Summary:** Complete assigned Grounds Team tasks according to established performance standards and procedures.
4. **Job Duties**
 - a. See Areas of Responsibility (Grounds Team) for specific responsibilities.
 - b. Follow health and safety procedures.
 - c. Maintain and use equipment with good stewardship
 - d. Strive to maintain good attitudes and morale among staff.
 - e. Aid other teams as scheduled and become a crossover team member as scheduled or requested.
 - f. Those duties assigned you in Chapters 2 and 3 of the Resident Staff Manual.
 - g. Complete any other duties or projects assigned by your direct supervisor or the Director.

JOB DESCRIPTION: HOSPITALITY TEAM

1. Goals of Job: Keeping in mind our mission statement and realizing that in order to reach young people, strengthen families, and serve local churches in the most effective way, it is our goal to eliminate the distractions in our areas of service that would keep adults and young people from listening and responding to God's Word. Much of this can be accomplished through a friendly, safe, clean and comfortable environment. People are our focus, service is what we do, and team is how we do it!
2. Qualifications and Attitudes
 - a. A willing and cheerful spirit; able to work as a productive team member
 - b. Flexibility; ability to respond and adapt quickly in unforeseen or adverse circumstances.
 - c. A love and desire to serve people. Servant's heart with a desire to be Christlike.
 - d. Teachable spirit
 - e. Responsible in little things (equipment and jobs).
 - f. A willingness to work hard and steady and do dirty jobs
 - g. Physical ability to lift, carry, and bend
 - h. Driver's license
 - i. Has a life that is consistent with biblical principles and has the desire to teach those principles, whether during or after work hours.
 - j. Flexibility to be on call 24 hours per day.
 - k. Willing to fit into other ministry schedules as needed either regularly or on an emergency or substitute basis and follow the directions of the person in charge of that area. A servant's heart and willingness to be flexible to changing needs and schedules are absolutely necessary in the Ironwood ministry.
 - l. Aware that in the future the Director may alter your job description. This may be done to increase our ability to meet our ministry goals or to react to your personal changing circumstances.
3. Job Summary: Complete assigned Hospitality Team tasks according to established performance standards and procedures.
4. Job Duties
 - a. See Areas of Responsibility (Hospitality) for specific responsibilities.
 - b. Follow health and safety procedures.
 - c. Use and maintain equipment with good stewardship.
 - d. Strive to maintain good attitudes and morale among staff.
 - e. Aid other teams as scheduled and become a crossover team member as scheduled or requested.
 - f. Those duties assigned you in Chapters 2 and 3 of the Resident Staff Manual.
 - g. Complete any other duties or projects assigned by your direct supervisor or the Director.

JOB DESCRIPTION: ICA TEAM

1. Goals of Job

- a. Help Ironwood Christian Academy fulfill its mission and purpose as outlined in the Parent-Student Handbook and Faculty Handbook.
 - b. Help Ironwood achieve its mission statement.
 - c. Educate both the head and the heart of the students.
 - d. Be of service to the Ironwood staff families and community families in the education of their children.
2. Qualifications and Attitudes
- a. Servant's heart
 - b. Loyalty and dedication to the Lord and to Ironwood
 - c. Love for students and others demonstrated by the desire to see and meet the needs of the students, spending time and energy in character training, and the desire to share knowledge with those students.
 - d. Ability to teach (impart "knowledge which possesses power to impress the heart, move the will, and prompt action.")
 - e. Sincerity (a key to maintaining the confidence of the students)
 - f. Enthusiasm that stimulates thinking and participation
 - g. Patience and perseverance because learning is a process
 - h. Common sense--knowing what to do and what to say at the right time
 - i. Self-control
 - j. Strong in character in order to role-model those character traits to the students
 - k. Has a life that is consistent with biblical principles and has the desire and aptitude to teach those principles, whether during or after work hours.
 - l. Flexibility to be on call 24 hours a day
 - m. Willing to fit into other ministry schedules as needed either regularly or on an emergency or substitute basis and follow the directions of the person in charge of that area. A servant's heart and willingness to be flexible to changing needs and schedules are absolutely necessary in the Ironwood ministry.
 - n. Aware that in the future the Director may alter your job description. This may be done to increase our ability to meet our ministry goals or to react to your personal changing circumstances.
3. Job Summary: Perform the duties of an Ironwood Christian Academy Teacher.
4. Job Duties
- a. See Areas of Responsibility (ICA) for individual specific duties.
 - b. Maintain a neat and organized classroom.
 - c. Schedule and teach help classes.
 - d. Maintain a disciplined classroom.
 - e. Prepare and teach in such a way that the students can learn the subjects.
 - f. Be perceptive to the spiritual needs of the child, seeking to lead the unsaved to the Lord Jesus Christ and endeavoring to counsel and instruct the saved up the "spiritual ladder."

- g. Be involved in the planning and accomplishing of programs and extra-curricular activities, such as field trips, fund raisers, GSACS Competition, graduation, seasonal programs, athletic events, etc.
- h. Maintain a consistent Christian testimony before students and staff and faithfully work to uphold and fulfill the purposes of Ironwood's ministry, especially as they are outlined in the Parent-Student Handbook.
- i. Maintain a consistent walk with the Lord through personal devotions and spiritual growth, understanding that a teacher should be a role model not only in the area of academics but also in the area of spiritual discipline and application.
- j. Maintain bulletin boards.
- k. Attend teachers' meetings as announced.
- l. Administer, grade, and record tests and quizzes on a regular basis.
- m. Communicate regularly with parents concerning the progress of their children in academics, character development, and spiritual needs.
- n. Supervise playground when scheduled.
- o. Prepare for and attend all-parent meetings as scheduled.
- p. Supervise before-school or after-school duty as scheduled.
- q. Prepare for and attend parent-teacher functions.
- r. Test for admissions and achievement level when scheduled.
- s. Keep accurate attendance and discipline records.
- t. Assign and check (or grade) homework (not necessarily a letter grade).
- u. Prepare and submit lesson plans each week.
- v. Complete the Procedures Notebook at the beginning of the year.
- w. Complete report cards and progress reports.
- x. Prepare for and be alert to opportunities for building character in students.
- y. Performance Standards—an Ironwood Christian Academy teacher is expected to
 - 1) be on time to prayer meeting at 8:00 a.m. and in the classroom by 8:30 a.m. (full-time teachers only);
 - 2) remain in the classroom until 4:00 p.m. in order to prepare for the next day, clean and organize the classroom, and field questions or requests by students/parents (full-time teachers only);
 - 3) dress professionally and appropriately according to Ironwood Christian Academy dress standards;
 - 4) clean classroom weekly/daily—dusting, dumping trash, cleaning boards, removing clutter, and sweeping. Remember, your classroom reflects YOU.
- z. Cultivate relationships with parents by visiting homes once a year and by making phone calls for positive as well as negative student updates.
- aa. Recognize spiritual ministry and become familiar with salvation testimony of each of your students and encourage spiritual decisions.
- bb. Aid other teams as scheduled and become a crossover team member as scheduled or requested.
- cc. Those duties assigned you in Chapters 2 and 3 of the Resident Staff Manual.

dd. Complete any other duties or projects assigned by your direct supervisor or the Director.

JOB DESCRIPTION: ISI TEAM

1. Goal of Job: Use Iron Sharpeneth Iron publications to strengthen, support, and accomplish the mission of Ironwood.
2. Qualifications and Attitudes
 - a. Good English skills; ability to type, edit, and learn graphics programs
 - b. Creativity and organizational abilities
 - c. Sense of stewardship in use of supplies
 - d. Willingness to continually be learning in the area of computers, graphics, internet, etc.
 - e. Accuracy and detail in work
 - f. Ability to supervise and give clear directions to helpers
 - g. Ability to work on several projects simultaneously
 - h. Flexibility as priority of jobs change
 - i. Ability to view the physical labor as a spiritual ministry and ability to communicate that to helpers
 - j. Has a life that is consistent with biblical principles and has the desire and aptitude to teach those principles, whether during or after work hours.
 - k. Flexibility to be on call 24 hours a day
 - l. Willing to fit into other ministry schedules as needed either regularly or on an emergency or substitute basis and follow the directions of the person in charge of that area. A servant's heart and willingness to be flexible to changing needs and schedules are absolutely necessary in the Ironwood ministry.
 - m. Aware that in the future the Director may alter your job description. This may be done to increase our ability to meet our ministry goals or to react to your personal changing circumstances.
3. Job Summary: Planning, setup, layout, edit, and distribution of materials that would be an aid in reaching young people, strengthening families, and serving local churches.
4. Job Duties
 - a. See Areas of Responsibility (ISI) for specific duties.
 - b. Planning, setup, layout, edit, and distribution of materials that would be an aid in reaching young people, strengthening families, and serving local churches.
 - 1) Bible study books
 - 2) Ministry resources
 - 3) Parenting helps
 - 4) Posters
 - 5) Distribution material
 - 6) Leadership tools

- 7) Toolbook series
- c. Work with other teams to get projects finished.
- d. Inventory, organize, and care for Iron Sharpeneth Iron supplies.
- e. Aid other teams as scheduled and become a crossover team member as scheduled or requested.
- f. Those duties assigned you in Chapters 2 and 3 of the Resident Staff Manual.
- g. Complete any other duties or projects assigned by your direct supervisor or the Director.

JOB DESCRIPTION: MAINTENANCE TEAM

1. Goal of Job: Help develop and maintain the physical facility so that our entire team can go about accomplishing the overall ministry goal. Do this in a way that is conducive to good teamwork, being an aid to each person served when an extra need meshes with ability and availability.
2. Qualifications and Attitudes
 - a. Ability to build and remodel in all skill areas or able to learn them.
 - b. Physical strength, agility and vigor necessary for construction
 - c. Ability to maintain good relationship with campers, volunteers and staff while getting the job done in a timely fashion, within budget guidelines.
 - d. Balance of interest in both people and tasks—a servant's heart with no desire for the public spotlight
 - e. An eye for detail
 - f. Strong drive to finish the job, never forgetting our ministry goals to reach people can only be accomplished if they are comfortable in the basics of life while here.
 - g. Has a life that is consistent with biblical principles and has the desire to teach those principles, whether during or after work hours.
 - h. Flexibility to be on call 24 hours per day
 - i. Willing to fit into other ministry schedules as needed either regularly or on an emergency or substitute basis and to follow the directions of the person in charge of that area. A servant's heart and willingness to be flexible to changing needs and schedules are absolutely necessary in the Ironwood ministry.
 - j. Aware that in the future the Director may alter your job description. This may be done to increase our ability to meet our ministry goals or to react to your personal changing circumstances.
3. Job Summary
 - a. Responsible for maintenance of buildings and systems, as well as coordinating the efforts of volunteer workers and groups that are here for project or maintenance purposes.
 - b. Responsible for maintenance of tractors, trailers, cars, trucks, golf carts, and people movers.
4. Job Duties
 - a. See Areas of Responsibility (Maintenance) for specific responsibilities.
 - b. Maintain work areas in a safe manner erecting barriers when necessary to protect campers, students, and staff.
 - c. Maintain security and usefulness of tools and supplies

- d. Keep shops usable by all
- e. Promote teamwork
- f. Continue in the development of your skills, abilities and knowledge, not only in the area of this job responsibility, but also in the area of management and leadership.
- g. Aid other teams as scheduled and become a crossover team member as scheduled or requested.
- h. Those duties assigned you in Chapters 2 and 3 of the Resident Staff Manual (attached).
- i. Complete any other duties or projects assigned by your direct supervisor or the Director.

JOB DESCRIPTION: MINISTRY CREW TEAM

1. Goal of Job: Assist the Ministry Crew leader in smoothly fulfilling the mission statement of each Spoke ministry.
2. Qualifications and Attitudes:
 - a. Completed undergraduate college work
 - b. Flexibility to be on call twenty-four hours a day
 - c. Ability to keep confidences, to counsel, confront, and instruct
 - d. A burden for young adults
 - e. An ability to discern spiritual needs in the lives of young adults
 - f. Consistent Christian example
 - g. Willingness to learn and grow
 - h. An ability and desire to work with people for long-term discipleship
 - i. Has much patience
 - j. Lots of energy
 - k. Ability to work in a variety of areas at Ironwood as well as live and work with the Ministry Crew
 - l. A good church member and the knowledge of what makes one
 - m. A knowledge and understanding of the purpose of the Ironwood Institute of Ministry
 - n. Has a life that is consistent with biblical principles and has the desire and aptitude to teach those principles, whether during or after work hours.
 - o. Flexibility to be on call 24 hours a day
 - p. Willing to fit into other ministry schedules as needed either regularly or on an emergency or substitute basis and follow the directions of the person in charge of that area. A servant's heart and willingness to be flexible to changing needs and schedules are absolutely necessary in the Ironwood ministry.
 - q. Aware that in the future the Director may alter your job description. This may be done to increase our ability to meet our ministry goals or to react to your personal changing circumstances.
3. Job Summary
 - a. Possibly live with the Ministry Crew.

- b. Participate and assist in the different Ministry Crew activities (excursions, church field trips, Timothy teams, mission trips, etc.)
4. Job Duties
- a. See Areas of Responsibility (IIM and MB) for specific duties.
 - b. Ensure that the policies and procedures are abided by and enforced.
 - c. Counsel.
 - d. Hold individual Ministry Crew members accountable in their homework, privileges, and responsibilities (as needed).
 - e. Sit in on interviews and counseling situations involving Ministry Crew members or their family.
 - f. Communicate the needs and concerns of the Ministry Crew to team leader.
 - g. Be a good example.
 - h. Aid other teams as scheduled and become a crossover team member as scheduled or requested.
 - i. Those duties assigned you in Chapters 2 and 3 of the Resident Staff Manual.
 - j. Complete any other duties or projects assigned by your direct supervisor or the Director.

JOB DESCRIPTION: PROGRAM TEAM

1. Goal of Job: Keeping in mind that the overall ministry goal of Ironwood is to use the "unique aspects" of the Ironwood ministry to reach young people for the Lord Jesus Christ, strengthen families and serve local churches, it is the program team's responsibility to create and provide the "unique aspects" of the Ironwood ministry (see 10 Reasons) at Ironwood. This responsibility must be accomplished within the context of our philosophy, facility, and staff.
2. Qualifications and Attitudes
 - a. Godly maturity
 - b. Camping experience at Ironwood
 - c. Counseling skills
 - d. Leadership abilities
 - e. Heart and ability to disciple others for Christ
 - f. People-oriented person (understand people, their needs and age-group characteristics) who can get tasks done (with wisdom to know balance and priority)
 - g. Creative person who is a reader and learner
 - h. Sense of humor
 - i. Active person who is physically able to participate in and teach most camp activities-- energetic; a "fast" mover.
 - j. Servant's heart with a desire to be Christ-like.
 - k. Dedication, loyalty, and love for the Lord and Ironwood--faithful in little and big things.

- l. Discretion and discernment
 - m. Consistent maturity – doing the right thing at the right time with the right attitude.
 - n. Ability to communicate enthusiasm to others
 - o. Has a life that is consistent with biblical principles and has the desire to teach those principles, whether during or after work hours.
 - p. Flexibility to be on call 24 hours per day.
 - q. Willing to fit into other ministry schedules as needed either regularly or on an emergency or substitute basis and to follow the directions of the person in charge of that area. A servant’s heart and willingness to be flexible to changing needs and schedules are absolutely necessary in the Ironwood ministry.
 - r. Aware that in the future the Director may alter your job description. This may be done to increase our ability to meet our ministry goals or to react to your personal changing circumstances.
3. Job Summary: Responsible to plan, organize, lead and control all aspects of camp to which assigned.
4. Job Duties
- a. See Areas of Responsibility (Program Team) for specific responsibilities.
 - b. Responsible to plan, organize, lead and control all aspects of camp to which assigned, including, but not limited to
 - 1) Activity and skills areas
 - 2) Health and safety needs, areas, and responses
 - 3) Supervision of campers at all times and places
 - 4) Oversight of designated funds for your camps
 - 5) Care and use of program equipment and supplies
 - 6) Oversight of daily schedule with "relaxed punctuality"
 - 7) Balancing of the goals of all involved with Ironwood's mission statement goals
 - 8) Being sure our campers and guests are well cared for and served.
 - c. Make spiritual services at your camp glorify the Lord and are well planned, with qualified people assigned to give welcome, give announcements, lead songs, preach the message, and close the service.
 - d. Work diligently at eliminating the Top 10 Program Distractions (as listed in the Resident Staff Manual 1-4).
 - e. Communicate to all Ironwood staff the value of what we are doing by sharing with them the needs, prayer requests, trials, and blessings of the ministry from a Rivertown perspective. This is a never-ending necessity because staff always needs encouragement.
 - f. Keep current on the needs of our constituents and current events involving those types of groups for which you provide “camp.” Guests and campers at Ironwood should have a good time here and desire to return.
 - g. Responsible to “live” from 1 day to 18 months out, regarding your camp planning.
 - h. Other duties:
 - 1) Aid other teams as scheduled and become a crossover team member as scheduled or requested.
 - 2) Those assigned you in Chapters 2 and 3 of the Resident Staff Manual (attached)

- 3) Complete any other duties or projects assigned by your direct supervisor or the Director.

JOB DESCRIPTION: STORES TEAM

1. Goal of Job: Generate income to help offset Ironwood expenses and to also provide a pleasing time of refreshment for our guests, giving them an opportunity to take home reminders of the good time they had at Ironwood, including the decisions they made.
2. Qualifications and Attitudes
 - a. Ability to motivate and supervise young people while not being afraid to hold them accountable while teaching them responsibility and faithfulness
 - b. General ability in math (add, subtract, multiply, divide)
 - c. Pleasing service mentality
 - d. Desire to help and serve guests and generate profit to be invested by Ironwood ministry
 - e. Unquestioned honesty and carefulness required.
 - f. Has a life that is consistent with biblical principles and has the desire and aptitude to teach those principles, whether during or after work hours.
 - g. Flexibility to be on call 24 hours a day
 - h. Willing to fit into other ministry schedules as needed either regularly or on an emergency or substitute basis and follow the directions of the person in charge of that area. A servant's heart and willingness to be flexible to changing needs and schedules are absolutely necessary in the Ironwood ministry.
 - i. Aware that in the future the Director may alter your job description. This may be done to increase our ability to meet our ministry goals or to react to your personal changing circumstances.
3. Job Summary: Manage all facets of the operation of Ironwood's stores.
4. Job Duties
 - a. See Areas of Responsibility (Stores) for specific duties.
 - b. Aid other teams as scheduled and become a crossover team member as scheduled or requested.
 - c. Those duties assigned you in Chapters 2 and 3 of the Resident Staff Manual.
 - d. Complete any other duties or projects assigned by your direct supervisor or the Director.

MORNING MEETING, PRAYER PAIRS & PRAYER POSSE

1. During the non-summer months when camp is not in session, full-time staff members and ministry crew will start week day work days with MORNING MEETING at 8:01 a.m., usually in the Hub.
2. At 8:00 a.m. on week day work days unless another time has been set by the director due to the team's work schedule and non-summer camp is in session—
 - a. teams will meet with an assigned PRAYER PAIR for 10 to 15 minutes of prayer focusing on the current speaker and the campers (exception is Wednesday for 21 Out Meeting);
 - b. on Fridays of second semester, teams will meet with their assigned PRAYER POSSE for 10 to 15 minutes of prayer focusing on personal requests.

NEW HIRES

1. Create personnel file that includes the following forms and information.
 - a. Payroll or Team Status Change
 - b. New Staff Member Orientation Checklist
 - c. New Staff Member Info Sheet—when this is completed, enter the information into the staff information database (Business Common/Resident Staff/Human Resources/StaffDataFile.mdb). Then print (double-sided) new staff member’s info onto a blue sheet using the merge file “StaffPersonnelFile” and place the completed information sheet in the staff member’s personnel file.
 - d. Child Abuse Policy
 - e. Code of Conduct
 - f. Confidentiality Acknowledgement
 - g. Dismissal Acknowledgement
 - h. Doctrinal Statement
 - i. Receipt of Resident Staff Policy Manual
 - j. Ironwood Resident Staff Agreement
 - k. Behavior Inventory
 - l. Job Description (director will know which one is needed)
 - m. Dental-Vision Insurance
 - n. Allstate Cancer
 - o. Genworth Life
 - p. 403b
2. Insurance Options
 - a. Dental—currently we are working with Metlife. Employees may enroll at open enrollment, December 1, or two months after their hire date. Any employee changes or additions to this plan should be done through www.metlink.com. Ironwood sponsors and facilitates this program.
 - b. Vision—currently we are working with Safeguard through Metlife. Metlife has bought out Safeguard, but has only fully taken over the dental aspect. Employees may enroll at open enrollment, December 1, or two months after their hire date. Any employee changes or additions should be done using the forms in the Dental/Vision binder. Ironwood sponsors and facilitates this program.
 - c. Allstate-Cancer—if a new staff member has more questions about this insurance or wants to enroll, direct them to Kim Simon, Wayne Drye’s assistant. Ironwood does not facilitate this program (i.e., questions, paperwork, etc., need to be handled directly by the staff member).
 - d. Genworth Life—contact Charlotte Lyons for enrollment information. Ironwood does not facilitate this program (i.e., questions, paperwork, etc. need to be handled directly by the staff member).
 - e. Unum—inform each new staff member that all employees are provided a \$10,000 life insurance plan through Unum. We use https://services.unum.com/_fwLogin/fw_default.aspx?ViewMode=employer for account management. The business office also has the ability to have the billing statement sent via email to any number of employees. Ironwood sponsors and facilitates this program, and is based on employment

only although a staff member who is terminating employment may choose to continue this coverage apart from Ironwood.

- f. 403b—this is an optional retirement plan through Penserv. Discuss where to find details in the staff manual and hand out the on-line enrollment instructions.

OSHA 200 Log

1. Logs may be obtained from personnel management catalogs. Uncompleted logs are kept in the Staff Resources drawer in the OSHA 200 file.
2. Enter each recordable case on the log within six workdays after learning of its occurrence.
3. Recordable case—you are required to record information about every occupational death, every nonfatal occupation illness, and those nonfatal occupational injuries which involve one or more of the following: loss of consciousness, restriction of work or motion, transfer to another job, or medical treatment (other than first aid).
4. Logs must be maintained and retained for five years following the end of the calendar year to which they relate.
5. Logs must be available for inspection by representatives of Department of Labor, Department of Health and Human Service or state departments having jurisdiction. Access to the log is also provided to employees, former employees and their representatives.
6. Posting requirements—a copy of the totals must be posted no later than February 1 and must remain in place until March 1. (See directions on OSHA 200 poster.)
7. Follow the instructions on the log for completing the different columns and making any corrections.
8. Completed and posted logs are filed in the Staff Resources drawer under OSHA 200.

PATHS OF RECRUITMENT

The following paths of recruitment are implemented in the hiring process. The elements in “Recruitment” in the *Resident Staff Manual* above are part of each of these paths. Application, reference forms, and checklists are included. “Team Concept” in the *Resident Staff Manual* covers the foundations of the policies and procedures of the hiring and retaining of staff.

1. Summer staff
2. Institute of Ministry graduates
3. Ministry Bound graduates
4. Resident Staff application process

SAFETY TRAINING

1. Staff training schedule is in Business/Safety/Training/September Reorientation/Schedule.xlsx.. In this document the Safety Manual is broken down into topics or groups of topics.
2. Topics are assigned a frequency (yearly, QO—every other year, q3—every third year, or q4—every fourth year) of review based on pertinence and probability.
3. Topics are arranged for each year in such a way that there is approximately an even number of topics covered each year. Year columns are based on a school year (e.g., fall 2012 to spring 2013).
4. When preparing for a new year of training, access the current Safety Manual via the Telegraph and print the

scheduled topics (enough for staff attending Morning Meeting and those who do not), group them by topic, and order them according to pertinence (at this point that would be yearly, QOD, q3, then q4), and place them under the podium in the Hub. Inform the director that they are ready.

5. For each new year, update Business/Safety/Training/September Reorientation/Safety Wednesday Log.pub to have the appropriate names for resident staff and Ministry Crew. Then print enough copies to get through the year. At each Wednesday Morning Meeting, have a log sheet ready and take attendance as staff come in. Document, on the log, which safety topics were covered.
6. At the end of the meeting, collect any papers that staff do not want to keep and put a copy of each topic covered in mail boxes of staff that were not present. Keep one copy of each topic covered and staple to the attendance log. Place the stapled papers in the Safety file cabinet under Logs: Training (General Safety). Throw away any extra copies.
7. In the Excel schedule, fill each cell with black as it is covered in Morning Meeting.

SPEAKING FOR SPONSORED CAMP

1. An Ironwood staff member may be asked to speak for an Ironwood sponsored camp.
2. Any speaker arrangements must go through the director or the executive director. The senior program director also has the ability to appoint certain staff members to speak for a few selected camps (e.g., CEOs).
3. Any sponsored camp speakers **MUST** go through the assistant to the executive director in order to maintain the Ironwood speaker calendar.
4. The assistant to the executive director will personally obtain a verbal confirmation from that particular staff member before following the regular speaker procedures. Written confirmation is not required for a staff member.
5. It is the sole responsibility of the office of the executive director to add Ironwood-sponsored camp speakers to the Ironwood calendar only after they have been confirmed.
6. To record their name on the Ironwood calendar, the speaker's name should immediately follow the type of camp, separated by a hyphen and leaving no spaces. In the notes section of the Outlook entry, record the date of confirmation.
7. Also record the individual's name and date of confirmation in the speaker notebook (3-ring binder with red cover and spine) located in the office of the assistant to the executive director.
8. Staff members receive the 6-month information packet.
9. The staff member will be eating with the camp at the dining room. Depending on the camp, the staff's family may be joining him. Any meal information needs to go through the Homestead Team Leader.
10. Staff members are not given honorariums for speaking at an Ironwood-sponsored camp.

ORIENTATION AND SCREENING

1. Ministry Bound weekly orientation meetings are required for new resident staff to attend for two years.
 - a. Subject of Meetings: 70 different topics; question and answer times
 - b. Time: Wednesday, 4:00–5:30
 - c. Meeting Leaders: directors and team leaders
2. Department of Justice Background Screening—an ongoing process for resident staff.

- a. California Penal Code Section 11105.3 provides that a human resource agency or an employer may request criminal record information from the Department of Justice for a person who applies for a license, employment, or volunteer position in the human services field. Information released by the Department of Justice is restricted to arrests resulting in conviction or arrests which are pending adjudication for the crimes as specified in Welfare and Institution Code Section 15660.
 - b. Criminal Offender Record Information (CORI) is information identified through fingerprint submission to the Department of Justice (DOJ) with a criminal record or “No Record.” It is confidential information disseminated to applicant agencies authorized by California statute for the purposes of employment, licensing, certification, and volunteer clearances. In order to be a part of the program, organizations go through an application and training process which includes accessing, storage, handling, dissemination, and destruction of CORI.
3. Annual Performance Evaluations by director (*see form in Resident Staff Manual*).

TERMINATION

1. At the termination of a staff member, whether as a result of a resignation or a dismissal (should be well documented), the following sections in the *Resident Staff Manual* should be reviewed: Disciplinary Philosophy, Warnings, Dismissal, Layoffs, Resignation, and Final Pay .
2. Forms—send a “No Longer Interested” form to DOJ and provide the following forms loose in the employee’s folder for the director to complete the termination paperwork:
 - a. Reference Release Waiver
 - b. Separation Report
 - c. Departure Checklist
 - d. Complete Payroll or Team Status Change form and give to business office
2. Insurance—determine in which the employee is enrolled.
 - a. Health—terminate Employee from Blue Shield billing using the forms section of the Blue Shield binder. Employee must decide whether or not to continue with COBRA; they have 60 days to make a decision. Within the 60 days coverage may be effective from termination date. HMO plans will not carry outside California. Therefore, if an employee is enrolled in an HMO plan and moves outside California, they must choose a PPO plan to continue coverage in their new state. Complete COBRA checklist found in the Blue Shield binder. Remind employee that there is an 18 month limit to COBRA coverage.
 - b. Dental/Vision—cancel employee from coverage. COBRA is an option; however, our dental plan is an HMO and will not carry to another state.
 - c. Allstate Cancer—Ironwood receives one bill with each enrolled employee listed (itemized). When an employee, who is enrolled in this plan, terminates employment with Ironwood, send Kim Simon an e-mail with the employee’s new email address and new billing address. Kim will then contact that employee to let them know of the possibility of continuing coverage.
 - d. Genworth Life—employee will need to change billing address so he/she will receive bills at new address.
 - e. Unum—cancel employee from plan using online service.
3. Other Tasks—gather any insurance applications, change forms, or termination forms to put in personnel file. Update the Access staff file to include termination date, and print off the updated sheet for the staff personnel file. The personnel file should include the completed forms from #2 as well as the following and then be stored in retention.
 - a. New Staff Member Information Sheet

- b. Most recent Resident Staff Agreement
- c. Most recent Child Abuse Policy
- d. Most recent Code of Conduct
- e. Most recent Doctrinal Statement
- f. Request for Live Scan Service (if any)
- g. All past documents

TJTA SCORING

1. Materials needed—navy blue binder containing charts, scoring stencils, and scoring pens; analysis profile sheets (other materials will have been distributed to those taking the test; proctor just waits for the answer sheets to come in).
2. Setting up—remove scoring stencil packet and pen packet from front pocket of binder. These will be used first to “score” the tests. A blank test is there for you if you will be setting up prior to or during the time others are taking the test so you can correlate these instructions with what you will see when the tests come in.
 - a. Blue ink = male
 - b. Red ink = female
 - c. Pages 30 through 32 in the binder are the only pages you will need for what you will be doing this week. Note that the black ink (p. 30) will be used for both male and female scoring, the red ink (p. 31) will be used for male scoring, and the blue ink (p. 32) will be used for female scoring. All scoring and plotting of graphs etc. needs to be done in the correct color ink to help the interpreter avoid confusing charts as he works with couples.
3. Orientation—the section of the answer sheet you will be working with is the upper left corner. You will be using the pens and all the stencils in the stencil packet to complete this section. The results you record on the answer sheet will then be converted to percentiles and plotted on an Analysis Profile Sheet.
 - a. Each answer sheet has blue circles that match circles on the stencils so you leave only certain answers exposed. As you score, make sure the circles stay matched so you don't inadvertently expose the wrong set of answers. Note that two traits will be scored with the first four stencils, but the last two stencils are for one trait/area. The traits are labeled A, B, C, etc. and correspond to the blanks A, B, C, etc. on the answer sheet where it says RAW SCORE.
 - b. Above RAW SCORE are blanks to record MIDS for each trait scored and a blank to record total mids when you finish scoring all the traits.
 - c. The white stencil corresponds to the blue box titled ATTITUDE SCALE. The blanks for %-ILE or STEN will be completed in the next step of scoring.
 - d. The NORM(S) section will always be marked with a check for GEN. POP. (the percentile chart you will use later), and you will not be marking the HIGH SCH. STU. section, as Walt said not to send any of those forms.
4. Scoring—match the stencil and answer sheet circles. Total the numbers under each marked answer for each trait. I usually add twice because I tend to get a bit delirious as time progresses during the scoring. Using the correct color ink, write the total amount added for each trait in the RAW SCORE blank corresponding the trait letter. Mid scores (1 each) are included in this total, but must also be listed as a separate total on the MIDS blank. The reason for this is that a person accumulating more than 30 Mids will have results too skewed to give an accurate interpretation. If you have a test that goes over 30 Mids, let Walt know right away (if testing is still in progress). If you are scoring when those who took the test are no longer available, set the test aside and ask Walt if he wants that person to be re-scheduled to take the test as soon as possible.

- a. For example, if you are adding Trait A scores you might find eight “2's”, three “1's” (“1's” represent Mids), and the rest of the scores “O's.” You will record “19” in the RAW SCORE blank corresponding “A” and “3” in the blank immediately above “19.” You would then total the numbers for Trait B using the same procedure before changing stencils. Continue scoring in this manner until you have finished all the stencils. The white stencil differs because you don't need to record Mid scores separately and the RAW SCORE is written in a separate box.
 - b. Total the mids across the top and list the amount in the TOTAL MIDS blank. Occasionally I score a test that has a lot of mids early in the scoring. I usually stop and add all the mids on the whole test (with no stencil) so I don't waste time scoring a test that will just have to be re-taken anyway. Counting mids this way is accurate because the only scores that overlap are the ATTITUDE SCALE, and those mids aren't counted separately because they already appear under other traits.
5. Converting scores to percentiles—use page 30 to convert the ATTITUDE SCALE Raw Score to a Sten (ranging from 1-10). List it in the STEN SCORE blank on the answer sheet under the ATTITUDE SCALE Raw Score.

Using the Percentile Locator (found in the pen packet) find the Raw Score for each trait on the far left of page 31 or 32 (depending on whether you have a male or female test taker). Write the trait percentile in the %-ILE or STEN blank corresponding the trait letter you are working with.

6. Plotting the results—still using the correct color ink, transfer the name, age, sex, and date from the answer sheet to the Analysis Profile. Ask Walt if he wants any other information listed at the top of this page. Also circle SELF (Answers given by:).
 - a. Transfer the Mids, Raw Scores, Percentiles, Attitude Sten score, and Total Mids from the answer sheet to the corresponding blanks on the Analysis Profile.
 - b. Place a mark on the line descending from each trait on the graph showing the Percentile number scored for that trait. When you finish with the marks, connect them to form a “line graph.” See opposite page 18 for an example of a female test graphed in this way. You don't need to write *wife/husband* or include the information in the “Norm(s)” box for Walt.
 - c. I usually group families' answer sheets together, criss-crossing or paper-clipping each set, though Walt will probably meet with individuals first.

WORK SCHEDULE ETIQUETTE

1. When you get your schedule, READ IT.
2. Time worked before breakfast may be used as a break later that day. You may still be scheduled in the evening though.
3. Saturdays—only compensated in half and whole day chunks. If you work an hour or two on Saturday, you will not be compensated. Get permission and work from your work supervisor in advance if you want to work a full/half Saturday.
4. Breaks—don't call your own break and don't ask a Stores team member to call a break. Breaks are taken to make you more productive: it is a rest so that we can get more work done when you get back to work.
5. Lunch—those who have lunch provided get a half-hour break; those preparing their own lunch have one hour.
6. Communicate with your boss after you are finished with your area of responsibility, or scheduled event.
7. The most important hour of the day is the 15 minutes right after we start, before lunch, after lunch, before we go home.
8. Work out your day off about three weeks in advance and record it on SoftTime.

9. Give 100% no matter where you are working—whatever you are scheduled for is the real work. Ministry has pushes, intensity, and days that are a bunch of work. Who works more doesn't really matter. At the end of the day, you have to be able to look back and ask if you gave 100%. Comparison kills contentment. Season of life does not change the 100% rule.
10. Church—church is your people maintenance; it is edifying, equipping, and encouraging. Giving 100% to your schedule does not mean that you have the option to skip church. Church is a critical part of your life and ministry.
11. You may only use your personal cell phone or computer as work tools during work hours.
12. *Finished* means cleaned up and put away.
13. Do the next most important thing.
14. Know the minimum but don't live there—visit, but don't live there. The minimum is the least you can get by with.
15. Think of the kind of person you want to work with and be him/her.

STORES

BOXCAR ORDERS (PHONE ORDERS)

1. Click on Boxcar icon.
2. Enter the password.
3. Click on *Enter/View Orders by Customer*.
4. Ask if they have ordered from us before.
5. Go to a new order form by going to the *Record* box in the left corner and clicking on ►*. This will take you to the end of order forms and bring up a blank form.
6. Enter the information requested (nothing needed for customer ID).
7. Click on *Orders* (new order form for existing customer)
8. Click on *Employee* drop-down menu and choose your name.
9. Go to *Product* drop-down menu and choose book they want. (Once you place your cursor in the empty product space, a drop-down list is available).
10. Enter quantity they want and the computer will compute the cost.
11. Go to the next line if they want additional titles.
12. If the person gave you a California billing or shipping address, then choose the sales tax rate button and choose 7.75% inside California.
13. Ask customer if shipping address is same as billing address.
14. If they have an alternate shipping address, click that button and enter the information.
15. Close out of that window and the *Orders* window (will take you back to the *Orders by Customer* window).
16. Click on *Payments* button. Be sure the arrow is on the correct order if there are multiple orders.
17. Ask how customer is paying for order.

If paying by check, then tell them the order ID # (to be put on the check memo) and amount of order. Tell the customer that the order will be shipped upon receipt of check.

If paying by Visa or MasterCard, fill in card number and expiration date. Close out of *Payment* box and ask them for the last three numbers from the back of their card. Enter this information in the notes section of the *Orders by Customer* window.
18. If yes and they have ordered from us before, put cursor in last name box and hit Control F.
19. Find the last name of person calling.
20. When you have their record, confirm their phone number and billing address.
21. Click on the order button.
22. Choose the button with the box with the ►* at the bottom left of the *Orders* window (that takes you to a new order).

23. Follow instructions 8–17.

CAMPER'S CACHE

If a camper pays with a Camper's Cache card, remember to punch out the item(s) on the card.

COUPONS, GIFT CERTIFICATES, AND I-BUCKS

1. Cashier should treat gift certificates/I-Bucks as cash. If the amount of the transaction is less than the certificate, the cashier should note the remaining amount on the customer's certificate and put a note (stating the amount used) in the register. Certificates/I-Bucks that are completely used will go in the register, and a tally of the will be turned in with the Z report.
2. Store Coupons (e.g., free coke) will not be rung up at the register. The coupon will go in the register, and a tally of the coupons will be turned in with the Z report.

OUT OF STOCK

If a camper requests an item that isn't usually stocked or is out of stock, fill out an order form and post the sale to the cash register as usual. When the product is stocked, ship it.

SHIPPING

Follow ISI Shipping policy.