

# IRONWOOD RESIDENT STAFF MANUAL TABLE OF CONTENTS

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# GLOSSARY

**CAMPER MEALS** are meals prepared by the Homestead when camp is in session.

**GOLF CARTS** are considered equipment by our insurance company and, therefore, do not require a valid driver's license to operate.

**ON-SITE VEHICLES** are vehicles that are not licensed or insured to be driven on main roads. They do require a valid driver's license to operate.

**MINIMAL MEALS** are meals prepared by the Homestead when camp is not in session; only student employees and Homestead staff preparing the meal are expected to attend.

**ROAD VEHICLES** are vehicles that are licensed and insured to be driven on main roads. They do require a valid driver's license to operate.

**SCHEDULE REQUESTS** include vacation, deputation, and off-schedule (personal, work, etc.) requests and can be made electronically via SoftTime, SharePoint, or on a Schedule Request form.

**STUDENT EMPLOYEES** includes individuals who have applied and been accepted as summer staff, Ironwood Institute of Ministry (IIM), or Ministry Bound (MB).

**TEAM APPRENTICES**, which were also called winter staff, were resident staff who signed a one-year agreement that could be renewed annually. Years spent as summer staff or Team Apprentice do not count toward years as Team Intern or Team Member-in-full for seniority bonuses, vacation, or other employee benefits.

# CHAPTER 1

# FOUNDATIONS

FOR other foundation can no man lay than that is laid, which is Jesus Christ.

*1 Corinthians 3:11*

NOW if any man build upon this foundation gold, silver, precious stones, wood, hay, stubble; Every man's work shall be made manifest: for the day shall declare it, because it shall be revealed by fire; and the fire shall try every man's work of what sort it is. If any man's work abide which he hath build thereupon, he shall receive a reward. If any man's work shall be burned, he shall suffer loss: but he himself shall be saved; yet so as by fire.

*1 Corinthians 3:12-15*



## ORIGINAL PURPOSE AND VISION—*Excerpt from Preamble to By-laws*

Early in 1972, Walt Brock and WC (Chuck) Chastain met together on several occasions for discussion and prayer, endeavoring to establish an organizational tool to fulfill the vision God was placing in their hearts. This vision was to develop a youth ministry aimed at reaching youth with the gospel of salvation and the truths of the Word of God before they became sin hardened and were still inclined to trust Jesus Christ (Matthew 18:1–14). They felt that such a youth-oriented ministry must incorporate the following to be successful.

1. Must be geared to the specific ages, needs, and characteristics of the children and young people.
2. Must recognize and work very closely with the two God-ordained institutions that have responsibility for youth, the family, and the church.
3. Must develop a three-pronged approach to reaching young people:
  - a. A youth camp ministry aimed primarily at helping young people to make God-honoring milestone decisions.
  - b. An educational prong through an academy, boarding school, and/or college and Bible institute, as God leads.
  - c. A literature prong aimed at followup and long-term growth administered through the home and church.

## FOUNDATIONAL PRINCIPLES—*Established by the Board of Directors*

The duty of the Executive Committee is to insure that this ministry maintains its doctrinal purity, fundamental position, evangelistic fervor, and original purpose and vision. They must also insure that the ministry continues to operate on the basis of the following principles.

1. All decisions and policies of this ministry shall be interpreted in light of our doctrinal statement and in light of our mandate to obey Jesus Christ through the Word of God in every decision made or action taken.
2. All churches or organizations using the facility and ministry exclusively and providing their own speakers must agree with our doctrinal statement and basic biblical beliefs and practices.
3. With harmony and unity being an absolute essential within a Christian organization, our board has always proceeded with any new project or policy only after a unanimous agreement.
4. Spiritual decisions are the key to growth, and a camp-type ministry is one of the best methods to present the opportunity and responsibility to make decisions for the Lord Jesus Christ. The main decisions that people need to make are the following:
  - a. salvation through faith in the shed blood of Jesus Christ (we must keep an evangelistic thrust and fervor in everything we do in this ministry);
  - b. full surrender to God's will and a willingness to obey God's Word;
  - c. dedication of life to full-time service;
  - d. spiritual growth through Bible study and prayer.
5. We must always give God the glory. Big or little, large or small, physical or spiritual; we must always give God the glory for anything done to, through, or by our ministry. He is worthy.

## CONSTITUENCY OF ONE

A historical overview of our ministry and facility is important to understand the why's and wherefore's of what we are doing here. We hope it will also give an appreciation of our miracle-working God Who has brought us to where we are today. Our Lord is definitely displeased with presumption, and we would be presuming greatly on His mercy if we did not daily acknowledge Him as our source of strength, wisdom, material blessing, success with campers, decisions, and even life itself. From the very beginning "To God Be the Glory" has been our theme song.

The co-founders of Ironwood are Chuck Chastain and Walt Brock, along with the help and support of their wives Sarah and Betty. Early in 1972, these two men met together on numerous occasions to discuss and pray about beginning a camp ministry. Around Easter of 1972, Mr. and Mrs. Chastain and Walt Brock looked at this property. Through prayer for wisdom and help, investigation, periods of despair, and periods of optimism, God answered prayer and allowed them to assume control of the property on January 1, 1973.

In 1973 a non-profit corporation, Fundamental Christian Endeavors, Inc., (FCE) was formed to operate the camp. The original board of directors included Walt Brock, Chuck Chastain, John Brock, and Lee Brock. Those four men formed a partnership called Triple B-C Ranch. After a few years, John Brock and Lee Brock were unable to continue with Triple B-C Ranch but stayed on the board of Fundamental Christian Endeavors, Inc. Triple B-C Ranch no longer exists, having served its purpose in the transition of ownership from private hands to FCE by 1986. The Triple B-C Ranch partnership dissolved at that time, making it possible for Fundamental Christian Endeavors, Inc. (Ironwood) to be sole owner of the entire 185 acres and all the facilities included.

From the very beginning our desire was to use the camping method as a tool to reach young people and be a service to fundamental local churches. We started without an official constituency, group of churches, or individuals to whom we had a felt duty or obligation to please by adopting their desired or approved program philosophy. This autonomy also extended to such issues as summer staff recruitment, calendar decisions, speaker decisions, board of director issues, funding and budgeting concerns, as well as standards and camp rules. Rather, we started with a strong sense of God's will and leading in this new venture for Him—a faith ministry from the very beginning.

While allowing us complete autonomy in choices and decision making, our position also meant that there was no one who was obligated to send campers or financially support what we were doing. In essence, we had a constituency of One, and we were looking only to Him for advice, support, and campers. That One was Jesus Christ. He called us to this ministry and He would be faithful in His time to “also perform it.” With confidence in our Lord, we started and today we continue, looking to and trusting only in Him.

**How did we, do we, and will we define success?** As Abraham was willing, if necessary, to participate in the death of his son of promise and forego his God-given vision from years before in order to obey God, so must we be willing to participate in the ending of this ministry, if necessary, in order to obey God. Survival, growth, acceptance and acclaim, accomplishment of our mission, and numerical or financial success— these are not more important than our obedience to God. We must be willing to see the vision die.

It took Abraham 45 years to get to the place where he was willing to put it all in God’s hands and to believe that what God had promised He was also able to perform (Romans 4:20–21). At every point that he stepped out of obedience to God in order to accomplish God’s promise, God had to reign him back and teach him again that obedience to God would result in God’s promise and work being done only in God’s way (obedience), in God’s timing (patiently waiting on God), by God’s man (taking the next step of faith), and in such a way that glorifies God Himself (obedience). That is how we define success—by pleasing our constituency of ONE, and we do that by obeying God so as to glorify Him!

*Romans 4:20–21 He staggered not at the promise of God through unbelief; but was strong in faith, giving glory to God; And being fully persuaded that, what he had promised, he was able also to perform.*

## FINANCIAL PRINCIPLES OF OPERATION

1. To God be the glory (*1 Corinthians 10:31*).
2. God is the owner of this ministry and the source of all financial blessings and trials (*Deuteronomy 8:18*).
3. The original intent of the ministry was to stay out of debt and not encumber our assets to the point of placing the ministry at risk if everything collapsed. That policy has made it possible to make ministry decisions without the economic pressure to just fill up the camp no matter with whom. We have seen the wisdom of that decision many times over. Although the policy necessitates slower growth, the growth has certainly been stronger.
4. God’s will to proceed in a certain direction will be accompanied by our faith and His provision; therefore, we will never resort to pressure-type fundraising and teary-eyed emotional appeals designed to get the funds without the folks considering God’s will in the matter. We also will not hire a professional fundraising firm to do likewise. Use of consultants and professionals must be consistent with these principles and our overall philosophy of ministry. We will also be completely transparent regarding the cost of using any such consultants or professionals.
5. We will never ask people to give to this ministry instead of or before their duty to support their local church.
6. We will use all funds in our care as carefully, wisely, and frugally as is in our power to do. We will stretch each dollar just as far as it will go. With the exception of missions giving for staff support and other funding appeals clearly identified as operational in nature, such as our Grubstaker program, our goal is that operating expenses (including facility maintenance and replacement) be covered by operational income, while remembering our operating principle of “no margin, no ministry.” Any program that consistently has a negative margin must be somehow supplemented by donations so that it does not become an encumbrance on other camp ministries. Likewise, our general policy is that all new property capital improvements be funded by capital giving designated for that purpose, and not out of operating income.
7. We will develop and follow financial control policies and procedures related to the proper handling of money and our financial operations.
  - a. We will send a letter of thanks at the time of the donation with a record of all contributions sent at the end of the year.

- b. We will provide an accountability trail for the receipt of all cash, checks, and other forms of income.
  - c. We will establish proper security procedures for the handling, storage, and deposit of all funds.
  - d. We will establish the necessary controls to insure that all the funds due Ironwood are received and then properly deposited and recorded.
  - e. We will arrange for a speedy recovery of any unpaid accounts or bad checks. We will not allow any past-due accounts to accumulate without reaction. We do this not only for the benefit of this ministry, but for the good of those who owe the funds as well. The accumulation of debt is hurtful to anyone.
  - f. We will establish a segregation of duties both for revenues and expenditures so that the same person does not handle any transaction from beginning to end.
  - g. We will not purchase anything we are unable to pay for, we will pay all bills on time, and we will establish whatever process is necessary to pay all bills according to our priority of payments whenever necessary.
  - h. We will follow all accepted accounting methods and maintain an open and transparent attitude while protecting the privacy of our donors by keeping our mailing lists and donor records confidential.
8. We will remember that we started with nothing—nothing but God’s will and His blessing. All that we have is expendable and of little value without His blessing through our obedience to Him, His Word, and His will. No action, no matter how wise or how essential to the ministry’s “success,” is ever to be taken at the expense of disobedience to God’s Word. His Word stands forever; our work and possessions here at Ironwood are but for a short time only. Their only eternal value comes from being used for God within His will.
9. We will follow the principle of sacrifice. Nothing for God is accomplished except through the sacrifice of His people. God may expect of us a willingness to sacrifice of our time, our talent, or our treasure. The widow’s two mites were important to our Lord, and He gave people opportunities to sacrifice the temporal in order to build treasures in heaven. We should not be bashful about doing the same, yet always in a manner that brings glory and praise to our Lord.
10. We will view our fundraising efforts as more than just a means to aid our ministry, but as a ministry in and of itself.
- a. Turning people’s hearts toward the Lord.  
*Matthew 6:21 For where your treasure is, there will your heart be also.*
  - b. Aiding in the spread of the Gospel and thereby adding fruit to one’s eternal account.  
*Philippians 4:17 Not because I desire a gift: but I desire fruit that may abound to your account.*
  - c. Aiding in God meeting their own material needs and prosperity.  
*Philippians 4:19 But my God shall supply all your need according to his riches in glory by Christ Jesus.*  
*Luke 6:38 Give, and it shall be given unto you, good measure, pressed down, and shaken together, and running over, shall men give into your bosom. For with the same measure that ye mete withal it shall be measured to you again.*
  - d. Encouraging a sacrifice that pleases God.  
*Philippians 4:18 But I have all, and abound: I am full, having received of Epaphroditus the things which were sent from you, an odor of a sweet smell, a sacrifice acceptable, well-pleasing to God.*
  - e. Preparing for eternity by encouraging them to leave a portion of their earthly resources to further the work of God upon the earth after they have left it all behind and are in heaven.  
*1 Timothy 6:7 For we brought nothing into this world, and it is certain we can carry nothing out.*  
*Matthew 6:19–20 Lay not up for yourselves treasures upon earth, where moth and rust doth corrupt, and where thieves break through and steal: But lay up for yourselves treasures in heaven, where neither moth nor rust doth corrupt, and where thieves do not break through nor steal.*
  - f. Aiding in the growth of faith in the lives of givers as they trust God and see His promises fulfilled in their lives.  
*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.*



- g. Providing an avenue for generosity for those with the spiritual gift of giving.  
*Romans 12:8b He that giveth, let him do with simplicity [generosity].*

## OPERATING POLICIES

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 herein (*see page 14*).
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.  
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  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 our 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, relationships, 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:

**S**ervice is our privilege  
**T**rusting the Lord  
**E**ternal value system  
**W**ork hard—FCE—*Endeavors*  
**A**ll to the glory of God  
**R**emember where it all came from  
**D**octrinally fundamental  
**S**erving the local church  
**H**omes are strengthened  
**I**ndividuals make decisions  
**P**urpose accomplished

*Moreover it is required in  
 stewards, that a man be found  
 faithful. 1 Corinthians 4:2*

21. Eliminate distractions.

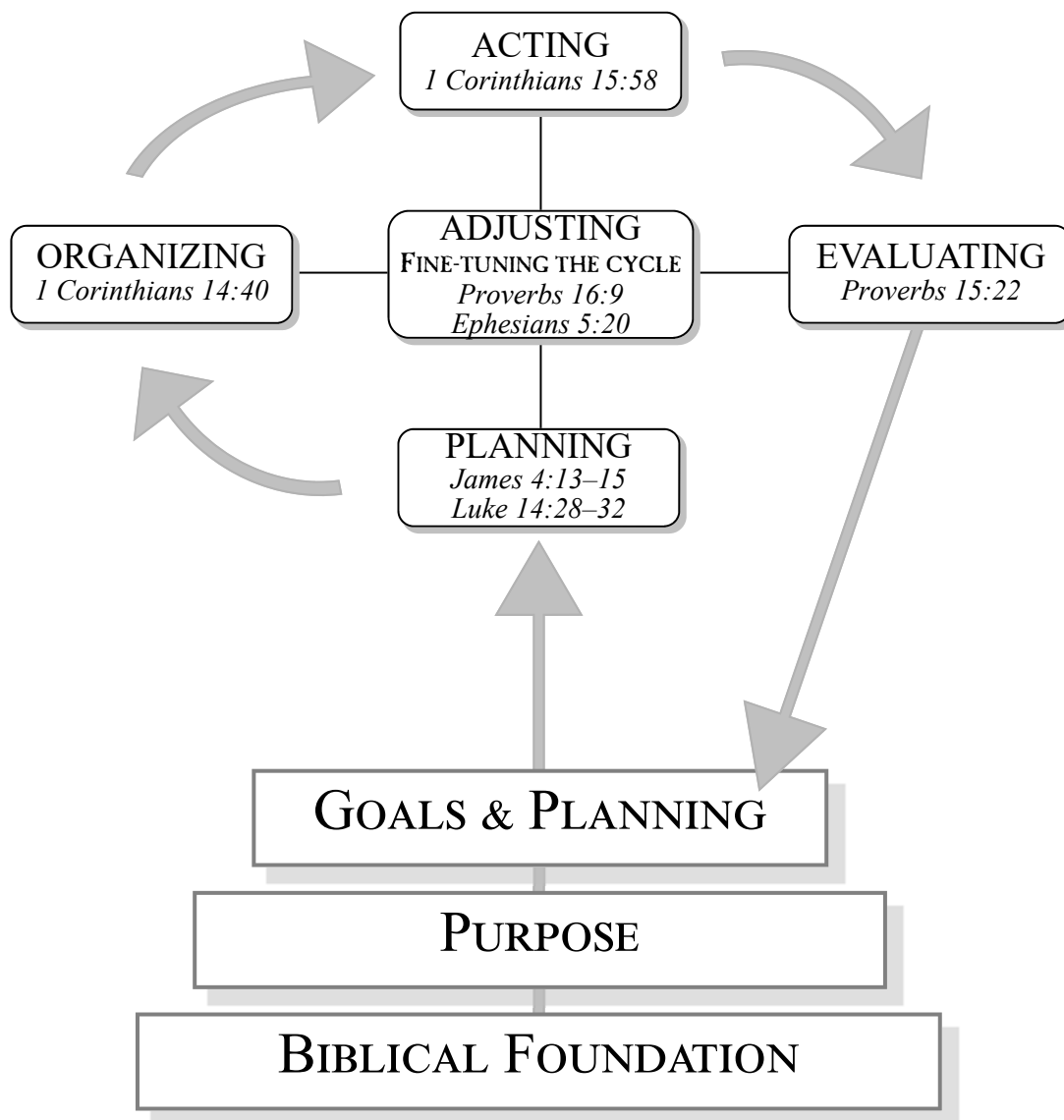
**Operations Team Distractions**

- 1. No Answers
- 2. No Flexibility
- 3. Unsafe
- 4. Electricity
- 5. Water
- 6. Housing
- 7. Dirty
- 8. Hot/Cold
- 9. Horrible Food
- 10. Noise/Quiet

**Program Team Distractions**

- 1. No Love
- 2. Inconsistency
- 3. Unknown Purpose
- 4. Unknown Needs
- 5. Communication
- 6. No Preparation
- 7. Staff-centered
- 8. World Influence
- 9. Unmanaged Risk
- 10. Never Go Individual

**IRONWOOD ACTION CYCLE**



## DOCTRINAL STATEMENT

The following Doctrinal Statement shall be signed each year by every board member, officer, and staff member of Fundamental Christian Endeavors, Inc., Ironwood Camp, Ironwood Christian Academy, Ironwood Institute of Ministry, Iron Sharpeneth Iron Publications, or any other organization owned, operated, or controlled by Fundamental Christian Endeavors, Inc.

I am a born-again believer, and I believe

1. in the biblical account of creation;
2. in the plenary, verbal inspiration of the Bible;
3. in the eternal, triune God;
4. in the incarnation and virgin birth of the Lord Jesus Christ;
5. in the sinless life and the substitutionary atonement of Jesus Christ on the cross;
6. in the bodily resurrection of Jesus Christ from the grave;
7. in the second coming of Jesus Christ;
8. in the eternal punishment of the unsaved in a literal, burning hell;
9. in salvation by faith through the shed blood of Jesus Christ;
10. in a separated stand from the world and unto the Word of God;
11. in a separated stand from any ecumenical group, such as the World Council of Churches and National Council of Churches, cults, the charismatic movement, etc.;
12. in the God-ordained institution of marriage between one man and one woman, and that all moral sexual relations are exercised solely within marriage.

## CODE OF CONDUCT

The following Code of Conduct shall be signed each year by every board member, officer, and staff member of Fundamental Christian Endeavors, Inc., Ironwood Camp, Ironwood Christian Academy, Ironwood Institute of Ministry, or any other organization owned, operated, or controlled by Fundamental Christian Endeavors, Inc.

I believe and adhere to the following standards of personal conduct as a member of the board of directors, an officer, or an employee of Fundamental Christian Endeavors, Inc., Ironwood Camp, Ironwood Institute of Ministry, Iron Sharpeneth Iron Publications, or Ironwood Christian Academy.

This personal code of conduct includes abstaining from ungodly or immoral entertainment (music, videos, literature, etc.), dishonesty, smoking, use of alcohol or drugs, filthy language, sexual immorality, adultery, and greed. The code of conduct also includes maintaining a personal appearance in dress and lifestyle that is modest and consistent with our distinctive fundamental position.

In order to maintain harmony in the organization and among the staff, all staff members, board members, officers, and their spouses must be loyal to all positions of the ministry in regard to doctrine, evangelism, operating policies, and decisions. Constructive suggestions are appreciated when they are given in the proper spirit and to the proper executive: the president, director, or team directors. If after such a meeting, one cannot maintain a quiet loyalty, he/she should resign. Fundamental Christian Endeavors, Inc. retains the authority to discharge anyone who while in the employment of the corporation criticizes the administrative policies, gripes or complains, or fails to cooperate in maintaining the positions and policies of this ministry.

Staff members, board members, and officers must maintain a growing and maturing walk with God in order to always be ministering to the needs of others.

Staff members, board members, and officers must be faithful, dependable, responsible, and diligent in the performance of their duties, obligations, and responsibilities to the Lord Jesus Christ, to this ministry, to their family, and to the fundamental local church of which they are a member.

## POSITION STATEMENT

For each staff member's information, the position statement mentioned previously is written out below. Not every Christian will form the same convictions based on the same passage of Scripture. Where we can truly hold our convictions and still tolerate and fellowship with those holding different preferences and convictions, we should. Where someone is clearly violating an absolute command or principle found in the Word of God, there should be no compromise, but rather separation (*Romans 14; 1 Corinthians 8; 2 Corinthians 6:14–7:1; 1 Peter 1:13–16*).

Ironwood is a camp to be used by churches that would characterize themselves as fundamental, Bible-believing churches. During our regular camps, few restrictions are placed on who can attend; however, churches who wish to set up a custom camp and have not used our facility before will be asked to sign the following position statement.

\_\_\_\_\_ does not associate with, fellowship with, or join together with unbelievers for religious or spiritual endeavors. This includes those who do not believe in the veracity of the Scriptures as the only source of absolute truth or do not believe that salvation is by grace through faith in Jesus Christ alone, apart from any additional works or second acts of grace. Furthermore, we do not subscribe to any belief that the revelation of God is incomplete or that visions, dreams, speaking in tongues, or any additional contemporary inspiration gives new revelation that would add to, amend, or in any way contradict the literal, historical, contextual interpretation of the Scriptures long established as the Canon of the Word of God.

One area of literal interpretation under cultural attack today deals with God's established roles of leadership in the home and church. It is Ironwood's position to serve churches who believe that the Bible teaches that qualifications of a pastor found in 1 Timothy 3 and Titus 1 indicate clearly that the office of pastor of a local church should be filled by a man. We understand that Ironwood recognizes the priesthood of the believer, the autonomy of the local church, and individual soul liberty and accountability to our Lord Jesus Christ. Nevertheless, if necessary in the interest of not being offensive to the conscience of other believers (*1 Corinthians 10:23–33*), we agree in Christian love (*Romans 14*) to put others first by limiting our liberty so as not to be a stumbling block (*1 Corinthians 8*), and thereby glorify our Lord Jesus Christ (*1 Corinthians 10:31*). Therefore, we agree to operate within the application guidelines of practice and behavior established by Ironwood while conducting a custom camp retreat at their facility.

While the absolutes of the Scripture and the principles derived from them never change, specific practices may change as churches make new applications in a changing society. We understand that in order to deal with such applications in a way that is non-offensive for some believers Ironwood has adopted some application guidelines of practice and behavior for custom camp groups.

### APPLICATION GUIDELINES OF PRACTICE AND BEHAVIOR

*It is understood that that these guidelines are for members of our group while at Ironwood and may or may not reflect our church's beliefs or practices when not at Ironwood.*

- Ironwood requests that every retreat or camp have at least one Gospel or Bible-based message or service each full day they are on the camp facility.
- Ironwood requests that groups focus on Bible preaching and teaching, testimonies of praise to the Lord, workshop and seminars on biblically related subjects, songs of worship and praise to God above, and prayers; while refraining from any outward manifestations of sign gifts.
- Ironwood requests that participants refrain from smoking and use of other tobacco products, drinking alcoholic beverages, using mind-altering drugs, or abusing prescription drugs.
- Ironwood requests that all campers follow the dress guideline regarding modesty and appropriateness outlined in the camper information flyer.
- Ironwood requests that groups conducting their own music use sacred traditional music, Scripture songs, or praise and worship choruses whose lyrics are in agreement with Scripture.
- Ironwood requests that musical instruments used for accompaniment be limited to a piano or an acoustical guitar.

- Ironwood requests that the use of media and videos be consistent with the requests above.
- Baptism and communion are ordinances of the local church and will be practiced at Ironwood only if a specific local church does so under the leadership of the pastor/s of that church.

We agree to operate within the application guidelines of practice and behavior established by Ironwood while conducting a custom camp retreat at their facility.

#### ADDENDUM FOR GROUPS ORGANIZING MORE THAN ONE CHURCH OR CHRISTIAN MINISTRY

Ironwood requests that if we are going to bring or invite other churches or Christian ministries to this retreat/camp that we send to Ironwood along with our contract a signed Position Statement from each church or ministry that is sending people as a group and/or will be promoting this retreat within their church or ministry.

If the group of churches is a part of, or is represented by some larger organization or group, Ironwood further requests that the larger group leadership must also sign a Position Statement. This includes any denominational organization, association, or alliance where this retreat is a function of that larger group.

Ironwood also requests that if the speaker is not from our church or ministry that we request of the speaker a signed Position Statement. By signing this addendum, we are also agreeing to help Ironwood monitor who is invited to speak or teach at an Ironwood retreat so that Ironwood can honor its biblical convictions to maintain purity through biblically mandated separation.

Ironwood also respectfully requests that we honestly consider the statement before signing it. Ironwood's wish is to work with as many Bible-believing churches as possible while remaining true to the Word of God. As a sponsoring group or individual, we will not invite churches that obviously do not adhere to Ironwood's Position Statement or have ecclesiastical compromising leanings. It will only create difficulties since these are non-negotiable areas for Ironwood.

## PHILOSOPHY OF IRONWOOD

The goals and objectives of our camp ministry are based on these applications of the Word of God, the Holy Bible.

1. Romans 10:17 John 17:17 2 Peter 3:18 2 Timothy 2:15	The Word of God is the unchanging source of all faith and growth and the rulebook for all Christian behavior.
2. 1 John 5:12 Romans 3:23 Mark 10:13–16 Luke 19:10	People have eternal souls and need to be born again through the power and blood of the Lord Jesus Christ.
3. Matthew 18:1–14 Romans 10:13 2 Timothy 3:1–7, 13	The value of camp as a tool to be used to reach people for the Lord Jesus Christ is constantly increasing in our complex, materialistic society.
4. 2 Corinthians 5:17 1 John 2:3 John 15:5–6	True salvation will result in permanently changed lives which will be evidenced in the life of the believer.
5a. 2 Peter 3:18; 2:2 Hebrews 5	After salvation Christians are instructed to grow in grace and in the knowledge of our Lord Jesus Christ and of spiritual things.
5b. Colossians 1:28–29 Colossians 2:6–7 Ephesians 2:10 2 Peter 1:5–9	Growth in the Christian life is a process that aims toward spiritual maturity and is aided by decisions, truly made, that are stepping stones to new levels of growth.

5c. John 16:13; 14:17 1 Corinthians 2:13; 3:16–17 1 John 2:27 Ezekiel 36:27 Romans 8:9; 6:11–17 Ezra 7:10	The process of growth toward spiritual maturity includes 1. the work of the Holy Spirit in the life of the believer; 2. knowledge of and obedience to the Word of God; 3. the genuine made decision of the believer to yield to the Holy Spirit and obey the Scripture.
5d. Matthew 10:32 Romans 10:11	The process of growth begins with the new believer taking an open stand for Jesus Christ, starting at camp and following through at home and among friends.
5e. 2 Timothy 3:16–17	The key to successful Christian living and growth is the prayerful study of and obedience to the Word of God.
5f. Romans 12:1–2	A vital decision in every growing Christian’s life is the decision to surrender all to Jesus Christ. This decision will result in a desire for obedience to God’s will.
6. Daniel 1:8 Luke 6:47–49 Romans 8:29	Every Christian needs to establish Bible convictions in their lives. Convictions are basically the inner determination to obey the Scripture as one understands it today and results in the daily practice of Christlikeness.
7. James 4:13–15 1 Corinthians 14:40 Luke 14:28–33	Planning, organizing, and setting things in an orderly fashion is pleasing to our Lord and aids in accomplishing our ministry, as long as all such plans are consistent with God’s will.
8. Matthew 6:33 1 Corinthians 3:11–14 1 John 2:17 2 Corinthians 4:1, 16–18	The most important thing to do with a life is to invest it in something of eternal value.
9. 1 Corinthians 10:31 Luke 2:52 Colossians 3:17	A Christian should not divide his life and activities into sacred and secular categories. A Christian must realize that everything he is doing must be done as for the Lord.
10. 1 Corinthians 6:19–20 1 Timothy 4:8 1 Corinthians 3:16–17 1 John 2:15–16	Because the Christian’s body is the temple of God, it is important to take good care of it and also to keep it separate from sin and worldliness.
11. Proverbs 5:22; 28:13 Joshua 7:21 Galatians 6:1 1 John 1:9	Sin is entangling and progressive and must be dealt with immediately and biblically.
12. 1 Corinthians 13:1 Psalm 126:6 Romans 9:1–3 Matthew 22:37–40	Self-sacrificing, others-first love is necessary to reach and teach people for the Lord Jesus Christ.
13. 1 Timothy 4:12 1 Corinthians 11:1 Ephesians 5:1 2 Timothy 3:10–14	In this day of hypocrisy and double standards, it is vital that young people see in the counselors and our guests see in our staff a living example of Jesus Christ. It is also vital to teach both children and parents not to be hypocritical in their own lives.
14. Matthew 18:2–6 Romans 10:9–10 Ephesians 2:8–9	A person of any age can be saved, but many people who are Christians today were saved as a child; therefore, we especially need to get the gospel to as many children and young people as possible. This salvation comes through a heart belief and faith. Salvation is presented to all of our campers.



15. Romans 14 1 Corinthians 8 2 Corinthians 6:14–7:1 1 Peter 1:13–16	Not every Christian will form the same convictions based on the same passage of Scripture. Where we can truly hold our convictions and still tolerate and fellowship with those holding different preferences and convictions, we should. Where someone is clearly violating an absolute command or precept found in the Word of God, there should be no compromise, but rather separation.
16. Ephesians 6:1–4 Colossians 3 Deuteronomy 6	Parents have the primary responsibility for the teaching and bringing up of their children. We are a tool to help them accomplish their God-given responsibility and to strengthen the family.
17. Matthew 28:18–20 2 Peter 3:18 Hebrews 5:11–14	Our goal is to serve local churches and strengthen families with adult retreats by providing challenging retreats as a tool for the church's use.
18. Ephesians 4:11–12 Romans 12:3–8	We are not a church, but God gave gifts to the churches in the form of evangelists and teachers to aid the church in fulfilling its mission to perfect, edify, and disciple.

### Definition of Terms

Whenever we have used the phrase “to reach young people” for Jesus Christ, we mean that we have done what we can while we have an influence on them to insure that by the time a youth has grown to be a young man or woman,

1. He or she has been saved and is growing in Christ.
2. He or she has already established some personal Bible-based, balanced convictions and is living by them.
3. He or she is an active supporter of a fundamental, Bible-believing local church.
4. He or she is fully surrendered to God and actively seeking God’s will in his/her life, not only for possibilities of service, but also concerning the many decisions of life.

## WHAT WE TEACH AND PREACH

### 1. The Bible

*2 Timothy 3:16–17 All Scripture is given by inspiration of God, and is profitable for doctrine, for reproof, for correction, for instruction in righteousness: That the man of God may be perfect, thoroughly furnished unto all good works.*

*2 Peter 1:19–21 We have also a more sure word of prophecy; whereunto ye do well that ye take heed, as unto a light that shineth in a dark place, until the day dawn, and the day star arise in your hearts: Knowing this first, that no prophecy of the Scripture is of any private interpretation. For the prophecy came not in old time by the will of man: but holy men of God spake as they were moved by the Holy Ghost.*

We teach from, preach from, and use only the traditional King James translation of the Bible. This respected translation of the Word of God has stood the test of time and accuracy and is the most universally accepted and owned Bible. Therefore, when we have Scripture memorization, all campers will memorize from this version for uniformity’s sake.

In the last few decades, a number of newer translations have been endorsed by various religions and special interest groups, and some of these contain errors, omissions, and/or deletions. Without addressing the details of this controversy, we believe that any translation that is not accurate is unacceptable. Therefore, since Ironwood serves many churches and families, we have chosen to use the Bible translation that is most accepted among our constituency and the one in which we have absolute confidence in its accuracy.

### 2. The Way of Salvation

We believe, preach, and teach that the only way to be saved is through faith in Jesus Christ, the only Son of

God. Any religion that adds to or subtracts from that teaching is contradicting the Bible. Salvation through faith alone is the only way of salvation and is outlined clearly in the Bible.

*John 14:6 Jesus saith unto him, I am the way, the truth, and the life: no man cometh unto the Father, but by me.*

*Acts 4:12 Neither is there salvation in any other: for there is none other name under heaven given among men, whereby we must be saved.*

*John 1:12 But as many as received him, to them gave he power to become the sons of God, even to them that believe on his name.*

*John 3:16 For God so loved the world, that he gave his only begotten Son, that whosoever believeth in him should not perish, but have everlasting life.*

What we will be teaching is outlined very clearly in our doctrinal statement. In addition to these printed doctrines, we will apply biblical absolutes and principles to our daily lives. All of these applications flow out of our basic doctrinal statement of beliefs which in turn is based solely on the Word of God.

### 3. The Bible Teaching on Sexual Morality and Immorality (Sexual Immorality Defined)

This ministry believes and teaches that marriage is a God-ordained institution between one man and one woman and that all biblical sexual relations are exercised solely within marriage.

Believing in the historical, grammatical, and literal interpretation of the Scriptures, this ministry affirms its position that marriage has been ordained of God (*Genesis 2:21–25*), endorsed by Jesus Christ (*Matthew 19:4–6*), and in *John 2:1–11* Jesus endorsed marriage by His attendance at the wedding in Cana of Galilee. Marriage is further endorsed by the Apostle Paul in *1 Corinthians 7:2–5* and *Ephesians 5:21–33*, and in all cases marriage was instituted to be a union between one man and one woman. We further affirm that all proper and moral sexual relationships are exercised solely within the marriage union.

Our Code of Conduct, which is agreed to and signed each year by our staff and board, includes a phrase that says our staff will abstain from sexual immorality. To be clear concerning what that means, we offer the following elaboration and explanation.

The Scriptures say in *1 Thessalonians 4:1–8*,

*Furthermore then we beseech you, brethren, and exhort you by the Lord Jesus, that as ye have received of us how ye ought to walk and to please God, so ye would abound more and more. For ye know what commandments we gave you by the Lord Jesus. For this is the will of God, even your sanctification, that ye should abstain from fornication: That every one of you should know how to possess his vessel in sanctification and honour; Not in the lust of concupiscence, even as the Gentiles which know not God: That no man go beyond and defraud his brother in any matter: because that the Lord is the avenger of all such, as we also have forewarned you and testified. For God hath not called us unto uncleanness, but unto holiness. He therefore that despiseth, despiseth not man, but God, who hath also given unto us his holy Spirit.*

This passage indicates that the behavior standards for believers is to be different from the behavior standards for unbelievers (Gentiles who know not God), and that for believers the matter of obedience to the commands of Scripture, the Word of God, takes precedence over what may be legally and culturally permissible. This is a standard of behavior, based upon belief, which our staff team willingly adheres to. Other passages to consider are *1 Corinthians 6:9, 18; Galatians 5:19; Acts 15:20, 29; Matthew 15:19; and Romans 1:29*. Furthermore, in *1 Corinthians 10:8* the Apostle Paul, writing under the inspiration of the Holy Spirit, indicated that the examples of what happened to the Israelites when they committed fornication should be taken to heart and be instructive to New Testament believers in the dispensation of grace. Thus, we include the principles of the Old Testament prohibitions, but without the harshness of the judgments (immediate stoning) imposed in those days.

According to the Scriptures, proper and moral sexual relations are exercised solely within marriage (*Hebrews 13:4; Ecclesiastes 9:9*). Sexual activities outside of marriage, referred to in the New Testament as "porneia" and usually translated as "fornication," are listed 26 times in the New Testament as a prohibition for believers. These sexual activities include but are not limited to adultery (*Deuteronomy 22:21–29*), premarital sex, homosexuality, bi-sexuality (*Romans 1:26–27*), incest (*Leviticus 18:6–16; 1 Corinthians 5:1*), bestiality

(*Deuteronomy 27:21*), and pedophilia; and are inconsistent with the teachings of the Bible, this ministry, and the churches we serve. Furthermore, lascivious conduct, transgender behavior, and the creation, distribution, and/or viewing of pornography (*Psalms 101:3*) are incompatible with the biblical standards of behavior for believers.

In the Scriptures God withheld His blessing from His people because of their immorality (*Jeremiah 3:1–5; Proverbs 5:18–23*), and since we do not want God’s judgment upon us, anyone who habitually continues sexual immorality without repentance may not be a member of our resident staff team.



# CHAPTER 2

## TEAM CONCEPT

SERVANTS, obey in all things your masters according to the flesh; not with eyeservice, as menpleasers; but in singleness of heart, fearing God: And whatsoever ye do, do it heartily, as to the Lord, and not unto men; Knowing that of the Lord ye shall receive the reward of the inheritance: for ye serve the Lord Christ.

*Colossians 3:22-25*

MASTERS, give unto your servants that which is just and equal; knowing that ye also have a Master in heaven.

*Colossians 4:1*



### THE IRONWOOD TEAM CONCEPT

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.

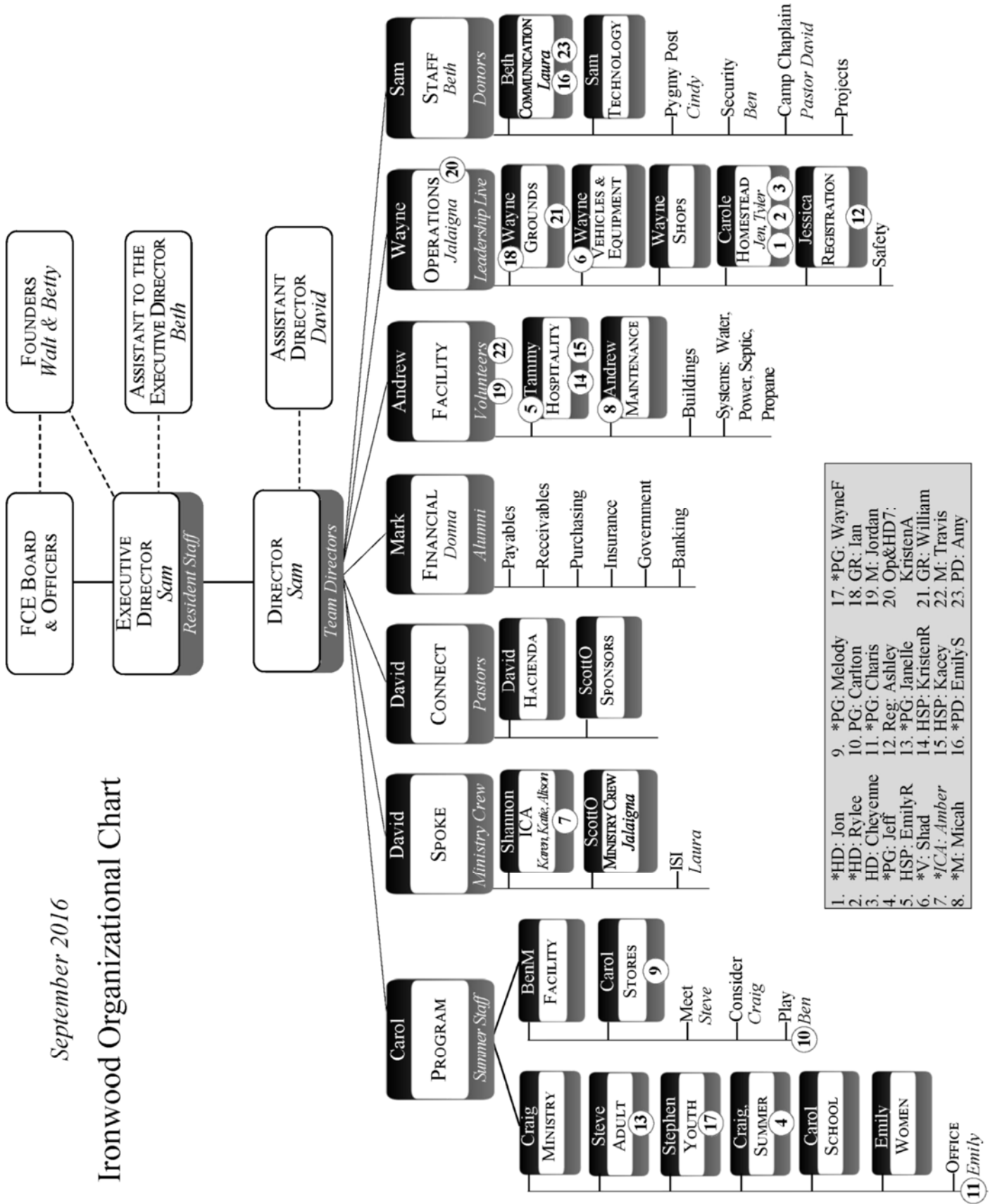
*Ironwood is a home missions ministry using the unique aspects of the camping ministry to reach young people for the Lord Jesus Christ, strengthen families, and serve local churches. It is a place of decision in the areas of salvation, full surrender, and consistent Christian walk.*

The details of the organization will change often as we grow in numbers and as we grow as individuals in our abilities, skills, and leadership. Inherent in our successfully accomplishing our purpose is the necessity to

1. keep each team's goals focused on the whole team's purpose;
2. have honest and open communication within teams and between teams;
3. exhibit an others-first love for each other (confront, forgive, serve, protect, be patient);
4. remember that every problem is an opportunity to
  - a. glorify God;
  - b. serve each other;
  - c. build our relationships;
  - d. help us grow and develop our ability to serve more effectively;
  - e. be willing to be flexible, to change, and to grow;
5. have a coordinator or team leader to keep the team focused, providing not only accountability, but also assurance that the team sees the forest as well as the trees;
6. have definite resources allotted for performance of its objectives;
7. have its performance evaluated.

September 2016

# Ironwood Organizational Chart



- 1. \*HD: Jon
- 2. \*HD: Rylee
- 3. HD: Cheyenne
- 4. \*PG: Jeff
- 5. HSP: Emily R
- 6. \*V: Shad
- 7. \*ICA: Amber
- 8. \*M: Micah
- 9. \*PG: Melody
- 10. PG: Carlton
- 11. \*PG: Charis
- 12. Reg: Ashley
- 13. \*PG: Janelle
- 14. HSP: Kristen R
- 15. HSP: Kacey
- 16. \*PD: Emily S
- 17. \*PG: Wayne F
- 18. GR: Ian
- 19. M: Jordan
- 20. Op & HD7: Kristena
- 21. GR: William
- 22. M: Travis
- 23. PD: Amy

## IRONWOOD TEAM STATUS

1. Team Members—resident staff, temporary staff, and student employees who work and function as a team member in one or more teams. For the purposes of internal classification and organization, the Ironwood team members will be classified as belonging to one of the following levels:
  - a. Student Employees
  - b. Team Intern
  - c. Team Member-in-full
2. Team Leadership
  - a. Team Leaders—having shown a good degree of ability and responsibility, team leaders supervise the team members within one team. They have the responsibility to accomplish their goals and may come from any team member status.
  - b. Team Directors—someone who supervises more than one team and team leader. Their team status must be Team Member-in-full.

## TEAM INTERN

The Team Intern status is basically for those who have not raised their minimum support level before joining the Ironwood team and is a transition position on the way to Team Member-in-full.

1. Eligibility—see *“Recruitment”* in this chapter.
2. Duration—team members usually serve as Team Interns two to four years depending on the job difficulty, the fit of the team member to the job and the whole team, and the DMG support level achieved. This includes one year probation to determine if this new person will fit the job, the other team members, and the neighbor situation. An intern staff member may be terminated at any time during and after the probation time of one year if his or her performance continually fails to meet minimum performance standards.

If at the end of four years, the DMG level of the individual/family is not at the minimum level acceptable; we must take it as God’s will that He would rather this individual or family serve Him somewhere else.

- a. First-year Probation—raise support for DMG from among your personal friends and network of Christians. Income subsidy by Ironwood.
  - b. Years Two, Three, and Four—participate in a vigorous deputation plan to raise DMG to at least a minimum level. Income from Ironwood subsidy will be phased out within four years depending on your deputation efforts and success.
3. Procedure to Move to Next Level
    - a. Successfully finish a one-year, job-and-team-member-fit probation.
    - b. The support level (DMG and Ironwood cash) needed to move from Team Intern to Team Member-in-full is 60% of full support (see *“Support Levels”* in chapter four).
    - c. The head of household in each of these situations must not be receiving any intern subsidy.
    - d. When a Team Intern’s support level (for six months) qualifies for the move to Team Member-in-full, he should indicate this to the director so that team member status can be changed.
    - e. If a team member is considered Team Member-in-full and later makes a personal or family decision regarding work that results in lower family cash income, he does not move back to Team Intern status unless the primary employee’s DMG decreases to below \$400 for longer than one year and a subsidy would once again be considered.
  4. Agreement—Team Intern staff members will sign the resident staff agreement on a yearly basis.

## TEAM MEMBER-IN-FULL

1. Eligibility—see the following in this chapter:
  - a. Procedure to Move to Next Level under *Team Intern*
  - b. *Recruitment*
  - c. *Team Member Additions*
2. Duration—resident staff agreements will be signed annually, usual term of September 1 through August 31. Either party may terminate the at-will agreement at any time. No expressed or implied guarantee of employment is intended here. The intent is that said relationship will continue as long as the Lord so leads.

## RESIDENT STAFF AGREEMENT

*This agreement is entered into between Ironwood and \_\_\_\_\_.*

*The starting date of this agreement shall be \_\_\_\_\_ and shall be in force until \_\_\_\_\_ or until either party wishes to terminate this agreement, and at their own will, does so either verbally or in writing according to the considerations listed in the resident staff manual.*

*In signing this agreement and thus accepting a position on the resident staff team, the staff member agrees to abide by all the terms listed in the resident staff manual. It is understood that it is the duty of all resident staff to have read the manual and agree to abide by the doctrines, code of conduct, policies, purposes, and procedures listed therein.*

*Because all staff are on a twenty-four hour call for emergency response, supervision of campers, maintenance, and security needs, all staff are required to live in ministry-provided housing.*

*Furthermore, it is the responsibility of the Ironwood organization to provide, as long as it exists, all the benefits listed in the staff manual and in this agreement and to abide by all rules and obligations listed therein for the benefit of the resident staff team. It is also the responsibility of Ironwood to provide an organization and atmosphere conducive to the ultimate performance of its stated purpose, goals and objectives by the resident staff team.*

## RECRUITMENT

1. Nothing is more important to the success of the Lord's work at Ironwood than the Ironwood staff family. Of the four major parts of our camping ministry (facility, philosophy, program, and staff), the staff team is by far the most important and longest enduring. A simple statement at the beginning is important. To say the statement is easy; to live, work, and decide by the statement is difficult and challenging. Saying it right up front and saying it often will perhaps better help us to follow its principle.

**The statement: It is not our intent to use up our staff in order to build a ministry, but rather to use our ministry to build up our staff!**

2. 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 includes agreement, 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 not only called them 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 each year our doctrinal statement and general code of conduct.
3. The following paragraphs summarize the major elements of our hiring procedures:
- a. Testing/Screening—applications are received only from among the summer and volunteer staff and never from the general public. Applicants for certain positions may be required to fill out a standard screening instrument and take a test as a condition of being considered for employment. All such tools will not discriminate against any ethnic, disabled, or other minority groups.
  - b. Interviewing—applicants will be screened to determine who should become candidates for a job. Job candidates may be interviewed by more than one person, including the position’s supervisor.
  - c. References—after applications have been completed and before job offers are made, references will be checked on all prospective candidates. Depending on the laws of the state of California, police record checks also may be required for certain positions. Background checks may be performed on any applicant.

The items listed above are designed to eliminate from eligibility for employment those people who have diverse religious views or standards of conduct that are not consistent with our code of conduct. A religious institution such as ours that is promoting beliefs and codes of conduct as a way of life must have employees who are living consistently with our beliefs and practices. While this policy discriminates on the basis of religion, we do not discriminate against any ethnic, racial, disabled, or other minority groups.

4. The following paths of recruitment are implemented in the hiring process. The elements listed above are part of each of these paths. Application, reference forms, and checklists are included.
- a. Summer staff
  - b. Institute of Ministry graduates
  - c. Ministry Bound graduates
  - d. Resident Staff application process

## **TEAM MEMBER ADDITIONS**

Three key requirements must be satisfied before a new job position is filled.

1. Growth of the Ironwood ministry to the point that the job position is
  - a. necessary;
  - b. possible;
  - c. envisioned and necessary for growth to occur.
2. Personal growth and development of a team member to the point where they are willing and qualified enough to be successful. (We prefer internal advancement versus external recruitment.)
3. Resource availability to do the job in a God-honoring way. God’s blessing and provision will determine our timing and progress. Following are God’s principles regarding His blessing.
  - a. Ask and ye shall receive.

- b. Be content with such things as ye have.
- c. There is a stewardship responsibility in receiving blessings.
- d. Give glory to God.
- e. God loves us and wants to give to us.
- f. Miraculous provision is possible with God.
- g. Industry and work versus slothfulness and complacency.

## **CHAIN OF COMMAND**

The board of directors of Ironwood/FCE is responsible for setting policies for its staff members. The board delegates to the executive director the responsibility for the administration of the entire organization. The executive director then makes appointments to manage the staff, using policies approved by the board of directors.

Ironwood's staff members are ultimately accountable to the executive director, through whom all communication to the board is channeled. See the section below on "Staff Interest Board Member" for an appeal process after all other channels have been sought. A staff member who does not follow the stated policy of channeling information through the proper channels is subject to disciplinary action.

Ironwood's goal is that the entire staff function as a united team. Every team has an organizational structure resulting in a chain of command. A team will only be productive and effective when the organizational structure is adhered to.

## **OPEN DOOR**

All staff members are encouraged to provide input and suggestions concerning the overall operation and programs, following the proper channels of communication. Staff members should initially bring their comments to their immediate supervisor. In those cases where that may be inappropriate, staff members may approach the team directors, director, or the executive director.

Ironwood operates in an open-door manner. All staff input is considered and can be presented without fear of personal recrimination on the staff member or his or her position. Staff members should remember to provide input with a proper spirit and constructive attitude.

The executive director, director, and team directors maintain an open-door policy and welcome the input of staff members. All of ideas are important; we encourage staff members to share them.

## **STAFF-INTEREST BOARD MEMBER**

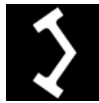
A board member, who is not a staff member, will be designated to hear any staff complaints or concerns that need to be brought to the attention of the board. This is an appeal process and should not be used unless all other avenues seem closed. However, this board member will interview staff and staff should feel free to talk freely with that board member concerning any issues they feel should be addressed.

# CHAPTER 3

# POLICIES & PROCEDURES

LET all things be done decently and in order.  
*1 Corinthians 14:40*

WHETHER therefore ye eat, or drink, or whatsoever ye do, do all to the glory of God.  
*1 Corinthians 10:31*



## ADA COMPLIANCE

Ironwood complies with the Americans with Disabilities Act (ADA) of 1990 and does not discriminate against disabled individuals who can perform the essential functions of their job.

1. Considering all applicants with disabilities for employment using the same criteria as are used for the employment of persons without disabilities.
  - a. Has ability to do the job as required by the job description
  - b. Will enhance the credibility and strength of the ministry
  - c. Is qualified according to Recruitment policy
2. Considering staff members with disabilities for new job assignments using the same criteria that are used for the promotion of staff members without disabilities.
  - a. Evaluations
  - b. Ability to fulfill job description
  - c. Enhancement of the credibility and strength of the ministry
3. Willing to make reasonable accommodation that does not impose a hardship on the ministry and other staff members, taking into consideration the wilderness nature of the Ironwood location and the nature of camp work.
4. Making scheduling and other adjustments to reasonably accommodate staff members with disabilities.
5. Educating staff members that individuals with disabilities should not be discriminated against.
6. Posting notices explaining the provisions of ADA and staff rights under the law.

## ADMINISTRATIVE FEES

1. An administrative fee covering Ironwood's out-of-pocket expense will be deducted from all DMG and/or outside income run through Ironwood that separately or in combination with other such gifts total more than the full missions support level. The administrative fee will only be charged on the amount above the following full missions support levels:
  - a. Singles—\$1225
  - b. Couples without dependents—\$1500
  - c. Couples with dependents—\$1900
2. This fee applies only to DMG above your full support level.
3. The total DMG does include any outside income amounts (e.g., honorariums, special offerings or gifts) that are run through the Ironwood books for tax reporting purposes.
4. Depending on future mandated costs by government, this amount could vary. Currently it is set at 18.5%.
5. A staff member's DMG cap is figured on a cumulative basis during the calendar year. If a staff member was under his DMG cap one month, he may be over his DMG cap the next month without fee. Staff members should contact the Business Office if they have any questions about their DMG cap.
6. To stay under the DMG cap, a staff member may choose to spread a large gift out over several months but never into the next calendar year.

## ATTENDANCE REPORTING

1. Staff members will use SoftTime to submit their planned work schedule one month per request in advance to their team leader/director for approval.
  - a. Days that are already properly filled in (e.g., staff break and holidays) should be left blank when filling in the schedule. New requests will override current data when approved.
  - b. Use the FYI button to verify days used/recorded for the year.
  - c. Full-time staff may split days into halves (e.g., W/NS-team).
  - d. Deputation, vacation, and off-schedule requests may be requested through SoftTime or an Off-schedule Request form.
2. Week/Work Days—if a staff member will be unavailable on a week/work day for the work schedule, that should be marked in advance with the appropriate icon (*see Days*). Requests should be submitted at least three weeks in advance in order to be added to the work schedule. If a request comes in later and the request is approved, the staff member will be responsible for getting his own substitutes if needed; approval of late requests does not change the work schedule.
3. If a staff member exceeds his allotment of days (e.g., sick days, vacation days), makeup days must be arranged with the staff member's team leader/director.

## BUSINESS EXPENSES

Ironwood employees will be advanced an amount to cover their expenses on business related trips.

1. A per diem food expense will be allowed of up to \$16 per travel day to compensate for increased cost of eating on the road, as opposed to eating at home. The amounts spent for business-related expenses must be substantiated through the return of receipts and all unused money.

2. Any unreasonably unsubstantiated amounts will be added to your staff bill.
3. A per mile travel expense will also be reimbursed for use of personal vehicles for camp use. This amount must be established with the director before the trip is taken.
4. Cost of meals when entertaining customers is also provided and not to be considered as part of \$16 for travel meals.
5. All such trips must be approved in advance by the director or team directors.

## CABIN USE POLICY FOR STAFF

1. What to Tell Guests—please be sure your guests abide by our Nobody Rules, such as no food in cabins and no smoking in cabins or on grounds. Guests should follow our dress code around camp and when swimming. Be sure you communicate the schedule and rules so guests do not interfere with ongoing camps and/or retreats and their activities (e.g., lake use, shooting while campers hike). Also, be sure to communicate to your guests our guidelines that children must always be under direct supervision.
2. Use Guidelines
  - a. Cottages can be requested at any time (any conflicting requests will be resolved based on seniority), but they will not be assigned more than 30 days in advance. (This allows for the primary use as a cabin for campers to be possible.)
  - b. Each Team Intern and Team Member-in full may use up to 10 overnight stays per year with no charge (i.e., a couple has 20 overnight stays).
  - c. If a team member has need of more nights, he may do so at a charge of one-half the normal fee of non-staff. Fees will be added to the staff member's staff bill.
  - d. The use of the western cottages is a privilege for staff to use as a place for visiting family or very close friends. Please do not use the western cottages for people who should pay the fees. It is for folks you feel a personal obligation to host. You will need to provide meals for these guests at your home or use some of your guest meal tickets.
  - e. If there is a promotion benefit from providing housing and/or meals, please make such arrangements with the director, executive director, or team directors.
  - f. The bunkhouses can be used for large groups without fees as we have done in the past. Cleaning is still necessary, but no linens or bed making is necessary.
  - g. Ministry Crew members do not receive western cottage or meal benefits for their visitors or families.
  - h. RV hookups are not considered cabin use.
3. Cleaning of Cabins
  - a. Staff may choose to clean the cabin before their guests arrive and may choose to use linens and towels from home. Please communicate with the hospitality team leader your plan.
  - b. The hospitality team will clean the cabin after staff guests leave and a \$5 to \$7 cleaning fee should be given to hospitality team leader.
4. How to Clean Cabins—see instructions in *Operations Manual*. If you are without a vehicle of your own, the hospitality vehicle may be used with permission. Please be sure to return it where you found it. Please return all supplies and tools you used.

## CELL PHONE POLICY

Ironwood requires each of its employees to be able to quickly communicate in their various job responsibilities. Campers and the facility will need care and attention on a 24-hour basis. Ironwood is also in a remote area, which means each of our staff are first responders in case of emergency (e.g., medical, weather, fire, natural disaster). Much of our work happens away from a desk and most work with campers happens in an outdoor setting. Because

of the variety for work, distance apart at activities and offices, and the 24-hour nature of our ministry, we will use the following cell phone policy. Any additional services/subscriptions added on for personal reasons will be charged to a staff member's staff bill.

Status	Hardware purchase	Software purchase	*Monthly fee paid by individual
Full-time employee	May be purchased by budget based on employee working in that budget area (phone is the property of Ironwood), or may be purchased by employee (phone is the property of individual). No partial pay by both Ironwood and individual.	If software is for camp use, the staff member should e-mail the business office a copy of the receipt for reimbursement with the budget designated. Personal software is the responsibility of the individual.	\$0
Part-time employee			\$25
On property, non-employee	All hardware is the responsibility of individual. When the person moves away from the property, the phone must be removed from the Ironwood account.	All software is the responsibility of individual	\$37 + device fee (if any)

1. Staff members should not use their phone/iTouch to carry on extended personal conversations or deal with problems that should be handled personally.
2. Staff members should be careful and wise as they use this valuable tool of communication since it is an extension of the tongue.
3. Codes—to avoid undue alarm by campers who can hear communication, staff members should use the following codes.
  - a. Unfamiliar person = “unregistered guest”
  - b. Unfamiliar vehicle = “someone needs directions”
  - c. Dangerous animal (e.g., snake, scorpion, emu) = “bring a shovel”
  - d. Government official = “official visitor”
  - e. Embarrassing Hospitality situation = “\_\_\_\_\_ (cabin, restroom, etc.) needs attention”
  - f. Injured/sick camper (minor problem) = “bring a band-aid to \_\_\_\_\_ (location)”

## CHILD ABUSE POLICY & DISCLOSURE STATEMENT

Each staff member must sign this policy, agreeing to abide by the following guidelines.

*Ironwood does not condone or permit child abuse of any kind. In a camp or school setting, physical abuse is most likely to occur when a staff member is disciplining a rebellious or unruly camper or student. No hitting, slapping, spanking, shaking, squeezing or similar type punishment is permitted at Ironwood. In addition, intense physical exercise, unreasonable isolation, or other forms of psychological abuse are not permitted.*

*The difference in physical size and strength between campers/students and staff members necessitates that we use discretion and restraint in any physical contact activities with campers/students. Recreation that encourages competition and involves physical contact between campers/students must always be done in a safe manner, supervised closely by non-participating staff members.*

*We must also be very careful in the area of sexual abuse. Even the appearance of wrong, resulting in a false allegation, can cause irreparable damage to the reputation of the accused staff member and the testimony of the Ironwood ministry. Therefore, all staff members must be very cautious so as not to do anything that could possibly be interpreted as sexually suggestive conduct. Never touch the genital area or buttocks of any camper/student. Also, rule “number seven” for campers also applies to staff members: “Nobody touches members of the opposite sex.”*

*Even hugging may be interpreted as sexual abuse. Therefore, Ironwood's official policy is "A hug is acceptable, but hugging is not." A hug refers to a single act of three seconds or less. Hugging is embracing or having one arm around a camper/student for more than three seconds. Therefore, staff members must not allow campers/students to sit on their laps or sit with their arm around their campers/students. Even during counseling situations, staff members must keep their hands to themselves.*

*Although your personal opinion may differ from the above information, as an Ironwood staff member you are required to conform to these guidelines while you are here, or resign.*

*Any actions you may observe that are not in conformity with these guidelines should be reported to the director, principal, or a team director immediately. Any allegation of sexual or other serious abuse prior to the camper's arrival at Ironwood or regarding the student's life away from school must also be reported.*

*I have not been convicted or charged with any violent crimes or crimes against children.*

## COMPUTER POLICY

1. General Policy
  - a. An individual user should not share his password with others or allow others to use his profile on a computer.
  - b. Passwords should be changed every six months.
  - c. Individuals should store their work documents on Office 365 One Drive for Business.
  - d. If an individual in a high traffic area leaves his computer for longer than 15 minutes, he should log off or lock his computer.
  - e. Desk space and computers are personal work space. Use with permission each time.
  - f. E-mail attachments should be deleted unless they are useful to the ministry.
2. Computer difficulties should be reported via the "IT Fix It" link on the Telegraph.
  - a. IT Administrator is Sam—staff member can have his supervisor talk to Sam if given repair timetable is not suitable.
  - b. Specialists
    - 1) Canon, Office software: Beth
    - 2) Scout, network, and computer hardware: Scott Schulman
    - 3) Adobe: Laura
    - 4) Sage: Betty/Mark
3. Internet Usage Policy (*Psalms 101:3; 1 Corinthians 10:21–33; Job 31:1; Philippians 4:8; James 1:13–15*)
  - a. General Principles—the internet can be a wonderful tool to help us do our jobs better, but the same advantages of instant access, visual content, and worldwide search capabilities can also become a disadvantage when they are used by the devil to tempt or when they appeal to our weak flesh (*Psalms 140:1–7*). Our use of the internet should be described as pure, holy, expedient, and God-honoring. We should avoid idle time, aimless surfing, and an undue curiosity. The following guidelines apply to the use of Ironwood ministry-owned equipment, services, or subscriptions whether used on work time or personal time. Exceptions will only be given by specific permission of the director only.
  - b. Work use on work time
    - 1) E-mail
    - 2) Research
    - 3) Downloads of software, ideas, work-related material, spec sheets, etc.
    - 4) Purchase and sales
  - c. Personal use on personal time
    - 1) E-mail

- 2) Research
- 3) Purchase
- d. Avoid use at any time
  - 1) Online gaming
  - 2) Chat rooms
  - 3) Downloading music, movies, or anything sinful
  - 4) Answering personal e-mail during work time
  - 5) Checking in on personal matters during work time (e.g., “Let me check to see if I won my eBay bid.”)
  - 6) Any site or content that would be ungodly, unbiblical, unhelpful, selfish, or dishonoring to God
- e. The internet can be a very dangerous tool if used improperly. A characteristic of sin is that it is both entangling and progressive (*Proverbs 5:22–23*).
  - 1) All computers with access to the internet will be monitored on a random basis.
  - 2) If a computer is a staff member’s responsibility, he should work at keeping all users accountable for their use.
  - 3) A staff member’s home computer should be used for leisure internet usage.
  - 4) It would be best to use the internet during a public time in the office and a good practice to position the monitor so others can see it.
  - 5) Find a “history buddy” who will occasionally check your internet history.
- 4. **Wi-fi Policy**—personal use of our **wi-fi** network is a privilege and should not be viewed as a right. Responsible use of this privilege will be appreciated by all. Abuse of this policy may result in lost privileges. If a staff member’s personal internet isn’t working for **four** days or more in a month, he can notify the IT Team; they will notify the Business Office to not charge that staff member the personal use fee in the next payroll period.
  - a. **Staff+**
    - 1) Cost (deducted from your monthly pay check) is **\$25 per resident staff or Ministry Bound home and their non-staff guests.**
    - 2) **Password changes quarterly & shouldn’t be shared with non-paying staff.**
  - b. **Ike’s**
    - 1) **Speakers, sponsors, volunteers, campers who need wi-fi for work/school (not entertainment), working camps (e.g. planning retreat)**
    - 2) **No charge**
    - 3) **Password changes monthly**
  - c. **Staff**
    - 1) **All resident and seasonal staff**
    - 2) **No charge**
    - 3) **Password changes seasonally**
    - 4) **May stream in light traffic**
  - d. **Ironwood**
    - 1) **Open to guests**
    - 2) **No password needed**

## CONFIDENTIALITY

Staff members must be diligent in maintaining the confidentiality of all sensitive information they learn relating to our campers, our students, our constituents, and other staff members. When information is given to the appropriate people, the information shared should be from personal experience (not hearsay). All requests for references should



be referred to the team directors, director, or executive director. The following Confidentiality Acknowledgment must be signed by all staff members.

*I shall respect the privacy concerns of those I work with and serve: campers, students, summer staff members, resident staff members, pastors, or anyone using our ministry. Information I may learn about the spiritual condition, character, and general performance of those individuals will only be shared with those who need to know or are in the position to be of spiritual help to that person (i.e., camper's parents or pastor would be appropriate, but not just a friend).*

*I shall hold in confidence information from staff meetings considered confidential.*

*I shall store or dispose of confidential records in ways that maintain confidentiality.*

*If in the future I leave Ironwood, I shall maintain the confidentiality of those I served and my co-workers, and I shall hold confidential any information about sensitive situations at Ironwood.*

*I understand that repeated violation of this confidentiality statement may be grounds for immediate dismissal.*

## CONFLICT OF INTERESTS

Ironwood expects the primary interest of staff members to be the people we serve. A conflict of interest occurs when the interests of a staff member or another outside party actually or potentially negatively affects Ironwood and our ability to serve.

1. Outside Interests—staff members may have an outside business or other interests so long as these do not interfere with job performance and those outside interests maintain a secondary position to the staff member's primary job and ability to serve our constituents.
2. Outside Employment—staff members must keep in mind that the nature of our ministry results in being on call twenty-four hours a day and being assigned a variety of work schedules that may change from week to week. Because of this, we require that our staff members accept no outside employment that results in a fixed schedule or conflicts with their changeable work schedule.
3. Outside Ministry (e.g., barbecues, skits, pulpit supply, or special music) are done on personal time, and not on ministry time; unless the event qualifies as a Ministry Day (*see Days*).
4. Outside Income at Camp (or with camp-owned tools and equipment)—agreeing to do work for outside interests (e.g., horse training, car repairs, carpentry) must not interfere with camp activities or needs in any way, such as space or tools not available when needed. Team directors need to be consulted for appropriate guidelines with each different situation. Such guidelines must be established before the staff member makes a commitment to do the work.
5. Gifts—we realize that our staff often receive support, love offerings, and gifts from our constituents. Care must be taken that such gifts do not result in an inducement to provide unreasonable special services or considerations.
6. Personal Preferences and Opinions—in areas other than our doctrinal statement and code of conduct, Ironwood recognizes that its staff members may hold a wide range of personal preferences and opinions. These preferences and opinions are a conflict of interest
  - a. when they prevent staff members from fulfilling their job responsibilities;
  - b. if staff members attempt to use Ironwood time and facilities for furthering them;
  - c. if staff members continue attempting to convince others of their personal preferences and opinions after they have been asked to stop;
  - d. if their preferences result in a continued poor example to others.

When personal preferences develop into a conflict of interest, the staff member must choose his personal preference or his service at Ironwood and act accordingly. This must apply not only to doctrinal issues, but also

issues of personal preference in the areas of music, entertainment, dress, etc. See “Code of Conduct” in chapter one for further information.

7. Outside Christian and Community Service—these need not be a conflict of interest. In a ministry such as ours, there is a danger that we will get so inner focused on what is happening at Ironwood that we do not know what is happening in society and among our constituents.

In order to understand their needs, broaden personal horizons, and further serve the Lord Jesus Christ, we strongly urge staff members to make an effort (within the context of their job responsibilities at Ironwood) to become involved in some type of outside volunteer service.

- a. In fundamental, Bible-believing churches (e.g., officers, Sunday school teachers, youth work)
- b. In preaching and teaching outside our local area, but within the sphere of our influence
- c. In our community (e.g., volunteer fire department)

## DATING GUIDELINES

1. We realize that resident staff are adults capable of determining for themselves a set of dating standards consistent with Bible commands and principles, taking into account the nature of mankind.
2. We also realize that this is a natural time of courtship and that finding a mate is sometimes a major goal of young adults. We do not discourage this courtship but feel it must be handled properly in order to maintain biblical purity, an above-reproach testimony, and an edifying relationship. Therefore, we ask resident staff to carefully follow the making-no-provision guidelines listed herein and the additional guidelines below.
  - a. Maintain rule number seven when around campers / summer staff.
  - b. Guard against monopolizing relationships that destroy staff unity and hinder proper job performance.
  - c. Do not date campers or summer staff under the age of eighteen.
  - d. Use discretion in not having too much alone time together where temptation and familiarity often grow hand in hand.
  - e. Conduct dates away from the camp property in a Christian manner, being timely both in departure and return, and properly chaperoned when necessary (overnight, etc.).
  - f. Do not date in each other’s bedrooms, even if other staff are at home.
3. Dating Problems to Avoid
  - a. Young lady starts fixing all the meals, doing the young man’s laundry, and even cleaning his residence. These are functions normally done on a regular basis only after marriage or by a paid maid. Since you are neither, please do not do so, even though you may like to do so.
  - b. Dating someone exclusively can result in resident staff failing to fulfill their normal responsibilities in their residences. This creates relationship problems. Keep doing your part.
  - c. The dating couple is together every night of the week in one residence or the other. This type of monopoly on the living space of the other staff creates real problems. Therefore, we ask the following:
    - 1) Never stay later than 11:00 p.m. under any conditions.
    - 2) Never monopolize a living room longer than two hours.
    - 3) Never monopolize a living room of a residence for private time and conversation more than two nights per week. If you want to date more often, take a walk or go someplace.

## DAYS

To prevent a clock-watching culture that counts hours, a day may be taken as a half but not smaller. Off-schedule requests will not be granted during November Staff Planning.

1. Bereavement Leave—One to five days, at the discretion of the director, may be allowed for a death in the immediate family of a staff member.
  - a. Criteria for the amount of time off allowed include a variety of factors, including, but not limited to, the need for out-of-town travel and responsibility for handling funeral arrangements.
  - b. The term “immediate family” includes the following: husband, wife, son, stepson, daughter, stepdaughter, mother, stepmother, father, stepfather, brother, stepbrother, sister and stepsister.
  - c. Up to two days, at the discretion of the director, may be allowed for a death of specific other family members. This includes the following: son-in-law, daughter-in-law, mother-in-law, father-in-law, sister-in-law, brother-in-law, grandmother, grandfather, aunt and uncle.
  - d. In the event of a death of a close personal friend or relative not named in the immediate family list, the staff member may request leave time of up to two days. At the discretion of the director, such leave may be allowed.
  - e. Death of Former Resident Staff Member or Board Member—in the event of the death of a former resident staff or board member, we will do what we can to make it possible for current staff to attend the memorial services that are within a driving range that would make this a one-day or less function. We will do this by allowing staff to work at arranging for substitutes to cover their responsibilities and by not considering the time away as being anything other than a work day. We must do this within the context of the necessary ongoing ministry and responsibilities we have for our guests and those we are ministering to in camp, institute, or academy. In the event of a memorial service located at a greater distance, the executive director will either serve as or designate other staff representative(s) to attend the services in lieu of the entire staff team.
  - f. Time off work for attendance at funerals for anyone else must come from one’s personal days off or vacation time.
2. Blackout Day—the number of staff gone are affected by vacation, deputation, student employee class or field trips, and off-schedule requests.
  - a. Days off among a team should not create blackout days. If they do, the team leader needs to communicate with the scheduler.
  - b. When the max number of approvals has been granted, the date(s) will be marked BLACKOUT on the master calendar (with no label—facility blackouts are designated by using the label for that facility). Any other requests will have to be approved or denied at a Directors meeting.
    - 1) For a camp of less than 80, ¼ of the staff (Team Interns, Team Members-in-full, MB, and IIM) may be away.
    - 2) For a camp of more than 80, ⅓ of the staff may be away.
    - 3) For multiple camps totaling 120+ or a single camp of 140+, all requests must be approved at a directors meeting.
    - 4) During summer camp, 4 resident staff may be away.
3. Break Day—we have three times per year when we have an all-ministry break where we basically shut down the ministry and facility to recoup and re-gather for the upcoming schedule of camps. According to the camp and school schedule, the exact dates of breaks will be established on a year-to-year basis.
  - a. During our spring/fall/winter retreat season, we have a periodic need for additional labor in the kitchen, dining room, dishwashing room, and program. We can either hire outside part-time help or be willing to work some overtime during these retreats. Compensation for this overtime by our resident staff can be made in one of three ways at your choice:

- 1) \*Overtime cash paid to all non-supervisory staff
  - 2) \*Time off as comp time during that same pay period on an hour-for-hour basis
    - \* *Staff members choosing one of these two options must keep a regular time card in the office.*
  - 3) Participation in our ministry break plan (approximately four to five days in May, five days in August or September, and three to five days in December).
- b. All resident staff who are willing and available to be scheduled for extra duty (especially during retreats) are eligible for a break whether they actually worked extra. Your being willing and available to fill in during large retreats or when staff are on vacation keeps us from having to arrange for outside help. Part-time workers are included in this guideline, but they must work at making themselves available a reasonable number of times to help out with the scheduling needs during busy times. Husbands and wives need to work together so an additional burden in the area of child care will not be necessary. The person doing scheduling may ask the available times as to when part-time workers may be scheduled into various work needs such as general store, dishwashing, serving, cooking, setup, substitute needs, office deadlines, house-keeping, day care, etc. This may especially be necessary when some staff are on vacation. If over the course of a year, we have not been able to schedule them (although there was a need and we tried to schedule them) to help out with the extra work load, then we must answer the question, “Are they really available?”
  - c. If a family with a part-time spouse does not want the spouse to be scheduled during times of need, they may opt out of their requirement by agreeing to receive less in monthly compensation for the part-time spouse and still have that spouse eligible for all the regularly scheduled breaks. This would be done by individual agreement with the director with less pay for less responsibility.
  - d. Breaks are given at strategic times and their use should usually be at the scheduled break times.
    - 1) Other breaks may be established as an all-staff break or for needy individuals according to the decision of the team directors with input from team leaders.
    - 2) Breaks may differ in length of time according to the ministry schedule and “rest” needs of the individual staff members.
    - 3) Consideration must also be given that everyone cannot be gone at one time since livestock must be fed, trees watered, office kept open, property overseen, etc.
    - 4) The director will notify you on an ongoing basis of any current or upcoming breaks that are scheduled to be basically ministry-wide. Individual breaks are scheduled independently between the staff member and the director.
  - e. During break weeks, it will be assumed that all staff will be away. It is not necessary to submit an off-schedule request for a break week.
4. Comp Day—time off compensation for non-plus part (over 20 hrs), three-quarter (over 30), or full-time (over 40) spouses. *See Working Spouse Policy Plus Days Option.*
  5. Day Off Administrative—if a team leader notices that one of his team members is laboring while being extremely fatigued because of the work load, the team leader should immediately mention this to the team director so that he/she can decide if arrangements should be made for a day of rest for that team member.
  6. Deputation—“Ironwood is a home missions ministry”—this opening phrase of our purpose statement means that our staff are home (in the USA) missionaries (part of a team focusing all of their working energy on propagating the Word of God). The phrase also means that staff must work at, through deputation and other means, raising a portion of their own financial support, often referred to as DMG (Designated Missionary Giving).
    - a. This process helps our ministry in two ways:
      - 1) Helps to insure that only dedicated missionary-minded people will be on our staff.
      - 2) Helps to provide an affordable camping experience to more young people and families.

- b. Maximum Number of Allowable Days for Deputation
  - 1) Student Employees—0 days
  - 2) Team Intern—10 days
  - 3) Team Member-in-full—5 days
- c. Deputation Trip Requests—permission to be gone for deputation follows the same procedure as for vacation days. The staff member's needs will be weighed with the ministry needs and potential of support from that trip. One official presentation regarding Ironwood and the staff member's need for home missions support must be given for each day off work. We do not place restrictions on the number of Sunday trips for deputation; Sunday trips with a Saturday or Monday usually do not require a day off. *See the Schedule Request form in the Appendix.*
  - 1) One service in one church per day is required to be considered deputation. When combining a deputation trip with a vacation, one day may be added to the number of vacation days for each time you make a presentation regarding deputation support in different churches.
  - 2) Extended trips exclusively for deputation have not proven to be very successful; therefore, consultation with the director and much in-advance work must be done before such a trip can even be considered a possibility. The trips must be completely scheduled: Sunday morning and evening, Wednesday evening, meetings with pastors and relatives who will be asked to help with support, neighborhood groups, preaching and teaching opportunities, school chapels, Sunday school classes, etc.
- d. Use of Camp Vehicles for Deputation Trips—if no pressing ministry need conflicts, an Ironwood vehicle may be used for deputation trips. The staff member will pay for all fuel and a reimbursement fee per mile will not be assessed. Remember, this is a general guideline and not a right that staff members have. Please schedule deputation trips accordingly and make arrangements for a vehicle as soon as possible; however, final arrangements may not be possible long range.
- e. Honorarium and travel expense reimbursements from churches may be used to pay for fuel and your other expenses. Any remaining amounts may be applied toward your support.
- f. Deputation Helps—Ironwood offers a variety of helps to you in the area of deputation. These usually include but are not limited to
  - 1) the use of Ironwood vehicle at our cost level;
  - 2) help with newsletters, printing, etc.;
  - 3) prospects to call;
  - 4) audio/visual tools;
  - 5) introductory letters and explanations;
  - 6) instructions and how-to helps.
- 7. Holidays—Ironwood observes the following holidays: Memorial Day, Labor Day, Thanksgiving (Thursday and Friday), Christmas Day, and New Year's Day.
  - a. Holidays that fall on weekends will be observed on Monday.
  - b. Floating holidays—several holidays are often celebrated at times other than their normal day (“floated” to another day).
- 8. Jury Duty and Subpoenaed Leave—if staff members are called to serve on jury duty, they should notify their team leaders immediately. Staff members should make some attempt to get themselves excused if called more than once a year.

- a. Staff members will be on paid status for three days only (may accumulate for one year; total of six days in two years). Staff members will be paid the difference between their regular salary and the amount received as jury pay (where applicable).
  - b. If a staff member is served with a subpoena requiring him or her to serve as a witness, that staff member will be permitted time off to attend hearings/trial without threat of loss of job and without a loss of pay for three days only.
  - c. Upon verification from court personnel (e.g., letter from prosecutor/attorney), victims of a crime may submit a request for court attendance to their team leader.
9. Leave of Absence—permission is given only by agreement with the executive director or director.
- a. The reason must be important.
  - b. The duration must be definite.
  - c. Impact on other staff must be considered.
  - d. If a replacement staff person is necessary to take a staff member's place during an extended leave of absence, the person on such a leave may be required to vacate the camp residence, since housing is a condition of employment.
  - e. A staff member's team director, co-workers, and family will be consulted as needed when making a decision.
  - f. Normally a leave of absence lasts for six weeks to six months.
10. Maternity (Pregnancy) Leave—Ironwood provides for a six-week maternity leave. Any leave extending beyond six weeks should have a written request by the doctor.
- a. Maternity leave is an extension of a woman's current status and payroll will be handled accordingly. If her status changes to part-time, that status change will take place when she begins part-time. *For a more detailed explanation, see Family Benefit Package and Maternity Leave under "Family Benefit Package" in this chapter.*
  - b. If the six-week leave goes over a staff break, holiday, or required vacation time, etc.; the leave is not in addition to that break or vacation, but inclusive. Both are paid times and must be considered concurrent, not accumulative.
  - c. Pregnancy leaves longer than six weeks are unpaid (both remuneration and benefits). Longer leaves may extend to a maximum of four months upon the advice of a health care provider if the disability is related to the pregnancy, childbirth, or other related problems.
  - d. Also upon the advice of a woman's health care provider, reasonable accommodations will be made in relation to her job if her pregnancy and such related problems result in a disability that makes it impossible for her to perform her job as she did before without danger to herself or others, or if she is just unable to perform it.
11. Ministry Day
- a. General
    - 1) All permissions for this type of ministry must go through the office of the team director who will then take it to the Calendar Meeting. Substitutes skilled in the team member's area of work must be available.
    - 2) No permissions will be granted farther in advance than two years, and cancellation rights must be maintained one year in advance in case a major shift in camp calendar occurs. Awareness of new conflicts from such changes is the responsibility of the team member, who should notify the director as soon as a future conflict is identified.

- 3) These days may be combined with other days off and vacation but must be clearly indicated on the permission request.
  - 4) Ministry Days may not be used for non-ministry work.
  - 5) Ministry Days are based on calendar year and do not accrue, rollover, or transfer to another staff member.
  - 6) The same policies that apply to work days and days off apply to Ministry Days.
- b. Ministry Day Organization (*formerly called Church Day*)—in order for an Ironwood staff member to serve part-time in another ministry, the following conditions would need to be met.
- 1) On average, the staff member would spend one day per work week on ministry matters.
  - 2) Monthly the organization would pay Ironwood an agreed upon amount (currently, one-twelfth of 20% of FTE costs) to cover non-cash benefits and costs incurred by the staff member.
- c. Ministry Day Personal includes Timothy Team (e.g., BBQ for a supporting church), serving at Family of Camp organizations, as well as traveling and speaking for away ministry for team members whose job descriptions do not include traveling and speaking in other places as part of their normal responsibility (e.g., executive director, director)—since our staff are home missionaries whose support is sent by individuals and churches through Ironwood, the foregone conclusion is that that support is intended for ministry at and through Ironwood. Therefore, all ministry away must be consistent with and aid our purpose.
- 1) Reasonable expectation of away ministry
    - a) Campers coming to Ironwood or broadening sphere of influence of Ironwood
    - b) Donations or support coming to Ironwood (e.g., home church request, supporting church request)
    - c) Growth and improvement of team member (e.g., growth in subject area knowledge, age-group specific presentation, presentations skills used and honed)
    - d) Wider understanding of the ministry of Ironwood
    - e) Mutual support and benefit to and from a likeminded ministry (e.g., permission to say a word about the “Why of the Camping Ministry,” permission to have on hand and/or distribute Ironwood promotional material, if appropriate to the situation)
  - 2) Reasonable expectation to not detract from the Ironwood purpose in any way—going to the ministry would not embarrass the Ironwood ministry in any way or be in opposition to our stated beliefs, positions, and ministry standards; pre and post activities would not detract from Ironwood responsibilities.
  - 3) Each person may use five Ministry Days per year.
  - 4) Monies received—expenses incurred by Ironwood should be reimbursed to Ironwood; honorariums above the incurred expense amount may be kept by the staff member.
12. Not-scheduled Personal—for weekends linked to a vacation or for an approved personal off-schedule request (e.g., special church event but not every Sunday). Because of the twenty-four-hour nature of the ministry and the variety of scheduled responsibilities, the off-schedule request is designed to allow a staff member to request being off the schedule for reasons other than deputation and vacation
13. Not-scheduled Team—days off determined by a staff member’s team leader to compensate for Saturday work, should not create or add to blackout days; must be taken within seven days of first possible day off.
14. Off-schedule Work—work-related on (e.g., payroll process, project) or off-property (e.g., promo trip, meeting with a pastor) schedule responsibilities that prevent participation in the posted work schedule.
15. Personal Day—these must be unavoidable in nature and/or essential for the safety, well-being and health of the staff member’s family. They are not to be added to vacation days, not to be taken to just get a day off, or not to be used to extend holidays and breaks, etc.

- a. Each staff member has two personal days per year.
  - b. Personal days are not accumulated.
  - c. Personal days may only be taken by agreement with the staff member's team director in advance.
  - d. If a half day constitutes the staff member's work for the day, a half day would also constitute any of the days off.
16. Plus Day—per the Working Spouse Policy, part-time plus and three-quarter-time plus workers plus have 15 plus days; full-time plus workers have 10 days.
- a. To use a plus day, a worker should get approval from her team leader/director. If the date is a blackout day, the request must be submitted to Calendar for approval.
  - b. Plus Days are based on calendar year and do not accrue, rollover, or transfer to another staff member.
17. Sabbatical—on occasion, it is helpful to step back and take stock of your life. Sometimes the busy schedule, hectic plans, and constant interruptions do not allow staff members the extra time to study, pray, fellowship, and rest.
- a. The hope is that a sabbatical is a refreshing time in which staff members do something new or go somewhere that would not be possible on a normal vacation or break; they will immerse themselves in the Word of God and use this time to grow in their spiritual walk; and staff members will come home energized to do the work at hand, thankful for the home and desert we live in, and closer to God.
  - b. Mini Sabbatical—sometime during a staff member's eleventh to twentieth year
    - 1) Five weeks that can be added to another three weeks of break or vacation for a maximum of eight weeks
    - 2) All paid time
    - 3) Tour one camp
    - 4) Study a book of the Bible
  - c. Major Sabbatical—available every decade of service beginning with your twenty-first year
    - 1) Eight weeks that can be added to another four weeks of break or vacation for a maximum of twelve weeks
    - 2) All paid time
    - 3) Tour two camps
    - 4) Study a book of the Bible
  - d. Intent of a Sabbatical
    - 1) Less than one-fourth of it should be taken at a staff member's home at Ironwood.
    - 2) Less than one-half of it should be taken with a staff member's extended family (those who don't live at a staff member's home at Ironwood).
    - 3) Less than a one-fourth of it should be used to work where a staff member gets paid.
    - 4) If a staff member were able to be a camper at one of the camps that attend Tweakage, the ministry would work to make that cost free.
    - 5) A sabbatical should not be used in conjunction with a move or change in employment: it is not a severance package.



- 6) Seven or more years should separate all sabbaticals.
  - 7) A sabbatical must be approved by the directors with plenty of advance timing. Special attention should be made to schedule a sabbatical in a way that has as little negative impact as possible.
  - 8) A staff member may use less than the allotted time, but it does not roll over or split up.
  - 9) Husbands and wives may take a sabbatical together or separate.
  - 10) A staff member should be prepared to take a morning meeting (about twenty to thirty minutes) to share what he learned on his sabbatical.
- e. Scheduling a sabbatical—because of the possible burden of substitutes, job requirements, and school, sabbaticals may take up to two years of advance planning.
- 1) Sabbaticals must receive approval in a Directors Meeting.
  - 2) Staff members gone on sabbaticals count against black-out day numbers.
  - 3) Rarely would it be possible for two staff families/individuals to be on a sabbatical at the same time.
  - 4) Priority of scheduling a sabbatical is by seniority.
  - 5) For couples who did not joined resident staff at the same time, sabbaticals are figured by the staff member who has been at Ironwood the longest. In figuring when a staff member is eligible, go by the same method that vacations are computed.
- f. The timing of sabbaticals addresses the need that builds up for many years to have a break from the relentless pressures of ministry. Therefore, the director may deem it beneficial for both Ironwood and the team member to move up the timing of a sabbatical for a team member who
- 1) has been at Ironwood for at least five years;
  - 2) has combined continuous ministry work pressure (at Ironwood and before joining Ironwood staff) that equals the eligibility of team members who have served the entirety of their ministry life at Ironwood.
18. Sick Day—sick leave provides time off with pay for periods of illness or incapacity resulting from injury or sickness. Sick leave may also be used for health-care appointments that cannot be scheduled at times other than during the workday.
- a. The base allowance for sick leave is ten days per year.
  - b. Sick leave may be carried over from one year to the next, but the accumulated total will never exceed thirty days (ten base allowance + twenty carryover days).
  - c. In usual situations, a staff member should keep his sick leave within the ten-day base allowance by making arrangements with the team director or director for makeup work. Carryover days should be used for an extended illness or surgery lasting longer than a week. If the staff member prefers to pay for sick day makeup work, that amount would be figured at number of hours times minimum hourly wage (\$9.00).
  - d. Part-time staff members accrue sick leave based on the number of their regularly scheduled hours per day. For example, if a staff member's normal working day is half day (four hours), he is eligible for ten half-day sick leave days.
  - e. Sick leave is accrued from the date of employment.
  - f. Sick leave is not transferable. If one spouse uses all sick leave, coordination of sick days would be done through the director.
  - g. No payment or time-off equivalent is given for unused accumulated sick leave upon separation.
  - h. Each staff member is responsible for directly notifying his or her team director at the beginning of each working day when illness prevents his or her attendance at work.

- i. When an extended length of absence due to illness is required, the director must be kept advised if the absence is expected to continue for a period longer than originally anticipated. A doctor's statement is required for more than five consecutive days' absence because of illness or, at the discretion of the director, when an accumulation of scattered absences seems to establish a pattern of illness. Ironwood may request and obtain verification of the circumstances surrounding any use of sick leave.
  - j. Staff members, at their discretion, may use sick leave to care for ill immediate family members or fellow staff members.
  - k. Because of the difficulty of covering work responsibilities of those who go to doctor appointments we know nothing about until the last moment, we are asking for the following considerations to be observed:
    - 1) Please take your Ironwood calendar to the doctor's office to consult when making the next appointment.
    - 2) Please consult with your team leader/director before making appointments during busy times; many times they can give you some black out times when appointments should not be made.
    - 3) Be willing to put pressure on the doctor's office to set up appointments when it is best for you. Doctors are used to dealing with busy people.
  - l. Occasionally husbands and wives wish to go to the doctor together, or the wife may not wish to go alone with all of the children. Since this may create a double substitute need, extra care should be taken to eliminate as many difficulties as possible. Some suggestions that might help:
    - 1) Set it up for two ladies to go together. Work to get appointments that are close together in time and location.
    - 2) When the husband and wife must both be there, try to get appointments at 5:00 p.m. or later. Many doctors have nights during the week when they stay until 7:00 p.m. or later for patients who cannot get there earlier. Both should request for time off well in advance and try to project a pliable spirit to those who are considering your request.
    - 3) Try to set it up with your team leader for a time on Saturdays when the time missed at work for the accompanying spouse can be made up. If not, a personal day off must be used (they can be split in half for half days off at one time). Once the two personal days are used up, the time off would be recorded as a sick leave day.
  - m. It is staff members' responsibility to schedule all of their non-emergency doctor appointments in such a way as to still get their ministry job done and not cause hardships on other team members. Since we have such a variety of jobs and job requirements, each situation must be judged individually by the interested parties and all the team leaders and team directors involved.
19. Sunday Work—the standard Sunday work schedule policy for our resident staff team limits Sundays worked to about 12 Sunday work days per year (7 per year for Ministry Crew), which are necessitated by the afternoon and evening work associated with the summer camp work schedules and by individual churches requesting custom camps to go over on a Sunday morning or start on a Sunday evening. Occasionally, Ironwood needs to be represented in a local church for a registration Sunday or other promotional needs of Ironwood that are part of the 12 day max. These are compensated by the breaks at the beginning and end of the summer. This adjustment is an opening for the Ironwood ministry to more effectively reach young people, strengthen families, and serve churches by expanding our ability to serve churches here at camp. Also, more of our staff team can be out in the churches we serve so that not only are we serving them in their home church, but we are also better able to understand their needs and context of life when they arrive at Ironwood for a retreat. The benefits for all the churches we serve, for the Ironwood ministry, for many staff team members, and especially for the cause of Christ in this change are huge; and we look forward to seeing how God will use us in this area.
- a. When custom camps are scheduled, we work at keeping the work load to a minimum by offering a very limited program activity and meal schedule and by sharing the load around through each of the staff of the entire team involved. We have kept such Sunday work to a minimum as a benefit to the Ironwood team so

as to not impact church involvement to any great extent, making it possible for staff to be regular in church attendance and make commitments for service.

- b. For most of our resident staff team, the need for any departure from this basic plan will be addressed through individual discussions with the director. This expectation should be reflected in the staff member’s job description. The staff member and director will develop a plan that fits the staff member’s ministry responsibilities, home church role, and family needs when there is a ministry to churches need to work beyond the current 12 Sunday limit. A plan will be determined and then modified as time and circumstances dictate both for ministry needs and family needs. In general, when Sunday work is deemed necessary to accomplish our purpose and the director is in agreement, additional Sundays work will be compensated with a day off in that same week.
- c. Resident staff should understand that willingness to do this could possibly limit their local church commitments, but may also better fit and use their spiritual gifts and fulfill their call to ministry at Ironwood in the biblical office of evangelist by serving many churches more than serving one church. For a greater understanding of this biblical philosophy, one should read the Ironwood publication “Partners in Ministry” by Walt Brock, which explains our ministry’s relationship to the local church. Keep in mind that when Paul went to a local church to serve as a missionary-evangelist he many times carried with him a whole host of helpers to assist in all the details of ministry. Scripture is clear that those who also serve behind the scenes and as facilitators are a vital part of and equal to the spiritual ministry being conducted up front.

20. Vacation—Ironwood provides paid vacation for rest and relaxation which we believe is important for the physical and mental health of our staff members.

Ministry Service Completed	Team Intern		Team Member-in-full	
	Vacation Days	Deputation Days	Vacation Days	Deputation Days
<1 year	5	10	5	5
1 year	5	10	10	5
2 years	10	10	10	5
3 years	10	10	12	5
4 years	10	10	12	5
5+ years	10	10	15	5

- a. After getting their team leader’s approval and lining up needed substitutes, staff members may submit vacation requests via SoftTime or a Schedule Request form (available in the mail room) to the assistant to the executive director.
- b. Vacation benefits are accrued monthly from the date of hire; previous ministry does count.
- c. One vacation week equals five work days. Vacation time may be taken by the week, day, or half-day.
- d. Because of ministry demands, it may be impossible to schedule anyone for a vacation at certain times of the year. These dates will be indicated on the master calendar as BLACKOUT. See “Work Schedules” in this chapter for blackout-day formula.
- e. During the summer months, only four staff members may take a vacation (or be off-schedule) at any one time.
- f. If no camp is in session, there are no restrictions on which requests will be approved.
- g. If camp is in session and there are multiple requests for the same day, seniority will determine which requests are approved on a first-come, first-served basis.
- h. Staff members must remember that it is not easy to get substitutes for their jobs. For some jobs, this may mean that—except for dire emergencies—it will be impossible to take vacations at certain times of the year. This will vary from job to job, depending on the requirements of that job and the calendar. It also may mean that it will be difficult to take vacations longer than two weeks at any one time. Having at least two people trained for each job relieves some of these pressures. In order to have a substitute in return, a staff member may need to do double duty by substituting for another staff member when he is on vacation. A staff member’s substitute must be worked out with his team leader and team director before a vacation request can be approved.
- i. All staff, camp or school, follow the same vacation schedule and rules.

- j. School staff, full-time and part-time, are encouraged to try to work out vacation time in the summer months or at times when the school children are least affected. Because of so many variables and job overlaps, it is difficult to make any absolute guidelines. If a staff member can show a willingness to be flexible and an attitude of others-first love, we should be able to work out most vacation needs satisfactorily.
  - k. If a husband and wife's time of service are not equal, both will receive vacations based on the longer time of service of either one.
  - l. Team directors are hired to get their job done in their area of responsibility regardless of number of hours worked. Consequently, their breaks and overtime compensation will be handled in a different and individual manner by the director.
  - m. ICA class sponsors may use one off-schedule work day for senior trips; vacation days may be used for additional days. Resident staff accompanying IIM Next Steps trips may use off-schedule work days.
  - n. Carryover of Days—a maximum of 10 vacation days may be rolled over from one year to the next. Such vacations leading to extended time away must be carefully considered by the team directors to determine impact. Plenty of lead time and careful planning are requested. Carryover of vacation days should never be used to accumulate vacation (vacation days plus carryover days) beyond twenty-five days without the approval of the director and team directors.
  - o. Vacation Length—the purpose of vacation length is to reward those who have been long-term team members; it isn't to create classes or levels of employees. We recognize the need for a significant change of pace, rest, and recuperation to have longevity in ministry with focus and diligence year in and year out. Vacation length is designed to reflect the needs of a family as it grows through the seasons of life.
21. Work Day & Week—in order to satisfy the needs of our constituency, work schedules are often un-routine, requiring staff members to live on the property. All staff are on 24-hour call for maintenance, supervision, and emergency response. *The goal of our “off-season” work day policy is to identify the minimum requirements and maximum amount of what a work day should be during our non-summer months. Our hope is to provide a structure that allows us to concentrate on the ministry and responsibility without being clock watchers or time punchers. At times, team members will work the minimum; other times will require we work the maximum. Our goal is to let team members use everything that God has given them for His purposes and His glory. Everyone will be a little different. Rather than implementing a system that treats everyone exactly the same, we want to create a work place that is equitable and workable for everyone.*
- a. Work Week
    - 1) The standard work week from August staff break through May staff break is 5 days for full-time and part-time staff.
    - 2) From after May break through the beginning of August staff break, the standard work week is 5½ days for full-time staff and 5 days for part-time staff (full-time staff must take half a vacation day to be off on a Saturday in the summer).
  - b. Core Work Day: 8 to 11 hours of work and a one-hour lunch (or two 30-minute meals) between 6:00 a.m. and 6:00 p.m. on non-summer weekdays, attendance at Morning Meeting on non-camp days is a priority.
    - 1) Full-time team members are expected to work a minimum of 8 hours per weekday that they are scheduled to work (e.g., can't work 10 hours Monday and 6 hours Tuesday). Typically 8:00 a.m. to 5:00 p.m., beginning with Morning Meeting on non-camp weekdays.
    - 2) Staff members who are unable to report to work on time, need to leave early, or are unable to work a full day, must inform their team director/leader before their shift begins or at the least within 15 minutes of the beginning of their work shift. Staff members who become ill or have other personal emergencies must notify their team director/leader before going home in the middle of a shift. Good and sufficient reason must be provided for any tardiness or absence.
    - 3) Meal break—15+ min, doesn't count toward work hours.

- 4) Work break—<15, does count toward work hours, may happen two to three times in a work day.
  - 5) Saturdays—work comped in one-hour increments up to eight hours (one full day), team leader designates time off in the following Monday through Friday and informs the team director.
  - 6) On Call—6:00 p.m. to Program evening close up (~midnight), regular work hours if at work, half time if not at work.
- c. Extended Day: work day of 11+ hours.
- 1) Max of two per week per person.
  - 2) Team leader may approve core work day schedule changes to trim work time down to 11 (still recorded as an extended day).
  - 3) Expected—scheduled in advance (via work schedule / team leader).
    - a) A team leader / program director can create an extended day for his team and inform his team director of the plan.
    - b) A team member wanting to plan an extended day must get approval in advance from his team leader.
  - 4) Unexpected—breakdown, interruptions, people/new problems, weather, etc., that affect work responsibilities (recorded differently for tracking).
- d. For attendance purposes, a work day is one of three classifications: work, extended expected, or extended unexpected.
- e. Beyond Time: hours worked between 6:00 p.m. and 6:00 a.m.
- 1) Because resident staff are more likely to have extended unexpected, the Program:Operations ratio schedule would include max of three resident staff per the following—4:2RS/2MC, 2:1RS/1MC, 2:MC, 1:MC.
  - 2) Resident staff teams expected to be scheduled in Beyond Time are Program (2), Kitchen (1), Registration (1), Operations (1 doing Program) (*Exception: Skit crew scheduled for a non-summer season*).

## DISCIPLINARY PHILOSOPHY

In most instances, Ironwood uses a variety of progressive discipline and counseling methods to ensure staff compliance with performance standards, ethics, and conduct. Except in cases of repeated willful or flagrant violations of these standards, a team director will not resort to formal disciplinary measures until informal attempts to correct the problem have failed. If formal disciplinary measures are necessary, it is intended that the discipline be administered fairly, without prejudice, and only for cause.

Disciplinary actions are of several levels, including oral and written warnings, disciplinary probation, and termination. The frequency and/or severity of misconduct determines which level of disciplinary action is required. Progressive discipline is not required for all offenses. Ironwood reserves the right to terminate staff for commission of serious infractions, regardless of progressive discipline guidelines or counseling.

1. Warnings—after a number of informal attempts to correct a problem the staff member is having, the director or team directors with the team leader of that staff member must begin the process of formal progressive disciplinary action.
2. Step One: A Formal Warning
  - a. Oral warnings given verbally, but recorded in personnel file

- b. Written formal warning in detail outlining the problem and correction desired
    - 1) Hand delivered to staff person who acknowledges receipt
    - 2) Filed in personnel file
  - c. Some offenses may have a specific reaction policy that a team director and the director must follow when dealing with them.
3. Step Two: Disciplinary Probation—the situation has progressed to the intolerable level and this time is given solely to allow the staff member to improve if he/she desires to do so. The director or team directors will determine the specific amount of time and will give the staff member a written and signed notice which
- a. identifies the problem(s);
  - b. indicates the necessary improvement;
  - c. specifies length of probation;
  - d. informs the staff member that termination could result from failure to show satisfactory improvement within the specified probation period.

## **DISMISSAL**

*Working at Ironwood is a voluntary service and may be ended at any time by either Ironwood or any staff member acting of his own will.*

Prior to dismissal for actions or attitudes that are inappropriate, inadequate, or ineffective, the director must ensure that the staff member has been properly counseled both verbally and in writing concerning deficiencies in performance, has been given sufficient time to correct these deficiencies, and has been informed that failure to correct them may result in termination.

Some offenses may warrant immediate dismissal. Such action will be determined on an individual basis and every action will be taken to correct the problem without termination if possible. Repetition of corrected offenses or a refusal to repent and/or accept responsibility for actions is taken as evidence that correction is not possible.

Each staff member will be required to sign a Dismissal Acknowledgment at the time of hire, acknowledging their understanding of behaviors that are grounds for immediate dismissal include, but are not limited to, the following:

1. Doctrinal statement violations (e.g., works salvation)
2. Repeated violation of Code of Conduct and/or conduct unbecoming a staff member
3. Disloyalty to staff member or ministry, as displayed through griping and/or gossiping to those within or without, or by violation of confidentiality statement
4. Dishonesty—lying or theft
5. Failure to respond to correction or responding in a stubborn or rebellious way
6. Inability and/or refusal to do assigned work as per agreement
7. Child abuse
  - a. Striking a camper/student in anger
  - b. Improper sexual advances to a minor
8. Sexual harassment
9. (Repeated) action detrimental to our main purpose and goals.

- a. Leaving an area of assigned responsibility and supervision
  - b. Willful violation of safety rules
10. Drugs/alcohol—possession, use, sale, purchase or distribution of alcohol or any mind-altering drug
  11. Falsifying or altering Ironwood records
  12. Willfully damaging Ironwood equipment or the property of other staff members
  13. Absence for three consecutive working days without notice, in which event the offending staff member will be deemed to have quit voluntarily
  14. Any other action or activity or conduct that is detrimental to the fulfilling of the mission, policies, or philosophy of the ministry

If a resident staff member cannot perform at the required level in one area of the ministry, every effort will be made to find another area of service within the ministry where that person can perform at a level of efficiency beneficial to all. If no such position is available at that time, we will do what we can to find a position in another ministry before dismissal occurs.

## DRESS CODE

1. As representatives of Ironwood and servants of the Lord Jesus Christ, staff members are expected to exhibit a neat, well-groomed, modest appearance.
2. We recognize that some camp activities require specialized clothing (e.g., shorts for some activities; swim suits, flip flops, and tank tops at the lake) that are not acceptable in other areas. In all cases, a staff member's clothing must be consistent with published requirements for Ironwood campers and guests. Shorts, even those that meet Ironwood dress guidelines, are not acceptable dress for work without approval of that team's director. On the other hand, some jobs such as lifeguard or PE coach require them.
3. Radical departure from conventional dress or personal grooming—including, but not limited to, long hair and untrimmed facial hair on men; excessive makeup, short dresses, or skirts on women; tank tops and underwear worn as outer wear; generally immodest clothing—is not permitted.
4. We suggest that staff member's endeavor to dress western and/or in accordance with program themes when possible.

## ELIGIBILITY FOR EMPLOYMENT

In a religious, non-profit corporation such as Ironwood, it is impossible to separate one's personal beliefs from his or her performance and duties as a staff member; therefore, we require that all staff members must hold personal beliefs and convictions that are consistent with our doctrinal statement and the Word of God. Following is our Equal Opportunity Employer Statement:

*Ironwood believes that equal opportunity for all staff members is important for the continuing success of our organization. In accordance with state and federal law, Ironwood will not discriminate against a staff member or applicant for employment because of race, color, sex, age, national origin, ancestry, citizenship, or veteran status in the areas of hiring, promoting, demoting, training, benefits, layoffs, terminations, recommendations, rates of pay, or other forms of compensation. Opportunity is provided to all staff members based on qualifications and job requirements.*

## EQUIPMENT USE BY A NON-EMPLOYEE

1. Volunteer—a volunteer may not use equipment unless authorized to do so by the vehicle maintenance team leader. That authorization would be based upon the volunteer's knowledge and skill level of the equipment as well as his perceived stewardship of Ironwood's equipment. The decision would also be based upon the need of an operator for the project.

2. Long-term Volunteer—a long-term volunteer may not use equipment unless authorized to do so by the vehicle maintenance team leader. That authorization would be based upon the volunteer’s knowledge and skill level of the equipment as well as his perceived stewardship of Ironwood’s equipment. The decision would also be based upon the need of an operator for the project.
3. Non-staff Personal Use—a non-staff person may not use equipment for personal use or to work on his personal projects or on personal projects of an Ironwood employee. He may use equipment if he falls under the definition of a volunteer and is working on a camp project; he would then need to be authorized by the vehicle maintenance team leader. A camp-owned piece of equipment may be used on a non-staffer’s personal project with an employee of Ironwood operating the equipment and following the guidelines set forth in the staff manual regarding use of camp-owned equipment by an employee on a personal project.
4. Visitor or Visiting Family Members—visitors or visiting family members may not use Ironwood-owned equipment unless they fall into a volunteer category and meet the criteria of volunteers in receiving authorization to use Ironwood equipment.
5. Equipment is defined as a motorized tool; for example, a tractor, car, truck, mower, chainsaw.
6. Shop tools would be available for one-time or infrequent use with permission of the shop foreman.

## **FAMILY BENEFIT PACKAGE**

1. Tuition for school children, K–12, as long as they attend ICA (non-taxable income benefit).
2. Camp tuition for children at an Ironwood camp where space is available (*see Camp Tuition for Staff Children*). This item is offered because Ironwood incurs no substantial additional cost in providing this service to staff.
3. Pygmy Post (day care) services (non-taxable income benefit).
4. A primary employee (Team Intern or Team Member-in-full) with no children or one who has never used the family benefit package receive a cash family benefit in lieu of services and values others receive. This cash benefit expires at the end of the month in which a baby is born.
  - a. Head of Household with Dependents: \$100/month
  - b. Head of Household without Dependents: \$250/month
5. As children grow older and a family goes from using the non-cash benefits of ICA and Pygmy Post to the cash family benefit, the following guidelines will help make the transition.
  - a. Staff children may continue to eat meals that the family eats until they are 22 or the end of the summer after graduating from college, whichever comes first.
  - b. The transition of the non-cash to cash family benefit begins when the staff child goes to college (usually September).
  - c. If a staff child chooses to come home and live with his parents or stay home to work, the staff member will not receive the cash benefit until the staff child moves from the home. This does not apply to vacations from schooling (e.g., Christmas or spring break, summer).
  - d. IIM and Ministry Bound count as going away to college. Both programs do not allow participants to reside at home.
  - e. Extended living at home after college graduation (and not serving on Ironwood staff) will result in additional payment to Ironwood. *See Parents of Resident Staff for utility and rental fee guidelines.*

### **Family Benefit Package and Maternity Leave**

1. Family Benefit Package expires at the end of the month in which the first child is born.



2. If the wife is full-time and plans to change to part-time at the birth of a baby, the full-time status changes after six weeks of maternity leave when she actually starts working part-time. Percentages of month will be used to compute.

For example, a couple has a baby on October 5. Maternity leave begins; if the woman is full-time, she remains on full-time status during maternity leave. The mother returns to work on November 15 after six weeks of maternity leave. So, for one-half of the month of November she is full-time (first part), and one-half of the month she is part-time (last part). Computation for payroll:  $\frac{1}{2} \times \$400 = \$200$ ;  $\frac{1}{2} \times \$100 = \$50$ ; total for month = \$250.

Basis: Maternity leave is an extension of her current status; thus, she is considered full-time until she starts back to work after maternity leave.

## **FAMILY MEMBERS OF STAFF ATTENDING CAMP**

1. They must be family who are not staff members.
2. The visiting family member's cost will be half the original price of the camp.
3. Full-time resident staff are allowed two people per year to come at half price; part time are allowed one.
4. They may only come on a space-available basis. Please check with registration for the best dates to attend.
5. Additional costs may include materials, program, tapes, or resource fees associated with the camp. It is the responsibility of the staff member or family member to pay for these materials.
6. The above information does not apply to family or friends simply visiting our staff. If the individuals are not here with the primary purpose of attending the camp, then they may use staff meal passes, staff western cottage nights, and may participate in meetings at no charge.

## **FINAL PAY**

Staff members who leave Ironwood for any reason shall receive all pay which may be due them.

1. Staff members who are terminated for violation of our standards, policies, or for criminal activity will not receive notice pay.
2. Failure to return Ironwood property, material, or other items will result in delay of final pay. If these items are missing or damaged, their value may be deducted from the staff member's final pay.
3. Separation date for all staff members is the last day of actual work or approved leave. Final pay received by a staff member will not be construed to extend his or her employment with Ironwood beyond the separation date.
4. Vacation days for that year will be figured based on percentage of that year worked and will be accounted for either in extended time before house must be vacated or in cash payment not to exceed the cash pay staff member would receive during that time without benefits.
5. No accumulated severance pay is due any employee.
6. Final pay will not be issued until all of the employee's personal property (including trash) has been removed from the property and until their dwelling has been inspected for negligence and/or cleanliness. No pets or derelict vehicles should be left at Ironwood.
7. A final check sheet for departure obtained from the business office needs to be properly filled out and signed by all of the indicated parties before the final paycheck can be issued.

## **FIREARMS POLICY**

Firearms may only be carried by Ironwood staff members who have been authorized by the director to carry firearms in their assigned duties in relation to security and have successfully completed the training and qualification

program. All staff members authorized to carry firearms must undergo continuing training and qualification with each weapon that they are authorized to carry.

Firearms should not be carried during the performance of normal work duties unless there is a specific, imminent, and credible threat to the safety of campers, staff, students, or guests. Firearms may be stored in vehicles or offices provided they are in approved lockboxes, cabinets, or safes.

Nothing in this policy limits the right of any person on camp property to possess or carry a firearm within the boundaries of their home or place of residence.

## **GIFTS TO STAFF MEMBERS**

Occasionally a church or individual wishes to give a gift to one of our staff members. If these gifts (cash or tangible item, such as a vehicle) pass through the books of Ironwood, they must be considered as income to the staff member and are subject to all applicable income and FICA taxes. *See “Support Levels” in chapter four and “Administrative Fees” in this chapter for policies of handling such gifts.*

## **GOLF CARTS**

*See “Golf Carts” in the Procedures Manual on the Telegraph for more details.*

Personal golf carts may be used with the previous permission of the owner. The camper must have a valid health reason for the Registration Office to ask the use of a staff member’s personal golf cart. If a personal golf cart is used, the same policies apply as for Spoke golf carts.

1. Personal golf carts must be in good working order to be rented; this will be determined by the on-site vehicle coordinator.
2. Rental cost is \$30/day—\$5/day goes to camp, \$25/day goes to the golf cart owner.
3. Golf carts **MUST** be rented for the duration of the camp.
4. A \$200 deposit is required. The deposit will be kept if during the check-in process it is determined that there is damage. The Registration Office will not run the payment until the cost is determined by the on-site vehicle coordinator; the \$200 deposit will not be exceeded.
5. The renter must have a valid driver’s license; no minors may rent the golf carts.
6. One or two designated drivers only.
7. The on-site vehicle coordinator will give the renter an orientation on how to use it, where not to go, etc.

## **GRIEVANCE POLICY**

If you feel you have been unjustly treated by your immediate supervisor or some other supervisor, you should go to them personally and seek to resolve the situation. According to Matthew 18:15, if this fails to solve the situation, ask the director to set up a meeting with him and another staff member of your choosing present. According to the principles of Matthew 18:16–17, this meeting must have present the director or the team director, the staff member, his/her team leader, and one other staff member of each party’s choosing.

All efforts to resolve the issue will be explored. If the issue cannot be solved, the director and team director’s decision is final. Failure to abide by it will result in further disciplinary measures.

*See “Staff-interest Board Member” in chapter two.*

## **GUEST USE OF PROGRAM FACILITIES**

Use of all program facilities (e.g., lake, horses, shooting range) by our guests is only granted by the director or team director of that department and must never compromise safety or interfere with an ongoing camp or retreat.

## HOMESTEAD GUIDELINES: FOOD SERVICE WORKERS

1. General Guidelines—*people expect those who handle food and dishes for the public to be professional.*
  - a. Remove hair and plant or animal debris from clothing before working.
  - b. Hair should be contained with a hat or scarf or other suitable means of containment (e.g., hair net) to help prevent contamination.
  - c. Please put on an apron before starting work unless instructed otherwise. Sanitize dishwasher aprons before work, using spray and cloths or paper towels provided. Do not wear aprons into the restroom.
  - d. Wash hands and use sanitizer gel on hands before handling food or a clean dish, and again after touching anything unsanitary and then having to touch food or a clean dish again. Staff members wearing nail polish must wear gloves the entire time they are handling food and dishes.
  - e. Remember that food-service workers are on display while at work.
    - 1) Ordinary actions such as playing with one's hair, adjusting one's shoe, scratching an itch, or blowing one's nose become very unappealing when continuing work without washing hands.
    - 2) Some clothing that is appropriate in other settings may look unappetizing or become immodest in a food-service setting. Avoid torn, stained, floppy, sloppy, tight, or sleeveless clothing. Be sure that shoes are close-toed and manure-free.
    - 3) It's best not to eat while serving. Do not leave partially eaten items in work areas.
  - f. When tasting food, be sure your mouth is not over open food intended for others, or at any distance in which food particles or saliva could accidentally get sprayed onto their food. Do not set a partially eaten item in a work area, even if you intend to finish it immediately.
  - g. You may not have personal drinks in any area open food is being prepared or served, so ask where you may set your unfinished drink.
  - h. Even if you've done a job many times, follow posted procedures for setting up and cleaning dining, dish rooms, and kitchen. A few things may have changed since you were first trained.
2. Cooks
  - a. You cannot ask too many questions. We may do things differently than you do them at home.
  - b. Remember that when we tell you something you already know, it is not your memory we are questioning, it is ours that is faulty. We will not know or remember what each person already knows.
  - c. Convection (fan) ovens bake at a different temperature than yours at home.
3. Servers
  - a. Return extra set up silverware to bins with handles the same direction.
  - b. Be alert for dirty dishes and utensils as you set up. Cups must be individually inspected for residue and lipstick before placing them on tables.
  - c. Adults are unaccustomed to raising a hand for needs during a meal. Tour the dining room periodically so they have an opportunity to get your attention at close range, rather than having to come into the buffet room for assistance.
  - d. Maintain bus tubs during the clean up process to prevent spills and slow-downs.
  - e. Make every effort to fill special requests if we have the item and it won't sacrifice the needs of the larger group to do so.
  - f. Avoid scraping and combining dishes in front of campers.
  - g. Arrange so buffet dishes never completely run out. Be aware what refills are available, and what refills are

to be prepared on demand so cooks have adequate time to prepare it.

- h. Keep buffet tables, floors, and coffee table free of spilled food and liquids during meal.
  - i. Make sure latecomers get complete place settings, warm food, cold beverages, and a dessert.
4. Dishwashers
- a. Keep silverware handles all the same direction in containers.
  - b. The machine will not remove lipstick and residue from mugs. You must hand scrub it off. Inspect every mug before returning mug racks to the coffee area.
  - c. Dishes that don't go through the machine can't be washed in gukky soak water. Use fresh hot soapy water. Remember to sanitize sink-washed dishes.
  - d. If you notice something unusual, notify the Meal Sheriff, who might not have noticed it yet.

## **HOMESTEAD GUIDELINES: FOOD AND FACILITY**

1. Leftovers (blessed are those that take them):
  - a. Foods become leftovers when they are on the leftover rack (first rack to the left in the first walk in).
  - b. Please take this food any time you like except during summer or horsemanship camps.
  - c. We hate to throw food away, but won't leave it longer than we think safe. If you can't take it right away, put your name on it. If it's not picked up within a day or two, we'll toss it or put it back on the rack so someone gets to eat it before it spoils
2. Golden Rules—cover securely what you uncover, clean up what you spill, turn off lights that were off, and be sure doors close completely after you, etc.
3. Dishes
  - a. Return them (clean enough not to attract ants, during non-camp times) to a dish room sink.
  - b. Please label personal items you bring to the kitchen and retrieve them as soon as possible after they are washed. Unlabeled stray items are given away to staff periodically.
4. Children—please do not bring children into the kitchen and buffet areas during meal set up and clean up. Although you may feel confident of the situation, we are on a high alert and slower pace until they are out of the danger zone of chemicals and hot, sharp, heavy, tall moving objects. Please do not put us in the position of being the “police.”
5. Traffic—please use the dining room entrances rather than the back doors when coming to or leaving a meal. It is a hectic time to have folks just wander through or stop by to catch up on the news.
6. Phone—we allow campers or summer staff to use the kitchen phone only with permission from a team leader. Direct them to use the public phone, otherwise. Be aware that we do not want to tie up lines for incoming calls.
7. Ice—we prefer staff to bring campers or volunteers ice and ice water rather than allowing them to self-serve. It allows us to answer honestly that we uphold a policy of not allowing untrained folks to use the ice supply.
8. Conducting Business—be sensitive to the fact that mealtime is our peak opportunity to serve campers and is also the most convenient time to converse with staff. Be understanding that it will be difficult to give you our full attention and also serve the campers well at busy times.
9. Team Play
  - a. Help the program team and campers by being quiet during announcements.
  - b. Be an example by leaving your table and floor neat when you leave.

- c. When you have made a schedule change, follow the procedures posted on the schedule board in the mail room so that everyone involved is informed.
10. Guests—thank you for letting us know right away when guests are coming. We like to have a table set up and plenty of food prepared for them.
  11. Suggestions—we appreciate suggestions and recipe ideas and have implemented many over the years. It often takes a while to get enough time or the right group to experiment with these ideas, so be patient and remind us if you are convinced that your idea is a winner. If we are not as convinced an idea will work or have failed at it a few times already, we will tell so up-front so that you do not wonder and wait.

## HOMESTEAD GUIDELINES: MEALS PROVIDED FOR STAFF

1. Summer Camp: Ministry Benefits of Staff Eating Meals in the Dining Room
  - a. It is the only time for all-staff announcements to be made during the week.
  - b. Many staff are on duty immediately before and after the meal and it is impossible to go home and be back within the time constraints.
  - c. Supervision of campers.
  - d. Service at the tables during meals.
  - e. Service in the kitchen and dish room during meals.
  - f. Hosting our adult guests at meals.
  - g. Twenty-four-hour call for maintenance, health, and program duties.
  - h. For eleven weeks in a row we operate at a twenty-four-hour per day nonstop pace of camp after camp. It is to our benefit to provide meals so as not to unnecessarily divide interests.

Therefore, meals are not only provided for our resident staff, but required for lunch and dinner. Only those on duty at breakfast time are required to be at breakfast.

2. Camps and Retreats (September - May, SFW)
  - a. Consideration: Efficiency
    - 1) We cannot afford to feed all the staff at retreats—as few as possible.
    - 2) It is inefficient to send some staff home to eat when they must work with the campers immediately before and after a meal.
  - b. Consideration: Don't muzzle the ox that is thrashing the corn.
    - 1) *1 Corinthians 9:9 For it is written in the law of Moses, Thou shalt not muzzle the mouth of the ox that treadeth out the corn. Doth God take care for oxen?*
    - 2) Able to eat what you personally are working on—application must be fair to all the staff working in all the other areas of the ministry
  - c. Consideration: Family life is an important value of Ironwood, but so is service to our guests. We must creatively achieve a balance.
    - 1) Meals are important to family life.
    - 2) It is the family's responsibility to feed one's family.
  - d. Consideration: Legal Requirements—meals are considered income and thus taxable (income tax, social security tax, workers compensation income) unless the meal is provided

- 1) for the benefit of the employer;
  - 2) the employee has a duty to perform in connection with that meal (e.g., supervision).
3. Who May Eat in Dining Room at Camper Meals?
- a. IIM and MB are provided Monday breakfast through Saturday lunch and Sunday breakfast at the Homestead; their other meals are provided at the Ministry Shop, unless camp is in session.
  - b. Team directors and team leaders that are in attendance at a camper meal as part of their leadership and supervisory responsibilities.
  - c. Cooks, dishwashers, and servers that work a complete shift. This does not include family.
  - d. The program director may assign one meal host per camper meal to start the meal with song and prayer and make announcements, etc. This team member also has general responsibility of supervision of the campers. This does not include spouses.
  - e. The members of the program team who are working with the campers immediately before and after a meal in a schedule that is so tight that it does not allow them to go home for an hour for a meal break. This should not exceed two meals per day, and it does not include the family.
  - f. We encourage staff members to attend as many services as possible at the adult retreats. Because it is beneficial to our ministry, adult team members may eat the evening camper meal if they plan on attending the evening service. This does not apply to family and advance notice to the kitchen is always appreciated. Staff should sit with campers rather than at staff tables.
  - g. Team directors and camp coordinators may approve additional people to eat camper meals. Prior notification is appreciated.
  - h. Team members who are eating their meals in the dining room because of their work schedule may have their spouse and children eat with them in one of the following ways:
    - 1) By using the meal passes issued to them each year (30/team member—don't need to use a meal pass if staff member is cook/server/dishwasher of the meal; the camp coordinator for the camp; a family member of the camp coordinator at one meal/retreat)
    - 2) By purchasing a meal ticket.
      - a) 5+ years old: \$3/meal
      - b) 0–4 years old: No charge
  - j. It is our goal not to have anyone scheduled on a regular basis for all three meals every day. When a team director does schedule a team member to work all three meals in one day, their family may eat with them for one of the meals. Advance notice to the Homestead team is appreciated.
  - k. Any team member who is scheduled to participate in a camp or retreat as the speaker or workshop or seminar leader, may eat at the dining room, but they must eat with the campers and not at a staff table. This does not include family, unless it is a family camp and they are participating in the other aspects of the retreat as well.
  - l. Since the ICA hot lunch is a fundraiser for the students, teachers are asked to pay half the student cost for the meal, supervise the students, and rotate as the server for the meal.

## **HOMESTEAD GUIDELINES: MEAL ATTENDANCE PROCEDURES**

In order to be good stewards, staff members must record attendance at any meal they are not scheduled for. This will exclude meals all staff are invited to attend. Recording of meal attendance may be done in advance or at the time of the meal.

1. Those expected at camper meals unless notified otherwise in advance—we will set a place for these unless notified in advance not to do so.
  - a. Student Employees (IIM, MB, and summer staff)
  - b. Full-time Volunteers (couple or individual)
  - c. Those scheduled with camp duties such that they cannot go home for an hour to eat
  - d. Program team for breakfast

*We will not set a place for those in the next two categories unless notified in advance to do so.*

2. Those who are eligible for a camper meal but not expected unless they notify the Meal Sheriff in advance include
  - a. staff men speaking for CEO camps;
  - b. camp hosts/hostesses other than those designated on the camp schedule;
  - c. non-scheduled directors;
  - d. residents attending evening meal and services (e.g., non-scheduled men attending Men's Retreat dinner and service, singles attending dinner and service for Singles' Retreat).
3. Those who are not expected at or eligible for camper meals
  - a. must use a meal pass (resident staff) or pay (part-time volunteers) if they wish to attend a meal;
  - b. should notify the Meal Sheriff by adding on to Scout if over twenty-four hours in advance and verbally if within twenty-four hours (for banquets, please notify a week before).
4. Leftovers
  - a. We encourage staff (including IIM and MB) to take food from the leftover rack.
  - b. We will not leave food on the leftover rack longer than we feel would be safe to be taken home and eaten within a few days.
  - c. Foods are not leftovers unless they are in the walk-in on the first rack to the left.
  - d. Meals made in buffet rooms / areas where food is being put away after a meal, must be recorded as a meal pass (for those that aren't expected at meals as defined above).
  - e. To avoid confusion, meals made from leftover rack items should not be eaten in the Homestead.
5. Miscellaneous—program team and the Homestead team leader will decide which dining room(s) staff will sit in for meals when we're having dual camps (non-summer).

## **HOMESTEAD GUIDELINES: MEALS FOR GUESTS OF STAFF**

1. Team Interns and Team Members-in-full (part-time or full-time) receive thirty guest meal passes per year.
2. A chart will be posted at the Homestead to record your meals and the type of meal pass.
3. If all passes are used, staff receive a 33% discount for their personal guests. If guests pay, they pay the full amount for a guest meal.
  - a. Breakfast
    - 1) Full Price—\$5.00
    - 2) 33% Discount—\$3.35

- b. Lunch/Brunch
  - 1) Full Price—\$6.00
  - 2) 33% Discount—\$4.02
- c. Dinner
  - 1) Full Price—\$7.00
  - 2) 33% Discount—\$4.69
- 4. Passes are nontransferable (except between spouses).
- 5. Unused passes do not accrue from year to year.
- 6. Children under age two are free, ages two through seven pay half the cost of a meal ticket, and age eight and up pay for a full meal ticket
- 7. Board members and their families get administrative passes.
- 8. Staff members are to be alert to take care of visitors (non-paying campers) before they sit down to eat so that there is no embarrassment / money exchange in the middle of a meal.

## HOMOSEXUALITY POLICY

We believe that the Bible is the inspired Word of God and sets forth absolute truth by which Christians are to live. Because of our belief that the practices and lifestyle of homosexuality are contrary to Holy Scripture regarding personal living and conduct, we will not make the facilities, property, students, or staff members available to any persons who openly engage in, espouse, or encourage others in homosexual practices, alternative gender identity, or other forms of sexual immorality. Nor do we hire, continue to employ, enroll, or continue to enroll those who are involved in homosexual practices. Such behavior is grounds for immediate termination.

The scriptural basis for this policy is specifically embodied in Scripture passages such as the following:

*Romans 1:24–28 Wherefore God also gave them up to uncleanness through the lusts of their own hearts, to dishonor their own bodies between themselves: Who changed the truth of God into a lie, and worshiped and served the creature more than the Creator, who is blessed forever. Amen. For this cause God gave them up unto vile affections: for even their women did change the natural use into that which is against nature: And likewise also the men, leaving the natural use of the woman, burned in their lust one toward another; men with men working that which is unseemly, and receiving in themselves that recompense of their error which was meet. And even as they did not like to retain God in their knowledge, God gave them over to a reprobate mind, to do those things which are not convenient.*

*Leviticus 18:22–28 Thou shalt not lie with mankind, as with womankind: it is abomination. Neither shalt thou lie with any beast to defile thyself therewith: neither shall any woman stand before a beast to lie down thereto: it is confusion. Defile not ye yourselves in any of these things: for in all these the nations are defiled which I cast out before you: And the land is defiled: therefore I do visit the iniquity thereof upon it, and the land itself vomiteth out her inhabitants. Ye shall therefore keep my statutes and my judgments, and shall not commit any of these abominations; neither any of your own nation, nor any stranger that sojourneth among you: (For all these abominations have the men of the land done, which were before you, and the land is defiled;) That the land spew not you out also, when ye defile it, as it spewed out the nations that were before you.*

*1 Corinthians 6:9–10 Know ye not that the unrighteous shall not inherit the kingdom of God? Be not deceived: neither fornicators, nor idolaters, nor adulterers, nor effeminate, nor abusers of themselves with mankind, Nor thieves, nor covetous, nor drunkards, nor revilers, nor extortioners, shall inherit the kingdom of God.*

## HORSES: PERSONAL USE

1. Our horses are primarily a tool that we use to reach young people and families for the Lord Jesus Christ. As any valuable tool, there must be some regulations regarding their use. The use of horses by staff for personal recrea-



tion will be considered a privilege that is available on a limited basis. The limits will be established by the horsemanship team leader and the senior program director and approved by the director.

Guidelines for these limitations will involve such things as the experience of the riders, availability of wranglers, the physical condition of the horses, the temperaments of the horses and the schedule (or anticipated schedule) for horse use by the camp program. The horsemanship team leader, senior program director, and director reserve the right to say no to, or give additional stipulations for, use of horses. Non-paying guests and visitors are not covered by our camper insurance and must assume all responsibility for injuries sustained as a result of horseback activities or accidents. It is the responsibility of the staff member to communicate all of the guidelines. It is never to be assumed that staff and their visitors will be entitled to use of the horses; however, it would be our goal to have a staff that is interested in and familiar with our horses.

Permission for use of any horse must be obtained from the horsemanship team leader by all staff members including wranglers. If the horsemanship team leader is unavailable, you may obtain permission from the senior program director. If they are both unavailable, obtain permission from the director. If all three are unavailable, please be patient and wait.

2. Persons using our horses should follow these basic guidelines:
  - a. NO loping outside of arena except with permission of horsemanship team leader
  - b. When returning to camp, walk horses to protect them from becoming barn sour.
  - c. Stay off the rocks unless the horse is shod.
  - d. At least one wrangler must accompany every ride.
3. Any questions about the use of the horsemanship facility, “outside” horses on the property, or groups wanting to ride on/through the property should be referred to the senior program director.
4. Policy for Personally Owned Horses—Ironwood will not board horses owned by individuals. Staff members will not be able to keep individually owned horses at Ironwood.

## **HOUSING AND TWENTY-FOUR-HOUR NATURE OF THE MINISTRY**

All staff must live in ministry-provided housing because all staff are on twenty-four-hour call basis for emergency response, supervision of campers, maintenance, and security needs. All staff are also required to have a phone or iTouch whereby they may be contacted at any time day or night. They must also be willing to be on duty at night or on weekends even if their regular job assignment does not include such service. The lack of available housing in the immediate vicinity and the remoteness of the Ironwood facility adds to this necessity.

## **INFECTIOUS DISEASE POLICY**

Since our ministry is a ministry working with people

1. if a person has a contagious disease—whether air-borne or blood-borne, he/she is not eligible for employment until he/she is completely cured and no longer pose a threat of contracting the disease to others;
2. if a currently employed staff member contracts a contagious disease for which normal sick leave is insufficient, we will make reasonable accommodations such as leave of absence or reassignment of duties in order to contain the spread of the disease.

## **INSURANCE**

Ironwood does not provide health, dental, or vision insurance.

1. Disability—California law requires disability insurance (DI) to be deducted from each employee’s payroll

check. The DI program provides benefits to eligible workers experiencing a loss of wages when they are unable to perform their usual work because of pregnancy or non-occupational illness or injury.

2. Life—a group life insurance policy is provided for each resident staff member. The following guidelines will apply.
  - a. Amount: \$10,000.
  - b. Requirement of insurance company: Employee must work 20 hours per week.
  - c. Waiting period after hire: two months.
3. Workers' Compensation—staff members are protected under the state workers' compensation law against loss of income because of injury or death that occurs during work activities. Ironwood pays the entire cost of the workers' compensation insurance premium. Staff members must report all job-related accidents, injuries, and illness immediately after experiencing a symptom. The insurance carrier will determine the benefits the staff member deserves.
  - a. Reporting—any staff member injured on the job should report the injury immediately to his or her team director and the business office, regardless of whether the injury is minor or of no apparent significance.
  - b. Injury Report—an Employee Claim Form must be obtained from the Business Office and completed promptly to ensure documentation and expedite compensation. Even if a decision is made at the immediate time that medical attention by a doctor is not needed, the report should be completed.
  - c. Failure of a staff member to document job-related injuries may result in disciplinary action, including termination. Reporting job-related injuries protects both Ironwood and the staff member. However, please keep in mind that such insurance coverage is not without its costs to Ironwood and those costs go up according to claims made. Nevertheless, the coverage is there for the protection of staff members.

## **JOB SECURITY**

Our desire is to provide job security for staff members here at Ironwood as long as they are performing their jobs satisfactorily, striving for improvement, and their evaluations show such. Because of changes in economic conditions, donation amounts, or total camper days per year, it may be necessary to alter the size of our staff to meet new efficiency requirements.

Our best security for the future is to do a good job of service for our guests today.

## **LAYOFFS**

The goal of Ironwood is to provide a secure work environment for all of our resident staff. We intend to minimize the negative impact on current staff members if a reduction in the number of staff becomes necessary. However, from time to time, cutbacks or reductions may be unavoidable due to forces beyond Ironwood's control (e.g., disaster, decrease in donations, lack of campers). If termination should ever become necessary because of unexpected pressures on the ministry, we will endeavor to give each staff member affected as much lead time as the need allows. If this type of cutback must occur, Ironwood will reduce staff progressively, using the following steps:

1. Voluntary reduction of staff members.
2. Attrition.
3. Part-time positions may be terminated prior to full-time positions.
4. An attempt will be made to transfer staff within the organization from terminated positions to other vacant positions if the staff member can meet the qualifications of the position and has satisfactory performance evaluations.
5. In determining which regular staff members are laid off, the executive director may implement a seniority sys-

tem giving consideration to factors such as, but not limited to, the following:

- a. Special training and skills
- b. Performance evaluations
- c. Job specialty and responsibilities
- d. Supervisor input

In providing notice of layoff, the director will provide as much lead time as the need allows. Within 30 days of the layoff date, the staff member will be paid for unused, accrued vacation.

## LICENSES AND CERTIFICATION

Certifications and licenses that are necessary and required for the performance of your essential job functions (normal driver's license excluded) will be paid by Ironwood.

It is the responsibility of the staff member to notify his supervisor before the next scheduled workday of any change in the status of his certification. Late fees, penalties, and extra costs for not maintaining certificates in a timely fashion are the responsibility of the staff member.

## LOCAL CHURCH INVOLVEMENT

Ironwood is neither a local church or a para-church organization. Working and serving at Ironwood does not replace a Christian's duty and spiritual need for involvement in a local church. All Ironwood staff members are expected to be a member of a fundamental, Bible-believing, local church and to be regular in attendance and willing to use their spiritual gifts within that body of believers. (*Fundamental* is defined as a church that at the minimum could and would sign our position statement.) *For further information, see the camp office for a copy of the booklet "Partners in Ministry."*

As a staff we ought to attend such a church not only because it is commanded, but also because a good church provides

1. encouragement and fellowship for the believer;
2. teaching and opportunity for spiritual growth;
3. a sense of belonging as a body that is incomplete without us;
4. a place and opportunity for the exercise of one's spiritual gifts;
5. spiritual leadership of pastor and deacons for help in time of need;
6. a spiritual accountability that we all need;
7. a spiritual atmosphere for bringing up our children.

## LONGEVITY BONUSES

1. Housing Benefits After 10 Years of Service at Ironwood
  - a. Given choices in redecorating and/or remodeling of your home.
  - b. May move to another home that is open, with staff having longest years of service having first choice.
  - c. Up until ten years, Ironwood may ask you to move your residence based on needs and family-home matches that are apparent.
2. Retirement benefits based on years of service at Ironwood—see "*Retirement*" in this chapter.

3. Previous Ministry—in the interest of providing an environment conducive to long-term, effective ministry, and in the interest of making sure first-year resident staff have a sufficient change of pace and time of recuperation to function at their best, we will operate by the following policy.
  - a. Resident staff coming from Ministry Bound or a similar Family of Camps program may count those training/service years one for one for seniority purposes.
  - b. Resident staff coming from a full-time position in another ministry may count those years of service two for one, for a maximum of seven years.
4. Vacation length based on years of service—*see Days*.
5. The possibility of a monthly longevity bonus in cash is based on the number of ministry years.

<b>Ministry Years</b>	0–4	5–9	10–19	20–29	30+
<b>Monthly Bonus</b>	\$20	\$40	\$60	\$80	\$100

## MAKING NO PROVISION GUIDELINES—*Romans 13:14*

1. It should be understood that these guidelines have been established not because we do not trust anyone on the staff, but to protect the Ironwood staff from temptation. This comes under the following provisions of Scripture:
  - a. *“Flee also youthful lusts,” 2 Timothy 2:22.*
  - b. *“Make not provision for the flesh to fulfill the lusts thereof,” Romans 13:14.*
  - c. *“Abstain from all appearance of evil,” 1 Thessalonians 5:22.*
2. For us to think that we do not need this kind of extra protection is to violate the principle of *1 Corinthians 10:12*, *“Let him that thinketh he standeth take heed lest he fall.”* This verse is in the direct context of resisting temptation.

In light of the fact that men and women in ministry have in the past yielded to temptation and have had their whole lives and ministries ruined, we have been forewarned and through these guidelines can be forearmed.

- a. No staff members of the opposite sex that are not married to one another (regardless of whether they are married to someone else) are to be alone together in any residence on camp property (regardless whether it is their residence or not) at any time day or night (reasonable emergencies excepted).
- b. Men and women (unless married to each other) should not be alone together in any public buildings or on the grounds at camp after 11:00 p.m.
- c. Summer staff guidelines, as well as the guidelines above, apply to resident staff who invite summer staff singles along for family outings or into their homes. Since summer staff guidelines may change from one summer to the next, it is the resident staff's responsibility to find out what the guidelines are for each summer.
- d. For work purposes a man and a woman (unless married to each other) should not travel off the camp property without a third person (must be at least school-age).

## MARRIAGES PERFORMED ON IRONWOOD PROPERTY

Marriage is a union ordained by God. It was first instituted by God in *Genesis 2:21–25*. Not only did God as the Creator establish the institution of the family, marriage and family have stood the test of time, being recognized and supported in all civilized governments and societies since the beginning of time. The Old Testament Scriptures codified marriage and compared marriage to a relationship between God and His people. Examples of marriage are found throughout all of Scripture and discuss the unique unity and exclusivity of a relationship ordained of God to be between a man and a woman. Jesus Christ explained the original intention and core elements of marriage, and

several New Testament epistles give explicit instructions on this union. Marriage is a typology of Christ and the church, and as such, the church made up of born-again believers views marriage as a profound spiritual institution established by God. Due to the importance of marriage in the biblical witness, this non-profit religious corporation adopts the following policy.

1. Use of facility **is only for staff families and** requires that bride, groom, and pastor/s involved in the marriage ceremony be in agreement with the Ironwood doctrinal statement.
2. Details and costs are per agreement with the director and representative of the wedding party.
3. Weddings are best accomplished as a function of a local church; therefore, permission to have wedding or aspects of the wedding on camp property is between Ironwood and the church. The church must be in agreement with our positional statement and doctrinal statement and must have a comprehensive wedding policy that Ironwood is in agreement with.

## MILITARY LEAVE

If you are a member of the National Guard or Reserves and are directed to participate in periodic field training, you will receive unpaid military leave for a maximum period of 15 calendar days annually. Such leave shall not affect your normal vacation in any way.

Staff members who are indefinitely deployed in active service via the draft or the act authorizing the President to order to active duty the National Guard and Reserve components of the Navy, Army, Air Force, or Marine Corps are entitled to military leave. Military leave is leave of absence without pay and terminates either 90 days after the staff member's discharge from the service or one year after the staff member is released from hospitalization continuing after discharge. The staff member will be reinstated to his or her former position or to a position of similar seniority, status, and pay if Ironwood is informed of discharge no fewer than 60 days prior to the staff member's planned return and providing all other terms and conditions of employment are still met.

Unpaid leave means that benefits are not continued and are without reimbursement.

## MUSIC STANDARD PRINCIPLES

1. Pleasure of Ministry Principle—ministry is a pleasure!
  - a. Our desire is not to make it a burden to minister here.
  - b. Our desire is to encourage ministry here.
2. Courtesy Principle—considerate of the differing needs of others (*1 Corinthians 10:24; Philippians 2:3-4; 1 Corinthians 10:32-33; 1 Corinthians 13:5*)
  - a. Headphones should not be worn during work times unless
    - 1) your job requires listening to something that it would be a courtesy for everyone else not to hear;
    - 2) you are off property by yourself.
  - b. Volume should not flow over to distract other people in other areas.
  - c. Places most listened to: shops, offices, and kitchen.
3. Appropriateness Principle—music has an emotional appeal and enables us to set desired moods here at Ironwood. Our goal is to use music that adds to overall feel of the desired program (e.g., Old West, fun and games, intensity, spiritual).
  - a. Our goal is to NOT distract from the desired mood of the program.
  - b. We recognize there is a difference between the sacred and the secular.

- c. Understanding the context is crucial to the decision of what we listen to.
- 4. Stumbling Block Principle (*1 Corinthians 10:32–33*)—our desire is to have an environment of spiritual growth (music that is characterized by newness or a new song). Guidelines for a new song:
  - a. Text doctrinally sound (*Colossians 3:16; Ephesians 5:19*)
  - b. God can be thanked for it (*Colossians 3:17*)
  - c. Distinctive difference from the pre-salvation song (*Psalms 40:1–3*)
  - d. Message of the music matches the message of our new life (*Psalms 40:1–3*)
  - e. Spiritual things taken seriously and sin not made light of.
- 5. Pattern Principle—whether we like it or not, the nature of our ministry places us in the spotlight for others to look to for an example (*Titus 2:7; 1 Corinthians 11:1*)
- 6. Application
  - a. Using principles instead of set rules enables the following to occur.
    - 1) Teaching that goes beyond the work area
    - 2) Guidelines that apply for the years to come (not restricted by time)
    - 3) Limited flexibility in our ministry (“If in doubt, don’t” is a good rule of thumb.)
  - b. The director will approve the music for the staff team to listen to. The approved music begins with the selection available for sale at Uncle Wally’s. Additional titles may be submitted to the director, and titles he approves will be listed on the Telegraph.
  - c. Our ultimate goal is to serve—not distract!

## NEWSLETTERS AND PRAYER CARDS

1. The Staff Services Team are available to help staff members with their support newsletters outside of their regular office hours. Financial consideration between the staff member requesting help and the Staff Services Team member is a personal matter.
2. Staff members are not charged for use of camp paper, envelopes, and brochures for support newsletters; but the official Ironwood stationery should not be used for this purpose.
3. Ironwood will pay for thirty-eight color clicks every other year (does not include layout or laminating costs). After the free thirty-eight color clicks, the cost is \$.20 per page for color printing.

## OBJECTIONS TO MINISTRY PRACTICE

Fundamental Christian Endeavors, Inc. requires directors, officers, and employees to observe high standards of ministry and personal ethics in the conduct of their ministry responsibilities. As staff team members of this ministry, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable ministry policies, doctrines, laws and regulations as *Romans 13:1–7* teaches us.

*Let every soul be subject unto the higher powers. For there is no power but of God: the powers that be are ordained of God. Whosoever therefore resisteth the power, resisteth the ordinance of God: and they that resist shall receive to themselves damnation. For rulers are not a terror to good works, but to the evil. Wilt thou then not be afraid of the power? do that which is good, and thou shalt have praise of the same: For he is the minister of God to thee for good. But if thou do that which is evil, be afraid; for he beareth not the sword in*

*vain: for he is the minister of God, a revenger to execute wrath upon him that doeth evil. Wherefore ye must needs be subject, not only for wrath, but also for conscience sake. For for this cause pay ye tribute also: for they are God's ministers, attending continually upon this very thing. Render therefore to all their dues: tribute to whom tribute is due; custom to whom custom; fear to whom fear; honour to whom honour.*

Our intent is to have a policy that protects both the staff member who may have objections to ministry practice and also protects the ministry from unsupported allegations. If a staff member objects to or makes a claim regarding ministry practices, the claim will be properly addressed in a timely fashion, and the staff member will be treated fairly and biblically both during the time and after the objections or questions are raised.

1. Areas of Possible Concern
  - a. Matters of doctrine where it is believed that the ministry is violating its doctrinal statement
  - b. Matters of policy where it is believed that the ministry is violating its written and published policies of operation or philosophies of ministry
  - c. Matters of equity where a staff member is concerned about matters dealing with fairness and/or employment practices
  - d. Matters of law where an employee is knowledgeable about the clear violation of the law
2. In the process of instituting this policy, the ministry has made the following policies and procedures for staff team members' participation and protection.
  - a. Grievance procedure guidelines are found earlier in this chapter under "Grievance Policy."
  - b. The Open Door policy in chapter two suggests that staff share their questions, concerns, suggestions, or complaints with someone who can address them properly. In most cases, a staff member's supervisor is in the best position to address an area of concern. However, if a staff member is not comfortable speaking with his supervisor or is not satisfied with his supervisor's response, the staff member is encouraged to speak with the director or executive director.
  - c. Chain of command policy is found in Chapter Two.
  - d. Resident staff "red flag" policy to deal immediately and appropriately with issues of concern to resident staff.
  - e. A staff-interest board member (*see chapter two*) is also available for such concerns. Supervisors and directors are required to communicate all such objections and assertions, in a confidential yet not anonymous manner, to the director or executive director, who have specific and exclusive responsibility to ensure ministry compliance with the doctrinal statement, policies, laws, and regulations, and to investigate all reported assertions. For suspected fraud, or when a staff member is not satisfied or is uncomfortable with following the organization's open door policy, a staff member should contact the staff-interest board member personally.
3. No director, officer, or staff member who in good faith reports a violation of doctrine, policy, or law shall suffer harassment, retaliation, or adverse employment consequence. A staff member who retaliates against someone who has reported a suspected violation in good faith is subject to discipline up to and including termination of employment. The intent of this Staff Member Objection Policy is to allow staff team members to raise serious concerns within the organization prior to seeking resolution outside the organization.
4. The Process—the Word of God is our first source for guidance in the proper procedures for handling such matters. The primary passage of Scripture in this area is *Matthew 18:15–17*: "Moreover if thy brother shall trespass against thee, go and tell him his fault between thee and him alone: if he shall hear thee, thou hast gained thy brother. But if he will not hear thee, then take with thee one or two more, that in the mouth of two or three witnesses every word may be established. And if he shall neglect to hear them, tell it unto the church: but if he neglect to hear the church, let him be unto thee as an heathen man and a publican."

The principles in this passage of Scripture are clear and show us as believers that there are four progressive steps to follow with the hope that the situation can be resolved at the lowest possible level.

- a. Step One—go first to the person most directly responsible for the concern one has; do this in private as much as possible.
  - b. Step Two—if the issue is not settled by the first step, then take the matter to a small group with witnesses present. In this ministry this would be the person, his supervisor, and other staff that would have an interest in this matter—possibly all the directors or the policy committee with the parties involved.
  - c. Step Three—the third step in a local church is to take the matter to the governing body of the church. In this non-profit corporation, the next step would be to take the matter to the board of directors through the staff-interest board member. Opportunity to present one’s claim or objection to the ministry practice would then be given. The board then has the responsibility to investigate further, and if warranted, to take action to remedy the situation. If the issue involves a staff member present or a board member, that person shall excuse himself from the proceedings, deliberation, and final determination.
  - d. Step Four—the final step (“*let them be as a heathen to thee*”) would be to take the matter to an outside venue. The Scriptures speak expressly in *1 Corinthians 6:1–8* that it is wrong for Christians to go outside the body of Christ in legal and disputed areas, but in this case when we are told to treat an unrepentant brother in Christ as an unbeliever, it would seem that if the previous steps are taken that the believer has the biblical right to do so.
5. Accounting and Auditing Matters—the audit committee of the board of directors shall address all reported concerns or complaints regarding corporate accounting practices, internal controls, or auditing. The director (compliance officer) shall immediately notify the audit committee of any such complaint and work with the committee until the matter is resolved.
  6. Acting in Good Faith—anyone making an objection or a claim of suspected violation of the doctrines, policies, or applicable laws must do so in good faith and have reasonable grounds for believing the information disclosed indicates a violation of the doctrines, policies, or law. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense and will be handled according to the disciplinary philosophy and dismissal policy found in this chapter.
  7. Confidentiality—objections or suspected violations may be submitted on a confidential basis by the staff team member, but one should remember that anonymous objections or reports are hard to substantiate and or investigate. Such reports are also not one of the biblical steps outlined above. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation and to seek a remedy when appropriate.

## PARENTS OF RESIDENT STAFF

1. A provision and service for Team Members-in-full only.
2. Rationale
  - a. Since there is a biblical admonition to care for the aged parents in their later years.
  - b. Since we want our staff to fulfill their biblical responsibility.
  - c. Since we want them to stay on the Ironwood staff while performing that responsibility.
  - d. Therefore, we want to make it possible for resident staff to care for aging parents if it can be done
    - 1) without incurring cost to Ironwood (unjust inurnment);
    - 2) without taking away from other staff what is needed for them, such as housing;
    - 3) while the resident staff member is performing their duties at Ironwood in a reasonable fashion.
3. Provisions: Housing



- a. In home already occupied by resident staff (e.g., spare bedroom)
  - 1) Shall pay rent for expenses to Ironwood at the rate of \$200 per month. Said amount shall increase with cost of living increases and adjustments, based on actual cost figured through staff equivalency.
  - 2) The parents shall reimburse additional expenses incurred by Ironwood for any special or unusual needs.
  - 3) All fees and amounts subject to change as cost to Ironwood goes up or down. Parents must agree to more than cover the costs to Ironwood.
- b. In a home provided by aged parents themselves. They may install a small mobile home or a build small home or out-building in which to live, provided that
  - 1) necessary permits are obtainable, if needed;
  - 2) home is donated to Ironwood (Ironwood will provide a lot with the availability of propane, power, and water that can be used for the use of a single residence.);
  - 3) agreement with Ironwood is in writing in advance.

***Sample Letter of Intent Between RS Parent and Ironwood***

*The main purpose of this document is to define the details that primarily would allow \_\_\_\_\_ to reside at Ironwood and secondarily volunteer at Ironwood.*

***RS PARENT AGREES TO***

- *give \$ \_\_\_\_\_ towards the Resident Staff Retirement Endowment;*
- *pay \$ \_\_\_\_\_ toward the expenses related to adding a home to the Ironwood property (includes permits, home, any expenses related to its set up and transportation—the home and all improvements would be the property of Ironwood);*
- *maintain the home using personal tools and equipment;*
- *pay for utilities consumed (propane—based on actual usage; power—based on actual usage; water—approximately \$25 a month based on normal usage such as cooler, small garden, and a few trees);*
- *abide by and sign the code of conduct that Ironwood Resident Staff sign and live by.*

***IRONWOOD AGREES TO***

- *provide a lot with the availability of propane, power, and water that can be used for the use of a single residence;*
- *allow the above named to live in the home for up to \_\_\_\_\_ years rent free (use of the home for fewer years does not result in any compensation or payback by Ironwood to the above named);*
- *extend occupation of the home if needed beyond the above years for a monthly rental fee (in 2011 Ironwood's base rental fee is \$250; CPI would be used to updated the rental fee as needed).*

***OTHER CONDITIONS***

- *Added sheds, garages, workrooms, additions, etc., do not alter, prolong, or change this agreement. All improvements are done at the expense of the occupant and remain the property of Ironwood. All projects should be done according to the laws of the land and with the approval of the director.*
- *Maintenance is the responsibility of the occupant and should be kept up. If adequate maintenance cannot be kept up by the occupant, a maintenance fee will be assessed to pay for the basic maintenance of the home, according to the Ironwood Resident Staff Manual. Appliances are not included in the maintenance fee.*
- *The home is for the use of the above named. A visit from friends and family is defined as lasting less than one month. Before visiting areas at the camp, visitors must first go by the office. Grand kids may come for extended visits; however, visits of longer than three months must be agreed to in advance by the director.*
- *If a minor becomes a guardian of the above named, he/she must follow policies and procedures for other children on the property.*

***VOLUNTEERING***

- *All forms and conditions for short-term volunteers must be signed and agreed to on a yearly basis.*
- *Schedule of work and priority of jobs should be agreed upon at least one week in advance.*

- *When working a full day, the benefit of lunch during the work day is provided for the one working.*
  - *The director and executive director will need to discuss if this is really a resident volunteer category.*
  - *Retirement age.*
4. The continued use of a home by a resident staff member's parent is not dependent on the staff member remaining employed by Ironwood. Although Ironwood cannot provide care for the aged, the parent may still use the home they provided per agreement.
  5. Provisions: Food and Other Services
    - a. Meals from kitchen are possible for \$3.00/meal. Meals must be ordered in advance and paid for by the month in advance; no refunds will be given for non-use of ordered meals.
    - b. Staff member or parents must pay any and all additional costs incurred by Ironwood for any additional personal needs or services. All such special requests are subject to approval.
  6. Adult Children Living in Your Home
    - a. Adult children may live in your home full time with no additional cost until their 24th birthday. After that, they must follow the guidelines for relatives and friends.
    - b. Any child who becomes an adult but is still dependent for physical or mental reasons is able to stay with their parents as long as is necessary. Any alterations necessary to the home for the care of the adult child are the responsibility of the parent.
    - c. Adult children living in your home must annually sign the Code of Conduct and live by it.
  7. Relatives, Friends, Boarding School Children, and Others Living in Your Home—for the long-term health and benefit of resident staff, it is the goal of the ministry that only one family live in a home. The biblical concept of leaving your original family and cleaving to your new family is best. Throughout one's life there may be seasons or times when it is necessary to help others in a way that involves your home. As a ministry, we do not want to make this use of a resident staff home impossible, but we also don't want a staff home to become a hotel or half-way house. Questions, financial hardships, and exceptions to the guidelines below should be discussed with the director.
    - a. Others (not your parents or dependent children) who live in your home longer than a month may stay in your home for a flat fee of \$250 per month per family/individual. This covers the actual cost of additional utilities, maintenance, depreciation, and trash. (Eventually Ironwood plans to add a utility benefit for each home which will allow a cost of \$100 per month per family/individual to be the fee.)
    - b. A stay should not be permanent in nature and should have a planned end or re-evaluation date. This should be communicated with the director.
    - c. Each adult person living in the home must be able to sign the code of conduct, and all children must abide by the same rules as staff children.
    - d. A live-in helper that is for benefit of the family that lives in the home is possible. Cost is dependent on whether the person is here for another reason or only for the help of the staff member. Clear expectations about duration, cost, and job descriptions must be communicated before beginning.
  8. Non-staff members (not employed by Ironwood) staying in a home on Ironwood property do not have the same benefits as a resident staff member and must have a resident staff host who guides and directs their use of activities, facilities, and tools.

## PERFORMANCE REVIEW MEETING

1. Why
  - a. To review performance of past twelve months to determine the best path toward growth.

- b. To make changes in work assignments in an orderly and well-planned fashion, according to availability of jobs and your qualifications to fill those jobs. (This is especially important to follow if a head of household wishes to change the work status of his spouse.)
  - c. To listen to any concerns or suggestions from the resident staff.
  - d. To counsel a staff member if a need is observed, but this is not a time for disciplinary action to occur.
  - e. To provide a time to increase communication.
2. When—these conferences will be held annually as announced. Changes in work assignments or employment status require adequate lead time for planning and should be made well in advance of anticipated changes on your part. Please keep in mind that while we want to respond to your needs positively, we have limited resources and only specific job openings available from which to make choices and changes.
  3. Who—annually all resident staff team leaders meet with the director, and team members meet with their team leader/director.
  4. How
    - a. By review of
      - 1) Job description
      - 2) Training and development plans and status
      - 3) Ironwood team performance evaluation filled out by self at meeting with the director.
    - b. Other evaluations are used if the staff member is being considered for promotion or job change at this time.
    - c. All results are kept in a personnel file and are kept confidential.
    - d. A mutually agreeable plan of action may be designed for growth and development. Usually one area of improvement and one area of excellence are discussed.
    - e. Additional department-specific evaluations may be initiated by a team leader. These evaluations may become a part of the staff member's permanent record at the request of either party. If they become a part of the staff person's permanent record, they will be kept confidential.

## **PERSONAL PROPERTY: MINISTRY USE OF—*Tools, Vehicles, Equipment, etc.***

1. General Guidelines
  - a. The use of personal equipment or vehicles for ministry use is discouraged as a general or normal way of doing ministry. The guidelines for repairing or replacing personal items used for ministry business center around the following areas: 1) whose choice, 2) whose fault, 3) normal wear and tear.
  - b. If the ministry requests to use the personal item and the item is damaged or destroyed through a means or incident other than normal use or wear and tear, the ministry will be responsible to repair or replace the item.
  - c. If a staff member or student employee chooses to use his own tool, vehicle, equipment, etc., for ministry business, and the item is damaged or destroyed; the ministry would not be responsible to repair or replace the item since the use was the staff member's choice unless the ministry was at fault in the incident.
2. Question of Fault, Normal Use, or Normal Wear and Tear
  - a. If there is a question of fault and the incident involves a vehicle, those involved must file a report with the highway patrol within forty-eight hours.

- b. If there is a question of fault regarding other property, a question of normal use, or a question of normal wear and tear, a committee of directors will consider the matter.
  - c. Spur-of-the-moment decisions related to safety may be considered by team directors.
  - d. If a tool must be replaced, the age and condition of the item will be considered in figuring the replacement value.
3. Requesting the Use of Personal Property
- a. Who can request the ministry use of personal property? A team leader or director.  
  
For example, if the ministry use of a personal tool is requested, the team leader who is responsible for the budget impacted should be the one making that request. If the tool to be used is the team leader's tool, he should go to his supervisor concerning the ministry use of his personal tool.
  - b. The request by the ministry to use someone's personal property is a request and not a demand. The consent is needed by the owner.
  - c. The owner needs to realize the risk he is taking by giving consent to use his property.
4. Hand Tools and Clothing—none of the above applies to hand tools or required work items such as gloves, hand tools, clothing, etc.
5. Insurance Claims—the same guidelines would be used in decisions of whether to file an insurance claim through ministry insurance for damaged or destroyed personal property.
6. Vice Versa—the same guidelines would govern personal use of ministry property.

## PERSONAL USE OF IRONWOOD PROPERTY

In relation to the Ironwood team using the supplies and equipment of the Lord's work for their own personal benefit, the following general principles should be kept in mind.

1. The stewardship perspective—know what the real cost is when you ask; know what you are asking; real cost is bookkeeping.
2. The biblical principles of not muzzling the ox—the idea was to allow the ox to eat a little while he worked. While this is something we want to practice, please keep in mind.
  - a. The tread mill was not the feed stall.
  - b. It was while you are working benefit.
  - c. It was periodical and minor in nature.
  - d. It was only for the oxen pulling the load—for staff, not friends; non-transferable to non-staff.
3. Think of others first—what effect will your request have on others? Am I causing others to bear the burden of my own lack of planning or funds?
4. Avoid undue personal enrichment at another's or the ministry's expense.
  - a. Occasional vs. regular—frequency does matter
  - b. Accumulation effect
  - c. One-way favors
  - d. Share the bounty
  - e. Purpose—profit vs. self; use of shops and equipment

For example, a staff member should not use camp vehicles just because they are more convenient, more comfortable, or cost less to drive. If a staff member has a vehicle that can provide transportation, he should use his own vehicle. A staff member should only ask to use a camp vehicle if his own is not available, he has exhausted his neighbor options, or his vehicle does not fit the need.

5. Good neighbor policy—ask your neighbor first instead of the ministry.

## **PERSONNEL RECORDS**

This is a description of Ironwood’s record-keeping system in regard to personnel information. Each staff member’s personnel file is regarded as confidential information and is treated as such. The only persons with access to the file shall be the team directors, executive director, and the director of the business office who will maintain the file. Access to personnel files will be on a need-to-know basis. Staff personnel files contain the following items:

1. Application, résumé, and letter of acceptance
2. Signed job description
3. Copies of transcripts, diplomas, certificates and licenses (where applicable)
4. Ongoing performance evaluations
5. Any memos or documents relating to performance which are of current relevance
6. Letters of commendation or other indications of exceptional performance
7. Warning letters and records of all disciplinary actions
8. Record of staff improvement training (grades and notations)
9. Leave of absence information
10. Signed code of conduct and doctrinal statement
11. Documentation required by state or private regulatory agencies
12. Signed child abuse statements
13. Record of attendance and vacations
14. W-4 forms and I-9 forms
15. Resident staff contract
16. Confidentiality acknowledgment
17. Any other records deemed necessary

## **PETS**

1. If a Team Intern or Team Member-in-full chooses to have a pet under the following guidelines, he is liable for the actions of that pet.
  - a. All pets must have current shots and verification must be on record at the business office.
  - b. Staff members must be willing and able to pen up the pet if necessary.
  - c. All pets must be kept at the owner’s residence while he is on schedule or working at camp.
  - d. All pets should not wander about without their master. If a staff member’s pet wanders, it is his responsibility to tie up, contain, or kennel your pet.
  - e. A staff member’s pet may go with him to camp areas when he is on his own time.

- f. A staff member's pet should not be left unattended on the property (e.g., dining room) for more than five minutes.
  - g. No pets should be allowed inside a building at any time unless being used for a specific program event (e.g., skits, message prop).
  - h. Property and pets
    - 1) Damage to property must be repaired at owner time and expense.
    - 2) Cleanliness is important.
      - a) Shedding of hair
      - b) Messing, wetting on carpets, floors, and furniture; unclean smells
    - 3) Staff who allow pets into their home must assume full responsibility for wear and tear caused by the pets, whether accidental or not.
  - i. The numbers of pets should be kept to a safe and sane level per household and overall population.
  - j. Pets can cause relationship problems with other staff members. Follow good pet etiquette.
  - k. Barnyard animals such as hogs and steers can cause problems at some residences if kept around staff homes. If you desire to have them, please ask the director for guidelines in advance.
2. Student Employees may not own dogs or cats on camp property. No exceptions will be made without permission from the director.

## POLICY MANUAL, RECEIPT OF

Staff members, upon receipt of their copy of the resident staff manual, must sign a Receipt of Resident Staff Manual form as stated below.

*I have received a copy of the Ironwood Resident Staff Policy Manual and have either read it or have had it read to me carefully. I agree that my employment is terminable-at-will so that both Ironwood and I remain free to end our work relationship. I understand that this manual has been prepared for the information and guidance of staff members and that it is intended to cover the procedures, rules, and policies most often applied to day-to-day work activities. I understand that some of the information will change since the policies are under constant review and are revised when appropriate. I understand that I will be notified in writing of such changes.*

***I understand that there is no guarantee of employment made to any staff member, either expressly or implied, in this manual.***

The resident staff manual is not to be construed as a contract or guarantee of employment; it is a guideline for smooth functioning and operation of our organization. Amendments and changes become official when you are given a written copy.

## PURCHASES AND REQUISITIONS

In order to establish accountability and keep us from overspending, please follow the following guidelines:

1. Only those responsible for a budget are authorized to spend out of a budget. If another person such as town run person or other team member makes the purchase, the purchase must be authorized by the responsible person for that budget.
2. Receipts or invoices must be turned in within twenty-four hours of purchase of return from trip.

3. If an order is made on credit by internet, mail, or phone, a phone order form must be completed.
4. If a COD order is made, it is very important to inform the bookkeeper so that cash or check is kept ready.

## **RAISES**

All salaries are gross salaries and are subject to mandatory and voluntary deductions.

1. Salary increases are based on a staff member's designated missionary giving (DMG) and performance as indicated in an annual performance written evaluation. The fulfillment of a certain period of time in a position does not, in itself, justify a salary increase.
2. Salary ranges and benefits for any job classification may be increased (or decreased in time of financial difficulty) by the board of directors.
3. Salary levels and/or increases depend upon Ironwood's ability to meet its budget. That ability is based not only upon the effective operation and organization of the ministry, but also on the donation of funds through churches and individuals to general operation and DMG. Therefore, any changes to income by these sources will affect the organization's ability to provide raises or maintain current salary levels.
4. The provisions of this section do not apply to temporary staff members (e.g., student employees). The salaries of such staff members are individually determined by the director.

## **REFERENCES—RELEASING OF**

All requests for information about a current, retired, or terminated staff member must be transferred to the executive director, director, or team directors, who may disclose to prospective employers only the former staff member's dates of employment, final title or position, department, and eligibility for rehire. If the former staff member wishes Ironwood to supply future prospective employers with a full-employment history, they must sign the Reference Release Waiver as stated below.

*I authorize Ironwood to furnish any future employers with whom I seek employment with whatever information they may desire regarding my employment here, including my reason(s) for leaving. I am signing this waiver voluntarily and request that Ironwood respond to all reference inquiries with full and complete information.*

*Since this reference is an important part of my application for my future employment, I therefore waive and release Ironwood from any and all claims or causes of action in law or equity, including, but not limited to, defamation of character or invasion of privacy, which might arise from responding to a reference check.*

Any requests from law enforcement agencies regarding any current or former staff member should be channeled to the director or executive director and will be released only by them.

## **RESIDENCES AND YARDS**

Rather than being tenants who would pay for housing, staff members are stewards who have been provided housing. Therefore, the lines of responsibility are not drawn in the same way as would be in a landlord/tenant relationship.

1. Dual Responsibility—every effort within the scope of our limited staff housing budget will be made to provide staff members with comfortable housing that meets their basic needs. Choice of available housing is based on a combination of seniority and need. The entire area of housing needs to be looked at from the viewpoint of a partnership. While Ironwood is responsible for providing the basic housing and utilities, the care, upkeep, and improvement of each home and yard needs to be considered as a partnership. Without due diligence on the part of everyone, we will not be able to keep up with maintenance, much less make the improvements we want to make.

2. Repair of Broken Items—staff members should add a Maintenance Request on Scout. If a staff member does not hear back from maintenance department within two days, he should ask the property services director about the repair. If the request is essential as listed below, a staff member also can make a request via a Vox, text, or phone call to maintenance. Light bulbs, except for the initial bulbs for a new fixture, are the occupant’s responsibility to buy. Consumables carried in First Chance are available to purchase, but usually will cost more than if purchased in town.
  - a. Essential for health and safety
  - b. Essential for normal operation of home
  - c. Nonessential, but item is broken and needs fixing sometime
3. Upgrades and Remodeling—*staff members should verbally present project ideas to the proper person and follow approval with an e-mail to document details, permissions, and changes.*
  - a. If a staff member has a remodel job idea, he should present the request to the director. *Generally, major renovations (doesn’t included painting) are not considered until 10 plus years of service. The director and maintenance must sign off on plans and the item placed on the capital expenditure list or funded by other means.*
  - b. If a staff member would like to upgrade painting and/or general appearance, he should present the request to the maintenance director and follow the guidelines given at that time. *The maintenance department may be able to help with the purchase of paint and supplies.*
  - c. If a staff member would like to upgrade an existing item, he should present the request to the director. If possible, a plan will be drawn up and placed on the capital expenditure list.
  - d. If a staff member wants to address landscaping or other yard improvements (e.g., adding a lawn, removing a tree), he should present the request to the grounds team leader and follow the guidelines given at that time.
  - e. If a staff member wants to add personal money to improve the quality or style of an item purchased for a staff residence, *doing so is entirely appropriate but does not constitute an ownership position in that item.*

For example, if a staff member replaces a light fixture, it becomes the property of Ironwood. If the staff member moves and wants to take *the fixture*, he must replace it with one comparable in value to the minimum standard maintained by the maintenance team (*partially delineated in the list below*). If Ironwood has set \$800 for refrigerator replacement, but a staff member wants a nicer one and puts \$250 toward the purchase of an upgraded refrigerator costing \$1050. Ironwood will not now owe you \$250 if you move.

Other set prices include the following:

- 1) Carpet—\$25 per square yard
- 2) Ceiling fans—\$80
- 3) Faucet: bathroom—\$65, kitchen—\$75
- 4) French patio doors—\$750
- 5) Single entry door—\$400
- 6) Kitchen range—\$600
- 7) Mini blinds—\$12 per foot of width
- 8) Medicine cabinet: master bath—\$75, second bath—\$40
- 9) Refrigerator—\$800
- 10) Vinyl or laminate flooring—\$12 per square yard



4. Air Conditioning a Resident Staff Home—the standard method of cooling resident staff homes is with an evaporative cooler. It is possible to air condition a single room within a house if a staff member chooses. Several conditions apply to this option. *This temporary policy will be in place until the utility benefit is active.*
  - a. The cost of installation, maintenance, removal, and purchase of equipment is the responsibility of the resident staff member.
  - b. The cost of operation of one single room unit per head of household is the responsibility of the camp. The resident staff member should strive to be a good steward of electricity.
  - c. All installation costs must be determined before the unit is installed.
  - d. The property services team must look at proposed installation and sign off on power availability and feasibility.
5. Regular Maintenance and Responsibility Check List—labor and expense will be the responsibility of those checked for each item. Staff members are responsible to inform the maintenance department of a problem or potential problem in their staff residence, even though they may be willing to live with it as it is. The maintenance team cannot fix an item if they do not know about it. It may not need to be fixed immediately, but the maintenance team needs to know about it. An annual staff residence inspection will be conducted where these items may be pointed out.

A staff member's proper and judicious use of screwdrivers, pliers, oil, and WD-40 will go a long way in preventive maintenance. It is expected that staff members work at the regular maintenance and upkeep of their residence. Costs and expenses to make repairs that are the result of gross negligence or extreme carelessness may be shared by those responsible. Any damage or lack of cleanliness due to pets is the sole responsibility of the staff member and must be remedied in a timely and acceptable fashion.

We know staff members want to do whatever they can to help out in this large task, but please work with the maintenance department regarding timing, helping, and patience, understanding that it is not possible to fix everything immediately.

6. Landscaping and Yard Maintenance—it is the wish of staff member's neighbors and the Ironwood ministry, as well as staff members being a good testimony to all of our visitors, to have all yards looking cared for and well maintained. It would be appreciated by all if each staff member would keep their "treasures" in a shed, storage area, or out of sight at their home. Please make continuing efforts to dispose of any superfluous diamonds in the rough (e.g., junk, derelict cars). The appearance of staff members' yards says something to others. This is true especially out front when our visitors and those on tour often see what we're really like. We realize that with busy camp schedules and with small household budgets that there are real limits on what can be done. Staff members should use their time off and breaks wisely to keep their yards well-maintained.

Ironwood will make some commitments regarding labor and funding to put in a yard, but it must be a partnership with staff members making a commitment to carry their end of the load. Such commitment needs to be made before a yard is put in or before a staff member moves into a home already landscaped. The Staff Yards Chart (located in the Appendix) will be used as a guideline for division of labor and resources between each staff member and the grounds team.

- a. Ironwood will pay \$120 toward the fertilization/insecticide for cottonwood trees in a yard. Beyond that, staff can choose to reimburse Ironwood (with prior agreement), purchase their own product, or not treat the trees in their yard.
  - b. Trimming cottonwoods is the responsibility of the resident of the home. Ironwood can provide assistance/labor if resident is incapable of doing the trimming.
  - c. Trimming athels will be done by the maintenance team. Additional trimming requests deemed unnecessary by the maintenance team will be the responsibility of the resident of the home.
7. Insurance: Contents of Home—Ironwood does not maintain insurance on the contents of staff members' homes. If a staff member wishes his personal property to be insured and wishes to be covered for liability regarding personal property, he should seek renter insurance with his insurance carrier.

8. Staff Home Inventory—the inventory of camp-owned furniture and appliances may not be removed or exchanged without permission of the property services director and Hospitality team who are responsible for total camp inventory of furniture and appliances. An annual accounting of such inventory will be made during the maintenance annual inspection of staff residences to establish repair and replacement priorities for the next year.
9. Pest control and staff residences—the desert is home to a variety of critters. Ironwood will purchase and make available at no charge products for staff to use. Staff are responsible to carry on the fight in their own home, and, if necessary, to the exterior of their home to deter critters from entry. In the case of a structural problem or difficulty in accessing the entry point, the maintenance department will help. Some bugs return more rapidly than we like or may respond (die) better with different products.
  - a. Ortho Home Defense spray works on all bugs and works well as an anti-bug perimeter for most bugs including ants and spiders of all makes and models, including black widow spiders.
  - b. Amdro ant products have proven to be very reliable for eradicating ant colonies, which is preferable to and longer lasting than just killing the ants.
  - c. Roaches thrive where it is continually damp (e.g., lawns, dripping faucets, underground valve boxes, leaks under sinks) and where food is readily available (e.g., trash cans, dumpsters, horse manure, food storage, pet food). Clean and dry are the best deterrent. The maintenance teams stocks roach baits and some roach killing powder. Home Defense works as well.
  - d. Maintenance will endeavor to stock a good supply of mouse traps, rat traps, bait stations, and rodenticide products and reorder if needed. Steel wool (also stocked) can be used to plug critter holes.
  - e. In the case of termites, Ironwood will assume battle responsibility. Dampness and wood to earth contact are the two major attractions for termites. Please contact the maintenance team immediately if you suspect termite activity.

## RESIGNATION

*Working at Ironwood is a voluntary service and may be ended at any time by either Ironwood or any staff member acting of his own will.*

1. When a staff member decides to leave the Ironwood team, he/she should give at least two weeks notice (or more—see below) in writing of their intent to resign. At the option of Ironwood, such staff members may be given two weeks pay and may be required to discontinue work immediately, in lieu of working during the two-week notice period.
2. The following considerations are requested.
  - a. Verbal notice given to director, followed with a signed and dated written notice.
  - b. Enough lead time (days of service left) given so as not to work a hardship on other staff members (exact amount by agreement between resident staff member resigning and the director).
  - c. Timing of departures—no departure of valuable staff members is desirable or without some difficulties of transition; the best transitions in many cases follow these guidelines:
    - 1) ICA teachers notify principal in January of desire not to teach next year and depart after school year is over or move to new assignment within the organization at that time.
    - 2) Camp staff personnel notify director of desire to leave no later than June 1 and depart at end of summer camp season or notify in March and leave in June.
3. While it is our desire to have long-term continuity in our staff, voluntary departures are inevitable as new opportunities for service to our Lord open up for our staff. We want everyone who has ever served on our resident staff team to know that they are important to us and are valued friends and will always be part of the Ironwood “family.”

4. If someone should approach a staff member about a position in another ministry, Christian ministry courtesy suggests that you ask them to talk to our director first and get permission to talk to you. It is always better if everything is done in an open atmosphere. We want the best for each staff member, and that means being in the center of God's will, wherever that may be.
5. Camp Fees for Former Staff Members—in recognition of Ironwood's appreciation of service, when a resident staff member (Team Intern or Team Member- in-full) leaves the Ironwood ministry in good standing, the following guidelines will apply to camp fees for them and their children (under age 18 and still living in the home). Policy effective as of 1996.
  - a. For each year of service of a single or a couple, Ironwood will make available the same number of free camps. (If the staff member / couple served five years, he/they could attend five camps at no cost).
  - b. The guideline will apply to junior, teen, and horsemanship camps for their children, as well as retreats for the adults (couples' retreat is considered one camp).
  - c. A non-refundable registration fee will be required when registering for the camp. Upon arrival, the fee will be refunded, but forfeited if he/they fail to come. We do not wish to restrict a camper from coming to camp on a maybe-I-can-work-it-out basis.

## RETIREMENT

### BENEFITS

1. Automatic withdrawal as per instructions of each staff member through a 403(b) tax deferred annuity. A 403(b) plan provides a way to save for retirement using pre-tax dollars. 403(b) deductions are made to the gross salary before federal and state income tax are computed; these deductions do not affect Social Security (FICA) wages.
  - a. Participation is available to all Team Interns and Team Members-in-full.
  - b. Participation is voluntary.
2. Ironwood, at the discretion of the board of directors, may add to the retirement funds of individuals based upon the camp's financial condition each year.
3. Ironwood has no mandatory retirement age, and staff may and are encouraged to be productive after 65, either full or part-time.
4. Head of household are eligible to receive some retirement benefits in the form of Ironwood matching up to \$75 monthly into a 403(b) tax deferred annuity. This monthly pay-in will continue for the duration of their employment and/or contribution.
  - a. This retirement benefit requires a minimum matching amount from staff of at least \$25.
  - b. If a staff member leaves Ironwood before retirement, his retirement fund goes with him; but Ironwood's monthly contribution would cease.

### **BIBLICAL BASIS FOR RETIREMENT & REASSIGNMENT:** What is the scriptural solution to this temporal challenge?

1. The ant is held up as a good example for people to follow. Note the contrast between the lazy person and the wise person. One must take initiative for themselves. 1) Work when you can; 2) Provide food for when you can't work; 3) This behavior does not require supervision; 4) Even the "weak" can become strong with wise and industrious action.

*Proverbs 6:6–8 Go to the ant, thou sluggard; consider her ways, and be wise: Which having no guide, overseer, or ruler, provideth her meat in the summer, and gathereth her food in the harvest.*

*Proverbs 30:25 The ants are a people not strong, yet they prepare their meat in the summer.*

2. There is a place for the aged to teach and be good examples to the younger.

*Titus 2:1–4 But speak thou the things which become sound doctrine: That the aged men be sober, grave, temperate, sound in faith, in charity, in patience. The aged women likewise, that they be in behaviour as becometh holiness, not false accusers, not given to much wine, teachers of good things; That they may teach the young women to be sober, to love their husbands, to love their children.*

3. There is biblical precedent of taking care of the aged, both within one's family and within the body of believers (1 Timothy 5:1–10).

*1 Timothy 5:8 But if any provide not for his own, and specially for those of his own house, he hath denied the faith, and is worse than an infidel.*

4. We can learn from the unjust steward in Luke 16:1–9. When this wasteful servant amended his ways and prepared for the future with shrewd forethought, he was commended—not necessarily for his methods, but for his planning ahead and preparing for the inevitable.

*Luke 16:8 And the lord commended the unjust steward, because he had done wisely: for the children of this world are in their generation wiser than the children of light.*

## OVERVIEW

1. Ironwood has no mandatory retirement age for the work options; reassignment is mandatory between ages 65 and 71. The housing retirement option is available after age 65.
2. Retirement at Ironwood is not a no-cost option for resident staff; the plan does make it possible for resident staff to retire at Ironwood if they so desire. It has no cash value that is transferable when a resident staff member decides to retire at another location. The policy applies only to retirement on property owned by Ironwood.
3. This plan does
  - a. provide an affordable place in a moderate home of retirement for life;
  - b. make provision for retirement among lifelong friends and partners in ministry;
  - c. make continued involvement in the Ironwood ministry a possibility as long as health, energy, and desire remain;
  - d. allow for flexibility of dreams, plans, and schedules as the years go by;
  - e. recognize people's housing needs change as time passes (e.g., size of home; storage needs; stairs, access with wheelchairs, etc. are new realities to be considered);
  - f. allow for individual desires and inclinations as to yard sizes and uses, housing designs, outbuildings, landscaping, etc.
4. The resident staff member must be currently on the team and in good standing at the time of reassignment or retirement. Some resident staff will easily serve 40 years before retirement, especially if they joined right after graduating from college. There will be a reduction of maintenance fees based on eligibility from 20 years of service to 40 years of service.
5. The resident staff member must hold to the doctrinal statement and maintain beliefs and a life testimony consistent with the ministry (yet within the realm of individual soul liberty). Any adult living on the property must be able to sign the Code of Conduct. Ironwood will always maintain a continuing right to veto any resident staff member's agreement with someone other than the resident staff member living in the house, such as an unsaved caregiver—even if a relative of the resident staff member, but one who constantly violates our standards of public behavior, language, or activities (e.g., music, alcohol, entertainment, dress).

## HOUSING OPTIONS

1. The housing option is available for employees after 20+ years, after age 65, and when a person choose to be reassigned or retire.
2. When a resident staff member reaches age 60, he would begin discussing the details of an agreement with the director, maintenance team leader, and business team leader. If in agreement, a lot could be determined and trees, etc., planted in advance of retirement and a planned move to that location.
3. A staff member has the option to
  - a. stay in his current home (always an option);
  - b. choose another available home (may be an option);
  - c. build a home (may be an option).

	<b>Home for Life</b>	<b>Home/Lot Rental</b>																																																
<b>Eligibility</b>	Resident staff for 20+ years	Resident staff for less than 20 years Family/friend of the ministry																																																
<b>Home/Lot</b>	Resident staff member pays for a staff home or with advance approval from the director notice provides his own home (700–1,800 square feet): modular, mobile home, built from ground up, etc. Minimum and maximum quality standards must be set and agreed to. The staff member may be able to purchase the home he is currently living in or another available existing staff home, based on Ironwood’s needs and the staff member’s desire.	Ironwood provides the lot for the home, and the resident staff member pays Ironwood rent for the lot and services provided to the lot.																																																
<b>Value</b> <i>Adjusted Every Five Years</i>	The home value will be applied to the living space of the home, not to storage/outbuildings. 400–800 sq ft: \$20,000 800–1200 sq ft: \$25,000 1200–1800 sq ft: \$35,000 1800+ sq ft: \$45,000	Current rental is \$250 per month. The lot rental fee is deducted from the value or cost of the home provided by the individual until there is no value left. After home value is zero, individual pays Ironwood the lot rental fee. Unused/leftover value isn’t refunded.																																																
<b>Maintenance Fee</b> <i>Updated yearly and is currently \$.75 per square foot</i>	Maintenance on the home may be provided as part of the rental agreement, excluding replacement of removable property such as appliances or preference choice changes such as changing the flooring or decorative painting. Ironwood will maintain the home as agreed even when the resident staff member is away for trips or for health reasons but is expected to return; staff member is responsible for pets, plants, and cleaning. The fee includes basic maintenance, systems, and labor (e.g., roof, exterior paint, HVAC, hot water, doors, windows, electrical, plumbing). This fee is also deducted from the value of the home.	Maintenance is the responsibility of the occupant and should be kept up. If adequate maintenance cannot be kept up by the occupant, a maintenance fee will be assessed to pay for the basic maintenance of the home, according to the Ironwood Resident Staff Manual. Appliances are not included in the maintenance fee.																																																
<b>Longevity Discount</b>	The maintenance fee will be discounted by 5% per year for each year of service over 20 (from date of hire to date of retirement). <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Yrs</th> <th>%</th> <th>Yrs</th> <th>%</th> <th>Yrs</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>20</td> <td>100</td> <td>27</td> <td>65</td> <td>34</td> <td>30</td> </tr> <tr> <td>21</td> <td>95</td> <td>28</td> <td>60</td> <td>35</td> <td>25</td> </tr> <tr> <td>22</td> <td>90</td> <td>29</td> <td>55</td> <td>36</td> <td>20</td> </tr> <tr> <td>23</td> <td>85</td> <td>30</td> <td>50</td> <td>37</td> <td>15</td> </tr> <tr> <td>24</td> <td>80</td> <td>31</td> <td>45</td> <td>38</td> <td>10</td> </tr> <tr> <td>25</td> <td>75</td> <td>32</td> <td>40</td> <td>39</td> <td>5</td> </tr> <tr> <td>26</td> <td>70</td> <td>33</td> <td>35</td> <td>40</td> <td>0</td> </tr> </tbody> </table>	Yrs	%	Yrs	%	Yrs	%	20	100	27	65	34	30	21	95	28	60	35	25	22	90	29	55	36	20	23	85	30	50	37	15	24	80	31	45	38	10	25	75	32	40	39	5	26	70	33	35	40	0	NA
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25	75	32	40	39	5																																													
26	70	33	35	40	0																																													

## RETIREMENT & REASSIGNMENT OPTIONS

The following options are available to staff choosing to retire at Ironwood after age 65.

	<b>Head of Household Reassignment</b>	<b>Working Spouse Reassignment</b>	<b>*Resident Volunteer Retirement</b>
<b>Work</b>	Minimum 30 hours per week	Minimum 15 hours per week	No minimum hours, works per agreement with director
<b>Responsibilities</b>	No buck-stops-here responsibilities (e.g., team leader possible but not director)	Team member status (i.e., not a team leader or a director)	Can be retained as a consultant for \$1/year to allow life insurance to continue at the staff member's expense
<b>Staff Breaks</b>	Yes	Yes	NA
<b>Vacation</b>	8 weeks	8 weeks	NA
<b>DMG</b>	Through Ironwood payroll	Through Ironwood payroll	Not through Ironwood payroll
<b>Years of Service</b>	Still counting	Still counting	NA
<b>Utilities</b>	Provided by Ironwood	Provided by Ironwood	Person pays for what they use
<b>Incidentals</b>	Provided by Ironwood	Provided by Ironwood	Person pays for what they use
<b>Phone</b>	Provided by Ironwood	Person pays for what they use	Person pays for what they use
<b>Benefit Package</b>	NA	NA	NA
<b>Longevity Bonus</b>	Provided by Ironwood	Provided by Ironwood	NA
<b>Maintenance Fee</b>	See housing chart.	See housing chart.	See housing chart.
<b>Annual Housing Improvement</b>	\$1,000 provided by Ironwood	NA	NA
<b>Housing</b>	Provided by Ironwood	Provided by Ironwood	Choose retirement housing option

\* Point at which a resident staff member notifies his supporters that he has retired.

## RETREAT MATERIAL

Material produced by Ironwood, our speakers, and workshop leaders are available to our staff in the following ways. This material includes notebooks, tapes, and handouts.

1. Handouts and outlines that are free and given out by speakers at retreats are available at no charge to any staff who attend the sessions. This is done on an availability basis.
2. Tapes and notebooks that are sold (either as extra fee or figured into the retreat cost) may be purchased by staff (for their personal use only) at cost.
3. The program team will keep a library of tapes and notebooks in the program resource area. These may be checked out, used, and returned by our staff at any time. There is no charge for this service.
4. Sessions attended by staff (and notebooks received at those sessions) at request of their team director for the purpose of staff improvement are paid for by that department's budget. Completion of reading and assignments may be required by the team director.

## ROADSIDE EMERGENCY/TOWING

If you have a roadside emergency requiring mechanical assistance or towing and are within two to two and one half hours from Ironwood (approximately 150 miles from Ironwood), you may contact Larry Conway for assistance.

This service is provided as a possible staff benefit and applies not only to camp vehicles but personally-owned ve-

hicles as well. This is not a staff right. There may be times because of scheduling, camp needs, vacations, etc., that this is not an option for us to provide; but we will do what we can. If the emergency is beyond 150 miles, or if circumstances warrant; the staff member needing assistance may incur some cost. Regardless of distance, fuel and meals would be your personal expense.

## **SAFETY PROGRAM—*Safety Is of the Lord***

Our safety program is explained in detail in our *Safety Manual*. The following paragraphs are the introduction to that program. All staff must be clear on their responsibilities found in the procedures of the Safety Manual.

*Proverbs 21:31 The horse is prepared against the day of battle: but safety is of the LORD.*

*Psalms 33:17 A horse is a vain thing for safety: neither shall he deliver any by his great strength.*

Upon the occasion of a break-in to our offices and the theft of \$20 in cash and a few minor items, we had a meeting of our staff team to share with them what we knew, establish different procedures and precautions, and to remind them of our real safety source.

There is an interesting dynamic found throughout Scripture that is echoed in these verses. God has given us work to do and a stewardship to fulfill, yet in the end He desires us to look to Him for power, strength, guidance, provision, and security. The danger for us is to get all caught up in the work we are doing and the responsibility we are given to fulfill and then to begin thinking it is our abilities and strength that is doing the work. *Colossians 1:29* illustrates this dynamic for us. We find in verse twenty-eight that we are given the a task to perform, to teach and preach and warn all men for the purpose of bringing them to “perfection.” We are then told in verse twenty-nine to work hard at accomplishing that task, yet we are to strive according (by the means of) to His mighty working in, around and through me.

*Colossians 1:28–29 Whom we preach, warning every man, and teaching every man in all wisdom; that we may present every man perfect in Christ Jesus: Whereunto I also labor, striving according to his working, which worketh in me mightily.*

In the matter of safety we also find this dynamic. There is and always will be a tension between protecting ourselves and trusting God to protect us. It is by faith we put our ultimate trust in God for His protection. The believer must follow good stewardship principles in protecting himself, those he is responsible for, and the material items placed in his care (prepare his horse for battle), but in the end he must realize that the only real security in this world rests in the protection of God (safety is of the Lord). By faith we resolve the tension between doing what we can as a wise steward to protect ourselves, and being able to lie down at night and peacefully leave ourselves in God’s hands.

As believers we must always look for a spiritual solution to a physical challenge. It is not that we ignore the physical side of a challenge, but that is not all there is to it. There is a spiritual side to every event in the believer’s life. Whether the event is perceived as good or bad, we are still supposed to thank the Lord for “all things” and the only way we can do that is to view the challenge from a spiritual perspective. How can we do this?

Looking for a spiritual solution to a physical challenge by doing the following:

1. Do not worry, but pray for safety and God’s protection.

*Philippians 4:6–7 Be careful for nothing; but in every thing by prayer and supplication with thanksgiving let your requests be made known unto God. And the peace of God, which passeth all understanding, shall keep your hearts and minds through Christ Jesus.*

2. Trust in the Lord to settle accounts.

*Proverbs 22:23 For the LORD will plead their cause, and spoil the soul of those that spoiled them.*  
(Also *1 Samuel 15:2* and *Romans 12:19*)

3. Exercise prudent (wise) preparation and be good stewards of God’s material and items that He has placed in your care. Don’t be careless or neglectful with this great responsibility.

*Proverbs 22:3 A prudent man foreseeth the evil, and hideth himself: but the simple pass on, and are punished.*

4. Realize that it is literally impossible to protect your self from all danger and outside threats, no matter how strong or wealthy you are.

*Psalm 33:16 There is no king saved by the multitude of a host: a mighty man is not delivered by much strength.*

5. Remember real safety is in God's hands, not ours.

*Psalm 4:8 I will both lay me down in peace, and sleep: for thou, LORD, only makest me dwell in safety.*

6. Use events such as this break-in and theft as reminders of the eternal nature of our ministry and lives, and of where our real wealth is.

*Matthew 6:19–21 Lay not up for yourselves treasures upon earth, where moth and rust doth corrupt, and where thieves break through and steal: But lay up for yourselves treasures in heaven, where neither moth nor rust doth corrupt, and where thieves do not break through nor steal: For where your treasure is, there will your heart be also.*

## **SEXUAL HARASSMENT POLICY**

1. In compliance with federal and state laws, this organization prohibits sexual harassment of staff members in the workplace by any person and in any form. Even if there were no enacted laws against such conduct, Ironwood would forbid sexual harassment and all other forms of unbiblical sexual practices as a violation of its standards of conduct.
2. Specifically, no supervisor, staff member, or client will threaten or insinuate either explicitly or implicitly that a team member's refusal to submit to sexual advances will adversely affect the team member's employment, evaluation, wages, advancement, assigned duties, schedules, or any other condition of employment or ministry opportunity.
3. Other sexually harassing conduct that creates a hostile working environment, whether committed by supervisors, non-supervisory staff, clients, or vendors is also prohibited. Such conduct includes
  - a. unwelcome sexual flirtations, advances, or propositions;
  - b. verbal abuse of sexual nature;
  - c. Verbal comments about an individual's body;
  - d. sexually degrading words used to describe an individual;
  - e. jokes and stories of a sexual nature.
4. Any team member who believes that he or she has been the subject of sexual harassment should report the alleged act immediately to the director, the executive director, or to the staff advocate on the board of directors. They will make every effort to ensure that complaints are resolved promptly and efficiently. The complaint will be investigated and the staff member will be advised of the findings. All findings related to the investigation will be kept confidential.
5. Any supervisor or team member who is found after appropriate investigation to have engaged in sexual harassment of another team member or any other moral or sexual practice proscribed by the standards of conduct will be subject to appropriate disciplinary actions, up to and including termination.

## **SHOP: PERSONAL USE**

1. When you use the shop or shop area for personal or camp business, please take a few minutes each day you work and clean up after yourself.
2. Shop and storage guidelines are established by the shop foremen and are announced periodically.



## **SPEAKING TO THE MEDIA**

1. A staff member may not speak to the news media as an official or unofficial spokesperson of Ironwood without prior clearance from the director or executive director. All inquiries from the media should be referred to the director, executive director, or in their absence a team director.
2. Should a staff member or board member receive a media inquiry, he or she should respond, "I have no authority to respond to your request. You should refer your question to the director or executive director."

## **STAFF BILLING**

1. Staff members will usually receive a copy of their staff bill during the first week of the month.
2. The full balance is to be paid by the fifteenth of that month, and a late fee of \$10 will be added if not paid by the twenty-fifth.
3. A balance of \$10 or less may be deferred to the next month with no late fee.
4. A fee of 3% of the amount paid will be added to payments made by credit or debit card.
5. A maximum of \$75 plus the past month's charges will be deducted from payroll if balances are left unpaid beyond sixty days.

## **STAFF GUEST ATTENDING A SPONSORED CAMP**

1. Staff members are allowed two guests (*two people* at an adult retreat, one *couple* at a couples' retreat, one *family* at summer camp) at a sponsored camp, including special meals.
  - a. Staff children who are under age 18 and are not campers may invite one guest to a sponsored youth camp if one of the staff child's parents is accompanying them at all times; when Ironwood counselors are provided at a sponsored camp, the guest / staff child may not participate in activities as it might hinder one-on-one time. See *Staff Children at Camp* for more information.
  - b. If a staff member and his child each wish to invite a guest to the same retreat, fees will not be charged for the second guest.
2. Three or more local guests are considered a group and do not fall within the parameters of staff guest.
3. The local guest cannot be here for the entire day of a sponsored camp but is limited to one meal and the activities and service following that meal. See *Waiver/Medical* guidelines to verify if a guest needs to fill out the waiver/medical form.
4. Staff members can use a meal pass for a local guest.
5. A staff member must be with his local guest; not working, but with the guest the whole time.
6. A guest should be added to Scout as a Visitor and added to the meal.
7. If an individual cannot come as a staff guest (more than two people are attending, or the staff member will be away), the staff member can pay the partial camp rate for the guest.

## **STORAGE: PERSONAL USE**

1. Personal Items
  - a. If staff members need to store items in places other than their staff residence, they must make the arrangements with the storage foreman.

- b. The storage foreman will make arrangements for a place and for access to that place.
2. Ironwood-owned Items—when teams want the use of Ironwood-owned items in storage, they must contact the storage foreman to get permission for use. He will either make the arrangements or direct you to the shop foreman who is in charge of that area.

## STORE USE

1. Those with keys will only use them for scheduled store openings.
2. The Pony Espresso will only be open during scheduled times and only workers scheduled during those times may make drinks.
3. When any of the stores are open, either during camp or a special staff opening,
  - a. The cashier will keep the staff bill box.
  - b. If a staff member is alone, he must ask the cashier to mark his bill.
  - c. If there is a line of campers and two or more staff members are together, the buddy system may be used. (Definition: Another staff member marks my bill for me.)

## TELEPHONE CALLS

Staff members are discouraged from making local personal calls on Ironwood telephones. Personal use of telephones for long-distance calls by staff members is not allowed, except in the case of emergency. For this reason, staff members are encouraged to obtain and use a personal telephone calling card to bill calls to their home telephone. If this is not possible, the staff member must ask his supervisor for approval and enter on Scout the date of the phone call, the phone number called, the person called, and the length of the call. Payment to Ironwood for any personal calls must be made monthly upon the staff member's receipt of his staff bill.

## TIPS

Guests and campers will sometimes give tips for services rendered in Hospitality, meal service, Pony Espresso, etc. All tips given to staff for service rendered while on camp time or using camp property should be turned in to their supervisor or to the office to be placed in an account for benefit of staff in that season.

## TOWN RUN MEALS

1. Cash for a meal is provided when the time for a town run is several hours (approximately four or more).
2. Ironwood will provide \$10 for the town runner. According to what he chooses to purchase, this may or may not cover the cost of the meal.
  - a. If the town runner's meal goes over the amount, he should personally pay the difference. If he goes over the amount, the receipt must still be returned to the Business Office.
  - b. If the town runner has cash left over, the change should be returned along with the receipt to Mark.
  - c. If the town runner uses a camp credit card and goes over the amount, he should personally pay the difference when turning in the credit card receipt.
  - d. This is a procedural requirement for bookkeeping. If a receipt is not returned, that cash amount actually becomes a part of the staff member's income (and thus much more bookkeeping for the Business Office).

## TRASH PICKUP

Trash will be picked up once each week from the dumpsters placed in various spots throughout camp.

1. Staff members' household trash should be put into dumpsters the day before pickup. We will then top off the dumpsters with other trash from projects, etc.
2. Compact all bulky items (e.g., milk jugs, soda bottles) before putting them into the trash.
3. Flatten all cardboard boxes before placing them into the dumpster.
4. Close lid after use.

## TUITION REIMBURSEMENT

1. To further develop staff skills, Ironwood encourages staff members to continue their education. If staff members wish to enroll in college courses, they should discuss the matter with the director.
2. If funds are available, Ironwood may pay up to 80% for continuing education and up to 100% of the cost of professional or vocational improvement seminars, workshops, or courses. The following guidelines must be met.
  - a. The staff member must have been a regular, full-time employee for at least two years.
  - b. In the opinion of the director, the course selected must be directly related to the employee's job and/or the purpose of Ironwood.
  - c. The staff member must have obtained prior approval from his/her team director and the director.
  - d. The staff member must complete an undergraduate-level course with a final grade of *C+* or better. A final grade of *B* or better is required for a graduate-level course.
  - e. The staff member must remain employed at Ironwood for a full three years after completion of the course. If the staff member is not employed for the full three years, he or she may be required to repay 100% of the cost of the course or a portion of the cost based on the number of years he or she was employed following completion of the course (one-third per year). That sum may be deducted from the staff member's final paycheck. If a staff member leaves the employment of Ironwood with an unpaid tuition bill, the unpaid amount will start accruing interest at the rate of 12% annually after 180 days.
3. Staff members may attend classes during the workday at the discretion of their team director and the director. Time missed from work for regular classes must be made up. One-day seminars are considered individually and some may be considered as work days, especially when there is definite and immediate benefit to the ministry.

## VEHICLE AND EQUIPMENT USE

*Our on-site vehicle coordinator is Wayne, and our road vehicle coordinator is Larry. See "Vehicles: Personal Use," "Vehicles: Work Use," and "Roadside Emergency/Towing" for additional guidelines.*

1. Drivers
  - a. Must have a valid driver's license.
  - b. Must have a good driving record.
  - c. Must be safe and sane on the highway.
  - d. Must drive legally; no speeding.
  - e. Must meet requirements of our insurance company.

- f. Must drive so as to be a good testimony.
  - g. Must follow any guidelines and limits requested by on-site vehicle or road vehicle coordinator.
  - h. Must report immediately anything in need of repair.
  - i. Must do what you can to keep the vehicles clean and useful.
  - j. Must bring back vehicles with enough fuel to get to the Las Vegas airport (van—half tank; truck—one quarter+ tank; car—half tank).
  - k. Must understand that it is not Ironwood’s responsibility to provide transportation to and from work.
2. Evening Parking
- a. Road vehicles—should be returned every evening to their parking spot or communication should be made to the Resource Services Director (RSD) if an exception is needed.
  - b. Assigned on-camp vehicles—directors and persons expected to respond on a normal basis to an after-hours call with tools located on their assigned vehicle can park at their respective homes.
  - c. Team pool vehicles—no team pool vehicles should be parked at a residence overnight unless it has been assigned as a replacement. All team pool vehicles should be picked up and dropped off at the team-assigned parking for that vehicle.
  - d. Pool vehicles—no pool vehicles should be parked at a residence overnight unless it has been assigned as a replacement. All pool vehicles should be picked up and dropped off at the auto shade.
  - e. Equipment—should be returned to it’s home each night unless the team leader responsible for that piece of equipment has authorized otherwise.
3. For Hire (the use is benefiting someone other than Ironwood or a staff member)—we are not available for hire (rental company); however, Ironwood vehicles and equipment are available on a limited basis with permission given by the RSD in each case. In most cases, these uses will incur fees not to be less than rental to Ironwood staff members. Most uses will be priced according to actual costs incurred by Ironwood. This includes purchase price, fuel, insurance, etc.
- a. Special consideration is given to churches who have Ironwood staff as members, if the vehicle/equipment is being used by that staff member. In these instances, the staff rate would apply. A pattern of use is not allowed.
  - b. Also considered on an individual basis would be situations involving borrowing from neighbors and friends with whom we have an ongoing relationship (share and share alike). A pattern of use is not allowed. Vehicles used off property must be properly insured to leave the property.
4. Airport Runs for Campers—following are round-trip prices per vehicle based on \$0.37/mile (as long as average gas prices are under \$4.50/gallon), but does not include any reimbursement for labor involved. These prices could be shared by all persons traveling.
- a. Barstow—\$40
  - b. Las Vegas—\$200
  - c. Ontario—\$175
  - d. Los Angeles—\$300
5. Camp Fuel—no camp fuel should be used in vehicles that are not owned by Ironwood. Exceptions to this rule will be handled by the RSD on an individual, per-use basis.
6. Reimbursements for Personal Vehicles Used for Camp Purposes—it is not the responsibility of Ironwood to maintain, repair, or fuel a personal vehicle used in camp service unless the RSD requests the use of your personal vehicle for camp purposes. Reimbursement to the owner is made at the same rate of use of Ironwood vehicles of like fuel consumption.

## VEHICLES: PERSONAL USE

See “*Personal Use of Ironwood Property*” in this chapter for more details.

1. Use of the camp vehicles should be coordinated with the Resource Services Director (RSD) as far in advance as possible to avoid scheduling conflicts. Some trips may require permission or priority decisions from the director.
2. Road Vehicles—the real cost of operating a vehicle exceeds \$.30 per mile, thus the use of a camp vehicle is a financial benefit to a staff member and a financial cost to the ministry. We want to maintain the biblical principle of not “muzzling the ox,” but we are also required by law to handle these benefits in a certain way. Therefore, we request that when a staff member uses the vehicle for exclusively personal use that the staff member reimburse Ironwood for that use. The following guidelines will be followed:
  - a. Reimbursement to camp for personal use of vehicle—miles a staff member travels must be recorded on each vehicle log. The log will be removed from each vehicle monthly, and the miles marked “personal” will be added to that staff member’s staff bill.
    - 1) Car—\$.31 per mile if camp paying for fuel, \$.15/mile if paying for own fuel
    - 2) Trucks—\$.54 per mile if camp paying for fuel, \$.25/mile if paying for own fuel (\$.05 additional if pulling trailer)
    - 3) Camp Van—\$.46 per mile if camp paying for fuel, \$.21/mile if paying for own fuel (\$.05 additional if pulling trailer)
    - 4) Executive Director Van—\$.44 per mile if camp paying for fuel, \$.27/mile if paying for own fuel
    - 5) Suburban—\$.46 per mile if camp paying for fuel (\$.51 if pulling trailer)
  - b. \$10 reimbursement fee for personal use of trailer or dolly up to 500 miles from camp. Longer trips require personal permission and considerations by the director. The RSD will have the \$10 added to your staff bill. The numbers above do not affect the trailer reimbursement fee of \$10 as that fee is solely for maintenance costs on the trailer.
  - c. Deputation trips—the above guidelines do not include deputation trips. On those trips you only supply the fuel.
    - 1) With more demands on our vehicles, it is getting more difficult to supply staff a vehicle for deputation. If a staff member is not willing and able to drive his own vehicle, he should not make any commitments without first consulting the RSD and the director.
    - 2) Deputation use of camp vehicles outside of our sphere of influence (a church sending young people to camp regularly) is generally not an option. Staff members should make their own transportation arrangements for those trips.
3. Team Pool and Pool Vehicles
  - a. Use should be kept to a minimum.
  - b. Should not be used for transportation around camp during an individual’s off-time.
4. Assigned On-site Vehicles
  - a. May be parked at home at night in order to maintain the security of its contents and so the staff member can respond in a timely and prepared fashion to any twenty-four-hour emergency duties or supervisory duties
  - b. May be driven home at lunch so as to expedite the work day
  - c. May be used on camp property for personal use as long as it does not interfere in any way with the operating needs of the ministry

- d. May not be used for transportation to church-related events
  - e. Must be made available to the RSD for camp use when the assigned user is away from the camp facility for an overnight or longer (Assigned user should communicate with the RSD as to desired location to park and key location.)
  - f. May not be used by staff children for personal use on the camp property
5. Tractors and Equipment
- a. On-property—permission is required from the on-site vehicle or road vehicle coordinator.
  - b. Off-property—are available if there is no conflict. \$15/hour will be reimbursed to Ironwood for fuel and maintenance. Permission is required from the on-site vehicle or road vehicle coordinator.

## **VEHICLES: WORK USE**

1. Road Vehicles—permission to use these vehicles should be coordinated through the road vehicle coordinator.
2. Assigned On-site Vehicles—a staff member is responsible
  - a. for checking and properly maintaining the levels of oil, water, and gas in the assigned vehicle;
  - b. for notifying the on-site vehicle coordinator of any needed maintenance, including but not limited to oil changes, lubrication needed, and any repair-type issues;
  - c. to wash the vehicle and maintain its cleanliness, orderliness, and appearance so as to show forth a good stewardship of the asset.
3. Team Pool Vehicles—these are vehicles assigned to a team leader to be used by that team at the team leader’s discretion.
  - a. Use should be cleared through the assigned team leader.
  - b. Any maintenance problems should be noted with the on-site vehicle coordinator.
  - c. Any team members that use the vehicle should be considerate of others by leaving the vehicle clean and ready for the next team member’s use.
  - d. The team leader should assign someone on their team with the responsibility of general maintenance (i.e. checking water, oil, general cleanliness). Responsibility assignments should be communicated to the on-site vehicle coordinator.
  - e. Drivers of team pool vehicles need to be oriented on the proper use of the specific vehicles they would be using.
4. Pool Vehicles
  - a. Pool vehicles should be used by a staff member when there is a need to move an item or do a job requiring a vehicle. This rule does not apply when working with a staff member who has been assigned a vehicle.
  - b. Pool vehicles should be used by a person when the job or item to be moved does not fit or work with the already assigned vehicle (e.g., hauling a trailer, items too heavy for a golf cart).
  - c. Pool vehicles may be used by a person when his/her assigned vehicle is down and the on-site vehicle coordinator has designated the pool vehicle as a replacement. Consideration needs to be given to those needing a pool vehicle when it is assigned as a replacement (e.g., town runs, tour needs).
  - d. No pool vehicles should be parked at a residence overnight unless it has been assigned as a replacement. All pool vehicles should be picked up and dropped off at the auto shade.

- e. All pool vehicles should be cleared through the on-site vehicle coordinator. Any maintenance problems should be noted with him as he is responsible for the working order of that vehicle. Please be considerate of others by leaving the vehicle clean and ready for the next person's use.
  - f. Drivers of pool vehicles need to be oriented on the proper use of the specific vehicles they would be using.
4. Personal Vehicle for On-site Use—a staff member who has been assigned a vehicle can use a personal vehicle if a camp one is unavailable; the staff member may use camp gas for on-site use but is required to handle maintenance and parts.

## VENDOR ACCOUNTS: PERSONAL USE

1. Ironwood accounts are not to be used merely for convenience. If there is a financial advantage in using an Ironwood account or an emergency arises, a justification exists.
2. Since the testimony of the ministry is at stake, it is our policy to pay an invoice upon receipt of invoice or statement (according to the vendor's billing procedures). Vendor invoices will be added to a staff member's staff bill and will be due by the fifteenth of the month.

## VOLUNTEER WORKER POLICIES

Much of what has been accomplished at Ironwood over the years has been done by the work of volunteers. We wish to do nothing to hinder the continuation of that same kind of networking spirit and sense of ministry partnership from continuing on in a beneficial way, not only for us, but for the volunteers as well. These guidelines are established for the well-being of our campers and the overall ministry upon which so many people are not only depending, but also participating in for ministry with their labor and with their hearts.

1. Classification of People on the Ironwood Property—it goes without saying that we have not only the right, but also the responsibility to maintain a wise and prudent screening policy for the protection of our campers, our staff team, and our ministry. Thus, in all such cases Ironwood reserves the right to limit and control all who may be on the property, whether they are living in an on-site RV, in a cabin, or in a staff residence. This also applies to those who may come just for the day to volunteer. For purposes of classification, there are the following categories of people at camp:
  - a. Campers—paying guests coming for the fulfillment of our purpose for the specific duration of that camp/retreat
  - b. Guests—invited here for a specific and limited duration (e.g., school events, shodeos, transporting of campers, tours, church sponsors, and guests of resident staff families)
  - c. Staff Team (employees and student employees)
    - 1) Team Interns
    - 2) Team Members-in-full
    - 3) IIM
    - 4) MB
  - d. Volunteer Team (not employees)
    - 1) Organized programs by Ironwood for a ministry purpose—summer staff, Leadership Live!, Nehemiah Work Week
    - 2) Organized by an outside group for a ministry purpose—church missions teams, volunteer groups (e.g., RVICS, MMAP, SOWERS), speakers and workshop leaders
    - 3) Unorganized situations include

- a) individuals volunteering for specific projects or specific length of time;
- b) relatives of staff wanting to help out for a while;
- c) church groups coming for one- or two-day projects.

## 2. Definition of Volunteers

- a. Volunteer defined by Church Mutual, our insurance company: “Helping out with permission from camp without being compensated”; “providing meals and a bunk does not make a person an employee.”
- b. Volunteer defined by the CCI Journal: “If you give volunteers payments, benefits, or gifts of any kind, the IRS and the Department of Labor will likely consider them employees, not volunteers, which subjects you as an employer to a full range of tax withholding, minimum wage, and reporting regulations.” The Journal goes on to say “If it imparts a benefit of value on the volunteer, it may be suspect.” Even if someone makes a donation for that volunteer, if a volunteer receives a measurable benefit for services rendered, it equates to taxable compensation. Also, deputation fundraising transforms volunteers into employees, as does volunteers having access to benefits normally available to employees. Examples of benefits include, but are not limited to, unlimited use of the copy machine, access to buildings, use of the telephone, and discounts available to staff.
- c. This definition has three parts:
  - 1) Helping out—they are doing something useful and beneficial to the attainment of our ministry purpose.
  - 2) With permission—they have asked for and been given a limited permission to perform that work and to be on the property while they are doing so.
  - 3) Without compensation—compensation does not have to be limited to a cash payment; it can take the form of benefits or housing. However, this does not mean that we cannot
    - a) reimburse them for out-of-pocket expenses incurred in their performance of their volunteer work; receipts or an agreed-upon in-advance per diem amount must substantiate all such reimbursements;
    - b) provide a bunk and meals for them while they are here for their volunteer service (Ironwood may never be a volunteer’s principal place of residence, unless they compensate Ironwood at the fair market value for housing and/or meals, etc.);
    - c) provide training for them in the area of their volunteer service;
    - d) express our appreciation in some small yet unexpected way (e.g., T-shirt, trail ride) on a one-time basis only; such things must not be promised as inducements to get them to volunteer
- 3. Selection of Volunteers—in recent years, non-profit corporations have been held responsible for the actions of their volunteers, whether actions of negligence or intentional actions that should have been prudently foreseen and avoided. Therefore, we have established the following guidelines.
  - a. In all cases, we must either know the volunteer or the person recommending or bringing the volunteer. Anyone organizing a group to come to Ironwood should exercise due diligence, making sure that out of ignorance of that person’s background or desire to help that person by exposing them to a good influence, he does not bring anyone who may be a danger to others. Ironwood is not a ministry that is set up or organized to work with “troubled” people, whether it be adults or teenagers. Good judgment should also be exercised in considering the physical aspect of the volunteer with such issues as age, health, etc.
  - b. Team leaders or team directors must approve all volunteers.
  - c. Volunteers should be in basic agreement with our doctrinal statement and exhibit a willingness to adhere to our code of conduct, standards of behavior, and purpose for ministry while here. They must also have read and agree to abide by the Ironwood Volunteer Service Program.
  - d. It is our strong preference that all volunteers evidence a true faith in Jesus Christ and a growing maturity in their Christian walk. Exceptions to this will usually revolve around a particular church group bringing an unsaved or spiritually needy brother in Christ for the purpose of ministry in that individual’s life. The



church should notify us of that situation and have someone on their team assigned as that volunteer's mentor while he is at Ironwood.

- e. Short-term volunteers (one week or less) must sign the Short-term Volunteer Agreement.
- f. Long-term volunteers (over one week in duration) must complete an application, sign an agreement, provide references, sign Child Abuse Policy, and adhere to equipment usage guidelines.
- g. We need to remember that all volunteers are doing their service as unto the Lord and to treat them with kindness, respect, appreciation, and thankfulness. Staff members should never become guilty of taking any volunteer for granted. Accordingly, the director does not always know about every volunteer who has spent his time and labor in service to the Lord here at Ironwood; therefore, please help him write thank-you letters by informing him when such a letter is needed and for what.

#### 4. Hosting a Volunteer Work Individual or Crew

##### a. Before

- 1) Adjustments made to the master calendar (Shelley).
- 2) Names and cabin assignments added to Scout (Registration Office).
- 3) Coordinate church attendance (one week ahead for groups of ten or more), trail rides, and activities with staff
- 4) Check up (call) three times—one month, two weeks, two days.
- 5) Coordinate pick up and drop off with the road vehicle coordinator; mission teams do need to pay for their transportation to and from the airport.

##### b. During

- 1) Meet and greet upon arrival.
- 2) Registration will help collect volunteer agreements and payments (\$24/day/person).
- 3) Conduct an orientation meeting.
  - a) Create a mission statement connection.
  - b) Share the vision for the projects to be accomplished; show how their work is an encouragement to our staff.
  - c) Give a tour of our facility.
  - d) Get to know their names.
  - e) Explain interaction with camp (e.g., prayer partners, lake use, no trespassing areas, services, to cabins and lights out procedure, not monopolizing activities, obeying safety rules).
  - f) Driving (speed, need, permission)
  - g) What do they do when they are not working?
    - Laundry
    - Policies concerning visiting friends, distractions to other crews, Ministry Shop, staff lounges, other people's cabins, and cell phone use around campers
- 4) Give work assignments and coordinate crew leaders.
  - a) Start and stop times
  - b) Plan, tools, supplies, inspections
  - c) Use of their tools and/or camp tools

- 5) May have an end-of-day meeting (this is optional).
  - 6) Coordinate special activities (e.g., meals, skits, trail rides, swimming).
  - 7) Schedule breaks—the team who is benefiting may offer one free drink per day per volunteer.
  - 8) Close up meeting (Sam or Walt helps)
- c. After
- 1) Write thank-you notes.
  - 2) Place a follow-up phone call, and invite them to come again.
5. Supervision of Volunteers—the CCI Journal of 10/97 indicated that a ministry-threatening liability would be possible if an organization fails to take adequate precautions in the following areas:
- a. Prudent training for skills and abilities in areas in which the volunteer works—the only on-the-job training acceptable is when a buddy system is used until adequate skills and abilities have been developed. Volunteers should be asked if they are familiar and comfortable with the proper and safe way to use a piece of equipment or with doing a particular job. Staff members should always verify a positive statement by observation and supervision until confident of the volunteer's skill and maturity to perform the task on his own. Perform whatever training is necessary to bring the volunteer up to that standard or assign him to another task.
  - b. Prudent supervision of volunteers and their work in an ongoing fashion—it is important that we never leave a volunteer to work alone if at all possible. We should also periodically check up on any groups in order to maintain quality control and all prudent safety precautions.
  - c. No volunteer may work with or supervise minor campers without a resident staff person present—exceptions to this policy include summer staff volunteers and other such volunteers going through the same screening and training process as summer staff volunteers.
  - d. We reserve the right to refuse the offer of any volunteer help and also to refuse admittance to any part or all of the facility, including locations normally off limits to campers and to staff housing.
  - e. Volunteers under the age of sixteen may not work at Ironwood unless
    - 1) they are with their parents and their parents agree with their work assignments;
    - 2) they are with a youth or church group working here as a service or missions team ministry (they must have all the necessary parental permissions, medical releases, and must be accompanied by responsible adult supervisors);
    - 3) they are part of an Ironwood organized volunteer program or camp.
6. Duration of Volunteer Commitment
- a. The volunteer agreement should state a volunteer's arrival date and expected departure date. All stays expected to be longer than one week must be approved by the team director under whom the volunteer is expected to be working primarily.
  - b. Long-term volunteers have some special requirements. See Housing and Lodging below.
  - c. A method of check in/out will be established so that we can verify the completion of the necessary forms and agreements. This is also necessary in order to know precisely who is on the property, where they are staying, and who their team leader (supervisor) will be.
    - a) Calendar checks and considerations are necessary. We may have blackout dates for a variety of reasons when we prefer that no volunteers be here.

- b) Care should be taken not to take cabin space away from potential campers coming to camp. Length of stay can also be cut short if a cabin or housing unit occupied by a volunteer is needed in order to serve our campers.
- c) The arrival and departure dates (duration) of all volunteers must be approved by the team director under whom the volunteer will be working.
- d) Arrival of volunteer: When volunteers are coming to Ironwood, they should always call the office and give their approximate time of arrival. If their arrival will be after office hours, they will be given instructions as to what to do upon arrival. Upon arrival they should stop by the office first to check in, get cabin assignments, fill out forms, and receive some orientation information. This should be done even if they are not staying in an Ironwood cabin or eating meals in the dining room. We must have an official record of the presence of all such volunteers.

## 7. Details and Other Considerations

- a. After-work activities of volunteers must not interfere with any scheduled camper activities. For use of any specialized activity areas or locations normally off limits to campers, volunteers must receive direct permission from the person in charge of that area each time it is used. Team directors will establish who that responsible person is and who to see if that person is not available. Such areas include shooting ranges, the horse area, the kitchen, offices, shops, the lake and swimming area, staff residences without direct invitation, use of vehicles around camp, and any other areas designated by the team directors as the need arises.
- b. If any problems arise where a volunteer must be confronted for any real or perceived problem, the best person to confront him would be the team leader supervising him. Then, if necessary, the problem should be taken to the team director whose judgment will be considered final. Real effort must be made to find a biblical and amiable solution that still promotes the accomplishment of our purpose. Problems that could arise may include the following:
  - 1) Laziness and failure to show up for a job assignment
  - 2) Violations of dress code, What to Bring policy or, Nobody Rules
  - 3) Music in the workplace or cabin
  - 4) Assuming too much responsibility without knowing our philosophy
  - 5) Not being thrifty with supplies and materials
  - 6) Not doing the job right or carelessness
  - 7) Interpersonal conflicts
  - 8) Practical jokes
  - 9) Unsafe work practices
  - 10) Interfering with camp program
  - 11) Monopolizing staff and their time
  - 12) Saying they know how without really knowing it
  - 13) Thinking the “vegetable” work is unimportant and desiring only the “dessert” jobs
  - 14) Not following the directions of their supervisor or switching on their own to another team because they liked it better
  - 15) Driving camp vehicles or using equipment without permission
  - 16) Presumptuous use or access to things normally set aside for staff
- c. Our insurance coverage of volunteers is very limited. Please do not assume that just because they are working here that they are covered under our workers’ compensation or our camper accident insurance. Only

paid staff members are covered under workers' compensation insurance. Only organized groups coming basically as campers are covered under our camper accident policy, and then we must have them registered, pay a special fee for them, and the coverage is "excess" coverage (their insurance pays first). Other coverage is very limited. Do not tell volunteers we will cover their costs; it is their responsibility and they will have signed an agreement to that effect.

8. Housing and Lodging—since housing is limited at Ironwood and a number of legal guidelines must be followed, we must abide by the following policies.
  - a. RV sites may be used only on a space-available basis and only within the timeframe of the volunteer's work commitment. All additional uses of RV sites must be paid for at our normal fee charged for those spaces (or reasonable fair market value).
  - b. Ironwood cannot become the principal residence of a volunteer (as evidenced by phone line activation, change of address, etc.). Therefore, length of stay must follow these guidelines:
    - 1) No volunteer may stay at Ironwood longer than a total of six months per year without compensating Ironwood at a fair market value for housing, utilities, and meals if applicable. This is to guard against an individual receiving an unfair inurement (passing in use to the benefit of) from a non-profit corporation, regardless of whether the volunteer is a relative of a staff member or not. (Exceptions to this include dependents who are full-time students under twenty-three years of age, not students under twenty-one years, or elderly parents needing a caregiver.)
    - 2) In addition, it is recommended that volunteers not stay at any one time for a period of more than three months. (Stays from one to three months should be separated by an equal amount of time away.)
  - c. Long-term volunteers may only stay in the home of a resident staff member
    - 1) with that staff member's continued consent;
    - 2) if the volunteer agrees to abide by the general code of conduct of resident staff members;
    - 3) if the resident staff member agrees to perform whatever supervision is necessary to insure the above;
    - 4) if the volunteer has a good and consistent salvation testimony;
    - 5) if the volunteer has never been accused or convicted of a felony or child endangerment of any kind;
    - 6) if the volunteer's services continue to be beneficial to the Ironwood ministry being able to accomplish its purpose;
    - 7) if considerations of the quality of family life within the home are deemed acceptable in relation to number of people, rooms, gender mix, appropriateness, etc.
  - d. Student employees may not host volunteers in their places of residence. Only the team director can grant exceptions to this guideline and must do so in advance of the invitation.
9. Staff Meetings and Camp Involvement
  - a. Volunteers may attend our morning prayer meetings that are designed to get the day started on the right foot, but they must excuse themselves from any portion of those meetings that are dealing with any in-house issues or any staff meetings or planning sessions that are designed for staff only.
  - b. Likewise, resident staff need to be careful about discussing in-house matters when volunteers are present. We must remember our staff obligation of confidentiality, even if a volunteer is staying in our home while working.
  - c. Volunteers may not mingle with campers unless there are other resident staff present and in supervision. In all such cases the volunteer must maintain a public testimony in language, music, dress, entertainment, and general Christian behavior consistent with what is expected of campers at Ironwood.
  - d. It should go without saying, but we must say it. All resident staff members have an obligation to be a good testimony around our volunteers as well. Some joking around and conversations would be inappropriate when volunteers are present, because the volunteers would not understand the whole context. Therefore, the

presence of volunteers should cause us to consider carefully our words, actions, and displayed attitudes.

- e. Volunteers should attend all services not in direct conflict with their work schedule and appropriate in age level with that of the campers. (This does not include custom camps; only Ironwood-sponsored camps.)
- f. We need to make sure there is a spiritual impact of some kind with organized volunteer groups through daily meetings, Bible studies, or wrap-up sessions. Organized volunteer groups often have their own prayer meetings and are not constantly part of our team meetings.
- g. In general, volunteers have no more area access or staff-related privileges than do our campers in the same age category.
- h. In general, short-term volunteers may not drive our vehicles or large pieces of equipment. Long-term volunteers must have a valid driver's license and have a good driving record. They may not drive our vehicles off the property without the express approval of a team director and must meet any requirements for our insurance coverage (requirements available from the office).
- i. Volunteers may not drive their own vehicles around camp as resident staff do unless it is related to the performance of their volunteer work or there is a health or disability issue. Then they must have a valid driver's license, proof of insurance, and have a good driving record.
- j. Long-term volunteers must fit into the team spirit here at Ironwood and be willing to do whatever job is most beneficial to the fulfillment of the purpose of Ironwood. This is often exhibited by an others-first spirit and service attitude. In all cases, volunteers must be willing to do whatever job the team director or team leader over them assigns them. No long-term volunteer may stay at Ironwood who does not display such a team spirit. It is the team director's prerogative to make any changes in daily or long-term volunteer work assignments deemed in the best interests of the entire ministry at that time.
- k. If the volunteer only wants to work in a specific area of service and that is not what is most needed at the moment, arrangements could possibly be made for a later date when that area of service would be available.
- l. Independent contractors, long-term volunteers, and their visitors
  - 1) may attend sponsored camp services at non-work time;
  - 2) may not use program activities when camp is in session;
  - 3) may use program activity areas with permission each time when camp is not in session;
  - 4) may use the ICA basketball court and playground area when school is not in session;
  - 5) must wear name tags when around camp;
  - 6) may have a pre-paid tab at the store but do not receive staff discounts.

## **VOLUNTEER WORK PERFORMED BY RESIDENT STAFF**

During camps or retreats, occasionally we will make a call for volunteer help to our constituents. Any resident staff member who responds to this call and performs duties not listed as part of his normal duties or job description is performing these jobs on a purely volunteer basis and will not be compensated for his time or labor in such cases.

## **WAIVER/MEDICAL**

1. Anytime a guest (of Ironwood or of a staff member) is staying in camp housing (non-resident staff), participating in any camp activities, or using camp tools/shops, that guest is expected to sign the waiver agreement available in the office.
2. When a resident staff member has guests, he is responsible to have them complete forms and to hand in the completed forms to the Registration Office. However, Registration will pursue waivers for any guests using camp housing, Program for any guests using camp activities, and Resource Services for any guest using tools/shops.

## WORK SCHEDULES: RETREATS

*For more details, see the Work Schedule Formulas file available under Ironwood on the Group app.*

1. The size and type of retreat determines the number of people needed to do the food service, hospitality, and program work required. Because this varies so much from retreat to retreat, it is difficult to standardize the weekly camp work responsibilities during retreats. When variations occur, the following guidelines will be used to establish new work schedules. Retreat work schedule guidelines will be reviewed and revised annually at the beginning of the fall retreat season.
2. What Affects Work Schedule Assignments?
  - a. Present need in personal life or family life—the staff member is ill, the staff member has a sick child, emergencies
  - b. Past buildup of hours necessitating some adjustment
  - c. Number of campers
  - d. Special projects and team director preferences
  - e. Pre-determined rotations
  - f. Town run schedules
  - g. Calendar decisions
  - h. Skill levels and performance abilities related to work responsibilities
  - i. Vacation or deputation time for some staff almost always results in other staff taking up the slack. (Anyone eventually wanting to take a vacation should not complain, but understand why he now needs to work extra while his co-laborer is on vacation.)
  - j. Program schedule needs—service is our privilege
4. Considerations in Making Up Weekly Work Schedule
  - a. Families not split up night after night
  - b. Office deadlines
  - c. Who can be scheduled to take time off after a retreat to compensate for extra time worked during retreats
  - d. Personal work scheduling preferences
  - e. Overall duties during retreats (not just food service, but also program, hospitality, stores, office, spoke ministries, etc.)
  - f. Church responsibilities and commitments
5. Making Up and Communicating Schedule
  - a. The scheduler will work for the director in the building of all camp schedules and in resolving any problems with the schedule.
  - b. At each Wednesday's 21 Out Meeting, the scheduler presents a rough-draft schedule to the team leaders and directors.
  - c. After the above people check the schedule and communicate changes or concerns, the first draft of the final schedule will be posted for all staff no later than Monday morning.
  - d. Teams will endeavor to work out substitutions within their own team and communicate those to the scheduler.

6. Substitutes—occasionally a staff member may need to get a substitute. All substitutes for work responsibilities, whether compensated by the staff member or not, must be current staff members unless approved by the director.
7. Work Schedules: Teachers—in relation to balancing camp and school scheduling for the summer months, setting a continuing guide-line for teachers' duties has proven impossible. Therefore, teachers must meet with the various team leaders and team directors in the spring (May) and work out their summer schedule for the upcoming summer.
8. Weekend Work Schedule Policy—since our fall, winter, and spring camp seasons continue to get busier and busier with almost all weekends being scheduled, we are continuing to make adjustments in our work schedules to assure that everyone gets adequate family/personal time.  
This plan is not perfect, but we are trying. Please feel free to offer constructive suggestions and alternatives to schedules as you think of them. We want this plan to be as equitable and workable as possible, while at the same time, as simple as possible.
9. Retiring Right—in recognition of the reality of seasons of life, at age 60, a staff member may choose to no longer be regularly scheduled for the dishwashing crossover team or the camp prep crossover team. At age 63, the staff member will no longer be regularly scheduled for either of those crossover teams. Even though no longer scheduled, the staff member may choose to volunteer for a crossover team or may be asked to help a team if camp is in a bind.

## WORKING SPOUSE POLICY

1. General Policy
  - a. No spouse is required to work at Ironwood as a condition of the head of household's employment.
  - b. We do not encourage women with pre-school children to work full-time.
  - c. We believe part-time employment may be beneficial to the family and to the ministry as well.
    - 1) Extra income and benefits accrue to the family.
    - 2) The spouse has a better understanding of the whole ministry of Ironwood and the demands on his/her spouse (keeping in mind this is a twenty-four-hour/day type of ministry). He/she also has a personal part in the ministry and thus has an interest in seeing the goals and purposes fulfilled.
  - d. Some wives feel a special call specifically to this ministry; others are here basically because their husband is called of God to this ministry. We do not wish to create any type of two-tiered value system because of this and no policy we have should be construed in such a way. In both situations, we believe that the wives are doing exactly what is pleasing to God in relation to their work here.
  - e. Our place is not to make any judgments concerning families who have convictions that require the wife not to work outside their personal home situation. We have made provision for such in our employment policies. At the same time, that family must understand that in the interest of fairness and good interpersonal relationships, where there is a difference in the amount of work performed or responsibility assumed, there is also a corresponding difference in the benefits and income received by that family. In other sections of this manual staff members will find differences in a number of benefits, values, rights, privileges, and pay based on their choice in this matter.
2. Part-time Work—part-time workers must work a minimum of twenty hours per week in order to be eligible for benefits. Some spouses may work thirty hours per week, and some may have responsibility requirements along with hour requirements.
3. Extra Duties—all staff members wishing to participate in ministry breaks must be willing and available to do extra duty in the kitchen, dining room, dish room, or Pygmy Post, if scheduled. See *“Work Schedules: Retreats.”*

Ministry breaks are essentially compensatory time allotments to make up for the extra (above normal duty hours) time worked to provide the necessary services and ministry to our guests. This is a mutually beneficial program. If you do not wish to participate in this program, you will not be scheduled for extra duty beyond your normal work week or you will be paid overtime when you are scheduled. (This provision is only for nonexempt employees.)

4. Child Care—all children (elementary school age and under) must be under the direct supervision of a responsible person. If a mother is working at a time when the father or some other family member cannot watch the children, we will do what we can to provide child care at a reasonable cost to them. This is not an absolute right, but we will do what we can.

Normal Pygmy Post hours are from 8:25 a.m. to 12:30 p.m. Some adjustments may be made in the summer. Child care provisions and schedules vary from season to season based on family needs, available staff, and ministry needs. These annual changes will be made each season, and notice will be sent to all interested parties. Those changes will not be part of this manual.

5. Plus Days Option—resident staff wives have the option of compensating for extra work time by tracking their extra work time and taking the time off another day or by using plus days. Either may be used occasionally on the evening schedule if needed, and Saturday work would still be compensated by the current system. However, the scheduler would make an effort to not use those who are not plus beyond their expected work week: 20 hours for part-time, 30 hours for three-quarter-time, and 40 hours (44 in summer) for full-time. Plus day workers may still participate in the break system because their head-of-household qualifies. *See Days for more details.*

All resident staff wives fall into one of the following six categories:

<b>Work Week</b>	<b>Extra Work Compensation</b>
Part Time	Staff Break & Time Over 20 Hours
Part-time Plus	Staff Break & 15 Plus Days
Three-quarter Time	Staff Break & Time Over 30 Hours
Three-quarter-time Plus	Staff Break & 15 Plus Days
Full Time	Staff Break & Time Over 40 Hours (44 in summer)
Full-time Plus	Staff Break & 10 Plus Days



# CHAPTER 4

## BENEFITS

FOR the scripture saith, Thou shalt not muzzle the ox that treadeth out the corn.  
And, The labourer is worthy of his reward.  
*1 Timothy 5:18*

BUT seek ye first the kingdom of God, and his righteousness;  
and all these things shall be added unto you.  
*Matthew 6:33*



### BENEFITS

The benefits for each individual and family will be computed depending on the team status (*see chapter two*), level of designated missionary giving (DMG), part-time or full-time status, single or married status, job difficulty levels, extra responsibilities assumed, and individual agreements. Some benefits are received as a necessary condition for employment. All benefit agreements are open to the inspection of any resident staff upon request and approval of the executive director. All such disclosures must be considered confidential within our resident staff team.

### DESIGNATED MISSIONARY GIVING (DMG)

1. Because we are a non-profit corporation relying heavily on the donations of churches and individuals for a major part of our operating income, each staff member is responsible to personally engage in outside deputation work to gain commitments from individuals and churches for enough monthly donation to Ironwood to at least cover the minimum cash support paid to that staff member. The board of directors may set minimum and maximum amounts for each position. A staff member's failure to receive enough donations to underwrite a staff position may require Ironwood to make an adjustment in staff positions available.
2. The amount of donations raised by the staff member shall constitute a large portion of the monthly cash income paid to that staff member. Ironwood will pay the employer portion of each resident staff's social security and each staff member will be responsible for their portion. An administrative fee covering Ironwood's out-of-pocket expense will be deducted from all DMG and/or outside income run through Ironwood that separately or in combination with other such gifts total more than the full support level. The administrative fee will only be charged on the amount above full support (*see "Administrative Fees" in chapter three*).
3. All deputation funds sent in for DMG must go through Ironwood, which has full control over its use to accomplish its purposes with a God-called and dedicated staff. Generating full support does not guarantee a position on our staff. All staff must meet all the qualifications and conditions of employment found herein. All of our staff including those fully supported through DMG are under the direct supervision of the Ironwood ministry from which they receive their specific ministries, job duties, and accountability. This includes staff training and development, as well as use of each individual's spiritual gifts, skills, and abilities.
4. This staff support plan has been approved by the board and adopted for use here at Ironwood.

## **BENEFITS RECEIVED AS A NECESSARY CONDITION FOR EMPLOYMENT**

1. Because Ironwood's main ministry is a twenty-four-hour/day camping program requiring constant supervision of campers, as well as provision of services on a twenty-four-hour/day basis, each staff member will receive the following benefits as a condition of his employment.
  - a. Housing and utilities for same (electric, water, trash removal, and propane, but not telephone). Housing must be vacated within five days of termination of employment.
  - b. Meals are provided during all summer camps because of their size and duration and also provided during the rest of the year when the staff member is assigned duties in the kitchen/dining room.
2. Each staff member will be on twenty-four-hour call for emergencies and may be assigned duties deemed necessary by the administration for the services, general health, and safety of campers. In addition to normally assigned duties, each staff member, while on duty will be responsible to aid in the supervision of campers in their activities and at meals and/or as host(ess) to our adult guests.

## **BENEFITS RECEIVED AS PART OF INCOME BUT NOT AS A CONDITION FOR EMPLOYMENT**

The following items have financial value in that if a spouse would decide not to work full-time or part-time, the family would be charged for these services. The income is not taxable. Examples of the cost of these services to a family follows in the manual. From the included tables, families can calculate the value of these benefits to the family.

1. Family benefit package
2. Retirement benefits (voluntary and according to years of service)
3. School tuition
4. Educational Assistance
5. Incidental Benefits

## **BENEFITS: TEAM INTERN**

1. DMG—100%; all that is counted toward monthly income must come through Ironwood.
2. Family benefit package
3. Working spouse benefit
4. Housing—as stated elsewhere, housing and utilities are provided as a condition of employment.
5. Benefits—Incidental (*See page 110.*)
6. Intern subsidy—after adding all the cash income received from missions and ministry support, the minimum cash income for the individual or family should be 60% of full missions support level (*see "Support Levels" in this chapter*). When it is not, Ironwood will make up the difference according to the following maximum formulas.
  - a. Maximum Contribution by Ironwood
    - 1) \$400/month during first year
    - 2) \$300/month during second year

- 3) \$200/month during third year
- 4) \$100/month during fourth year
- b. Goal—as DMG increases through deputation, etc., the subsidy will decrease. It will also decrease over time without any corresponding DMG increase.

### **BENEFITS: TEAM MEMBER-IN-FULL**

1. Minimum missions support must be maintained and 100% of full support (*see “Support Levels” in this chapter*) must be reached within a reasonable period or efforts must continue to reach that goal through a deputation process.
2. Family benefit package.
3. Working spouse benefit.
4. Housing—as stated elsewhere, housing and utilities are provided as a condition of employment.
5. Retirement benefits—voluntary and according to years of service.
6. Benefits: Incidental.

### **BENEFITS: LEADER**

1. Benefits: Team Leader
  - a. Receives a monthly pay bonus of \$50.
  - b. May not receive more than one such pay bonus per month.
2. Benefits: Team Director
  - a. Receives a monthly pay bonus of \$100.
  - b. May not receive more than one such pay bonus per month.

### **BENEFITS: WORKING SPOUSE**

1. Eight hours per day—\$600 per month
2. Six hours per day—\$450 per month
3. Four hours per day—\$300 per month

### **BENEFITS: INCIDENTAL—*Non-transferable to Other Staff members or Guests***

1. Discount of 15% at the General Store and for special orders, excluding ISI Publications and consignment items.
2. Use of shop, tools, and facilities for personal projects on a staff member’s own time when not interfering with normal operations and when trained and responsible to use items.
3. Use of horses, tack, trailer, etc. for personal and family trail rides (specific horses and availability subject to camp needs, horse skills of family, and the discretion of the senior program director as it relates to health and safety of both horse and rider).

4. Rental of camp vehicles.
5. Professional and education benefits available for further education and skills development of resident staff. Some are on a loan basis and some on a grant basis; all are arranged through the director.
6. Audio CD's of sponsored sessions at cost if ordered during camp.
7. Meal passes and discounts—after the thirty free meal passes are used, a discount for meals is available.
8. Lodging in cabins for family and friends—after the ten free lodging passes are used, a discount for additional lodging is available.
9. Use of camp's recreational facilities when use does not interfere with camp or require extra scheduling of staff for supervision.
10. Roadside pickup by Ironwood if you break down with personal vehicle within 150 miles of camp. The staff member will be responsible for a portion of the actual cost to Ironwood which will be set by the director and road vehicle coordinator.
11. Family members coming to camp at half price (*see "Family Members of Staff Attending Camp" in chapter three*).
12. Paid vacation, paid sick days, paid personal days, and paid maternity leave.

## SUPPORT LEVELS

1. Each staff member at Ironwood is supported by the Lord through a combination of means that vary depending upon their team status (*see chapter two*). In general the support is composed of the following:
  - a. Missions support
  - b. Ministry support—cash
  - c. Ministry support—non-cash
2. Missions Support—the first primary means is through each Ironwood team member depending on the Lord to supply support through missionary giving from churches and individuals giving to Ironwood to help with an individual's support. All such regular missionary giving should come through Ironwood and be paid to the staff team members in the form of a paycheck, with the proper amounts being withheld for taxes and social security.
  - a. This amount of missions support is comprised of a total of the following:
    - 1) DMG (Designated Missionary Giving)—donations sent to Ironwood designated for your support as a home missionary.
    - 2) One-time and/or periodical donations given to Ironwood and designated to help the support of specific staff members.
    - 3) General Missionary Giving—donations given to Ironwood by churches and individuals that are internally designated to temporarily help the staff member in achieving his/her proper support levels (not always available).
    - 4) Family Benefit Package for staff without children.
    - 5) Spouse Cash Income—a spouse's cash income from working at Ironwood (excluding board of director designations, longevity, or retirement cash income).
    - 6) Outside Income—outside income of regular amounts used to determine resident status.
    - 7) Other—all amounts sent on a regular basis from either churches or individuals must be considered part of a staff member's missions giving support level, and, as a matter of conscience should be turned into

Ironwood to be added to his paycheck. Such amounts have a direct impact upon the staff member by establishing future social security receipts and disability insurance basis. Since Ironwood internal designations (General Missionary Giving) are based on need, withholding these monies from the Ironwood payroll may be hurting other staff as well as the staff member's testimony to others of God's support of him while in the ministry at Ironwood.

- b. What is the minimum missions support expected of an Ironwood resident staff member?
    - 1) Singles—\$600
    - 2) Couples without children—\$800
    - 3) Couples with children—\$950
  - c. What is the full missions support expectation?
    - 1) Single—\$1335
    - 2) Couples without children—\$1720
    - 3) Couples with children—\$2120
3. How to Compute the Percentage of Full Missions Support
- a. Add up the total cash received before taxes from *2a* above.
  - b. Average that amount for the last six months.
  - c. Figure the percentage of that average to *2c* above.
4. Ministry Support—the second primary means is the Lord providing support through the Ironwood ministry itself. Such support comes to the team member in the form of housing, utilities, benefits, and some cash. The exact amounts are determined by the job, longevity, responsibility, family status, and whether the staff member is part-time or full-time. This ministry support is divided into two categories:
- a. Cash benefits
    - 1) Longevity bonus
    - 2) Leadership bonus
    - 3) Retirement benefit
    - 4) Intern subsidy
  - b. Non-cash benefits
    - 1) Family benefit package for families with children
      - a) ICA tuition
      - b) Pygmy Post
      - c) Meals for family
    - 2) Housing
    - 3) Utilities (power, water, propane, trash removal)
    - 4) Disability insurance
    - 5) Incidental benefits

## BENEFITS OVERVIEW

Cash Benefits	Resident Staff	Ministry Connect	Ministry Bound	IIM
<b>DMG</b>	✓	✓ (govt tax)	✓ (govt fee)	NA
<b>Working Spouse Income</b>	\$100–400 per month	\$100–400 per month	NA	NA
<b>Team Intern Subsidy</b>	\$100–400 per month	NA	NA	NA
<b>Team Leader Bonus</b>	\$50/month	NA	NA	NA
<b>Team Director Bonus</b>	\$100/month	NA	NA	NA
<b>Family Benefit Package</b>	\$200/month	NA	NA	NA
<b>Ministry Connect Income</b>	NA	\$200–600 per month	NA	NA
<b>Longevity Bonus</b>	\$25–\$125/month	NA	NA	NA
<b>403(b) matching</b>	\$25–\$75/month	NA	NA	NA
<b>Ministry Crew Stipend</b>	NA	NA	\$30/week	\$20/week
<b>Non-Cash Benefits, etc.</b>				
<b>Housing</b>	Condition of employment	Condition of employment	✓	✓
<b>Cabin Passes</b>	10/year	5/year	\$26/night	\$26/night
<b>Utilities</b> (electricity, propane, trash removal, water)	✓	✓	✓	✓
<b>Meals</b>	Summer, SFW when scheduled	Opt in <i>or</i> receive \$100/adult/month	✓	✓
<b>Meal Passes</b>	30/year	15/year	\$5-7/meal	\$5-7/meal
<b>Cell Phone</b>	✓ full time	NA	NA	NA
<b>ICA Tuition</b>	✓	✓	NA	NA
<b>Child Care</b>	✓	✓	NA	NA
<b>Pets</b>	Allowed	Existing condition	Existing condition	NA
<b>Staff Bill</b>	✓	NA	NA	NA
<b>Retreat Attendance</b>	Per team leader	Per team leader	Per team leader	Per team leader
<b>Retreat Materials</b>	At cost (dept./personal)	At cost (dept./personal)	At cost (dept./personal)	At cost (dept./personal)
<b>Education Benefit</b>	PRN	Up to 20 credits/year	NA	~16/year
<b>Children Attending Camp</b>	3 weeks/summer	2 weeks/summer	NA	NA
<b>Family Attending Camp</b>	Some discounts	NA	NA	NA
<b>Lake Use</b>	✓	✓	With posted lifeguard	With posted lifeguard
<b>Shop Personal Use</b>	✓	PRN	PRN	PRN
<b>Vehicle Personal Use</b>	✓	NA	NA	NA
<b>Non “Work” Days</b>				
<b>Bereavement</b>	1–5 PRN	PRN	PRN	PRN
<b>Break</b>	3 weeks/year	3 weeks/year	NA	NA
<b>Comp</b>	PRN for non-plus working spouses	PRN for non-plus working spouses	Up to 5 days	NA
<b>Day Off Administrative</b>	PRN	PRN	PRN	NA
<b>Deputation</b>	5–10/year	None	None	None
<b>Holidays</b>	6/year	6/year	NA	NA
<b>Jury Duty / Subpoena</b>	3 paid/year	3 paid/year	PRN	PRN
<b>Leave of Absence</b>	PRN	NA	NA	NA
<b>Maternity</b>	6 weeks	PRN 6 weeks	NA	NA
<b>Ministry Day</b>	5/year	PRN	PRN	PRN
<b>Not-Scheduled Personal</b>	PRN on weekends	PRN on weekends	PRN on weekends	PRN on weekends
<b>Off-Schedule Work</b>	PRN on weekdays	PRN on weekdays	PRN on weekdays	PRN on weekdays
<b>Personal Day</b>	2/year	2/year	1 / school year	NA
<b>Plus Day</b>	10–15/year plus working spouses	NA	NA	NA
<b>Sabbatical</b>	5–8 weeks	NA	NA	NA
<b>Sick</b>	10/year	10/year	7 / school year	7 / school year
<b>Sunday Work</b>	12/year	NA	7 / school year	7 / school year
<b>Vacation</b>	5–15/year	10/year	NA	NA

## RESIDENT STAFF BENEFITS

### HEAD OF HOUSEHOLD WITH SPOUSE/DEPENDENTS

Standard Benefits		
Housing	\$13,860/year	• \$1155/month
Utilities	\$2,196/year	• \$183/month
Summer Meals	\$585/year	• Summer meals served by Homestead crew
Cell Phone	\$684/year	• \$57/month
Incidental Benefits	\$610/year	• \$51/month
Longevity Bonus	\$240–1,200/year	• \$20–100/month
Retirement Matching	\$300–900/year	• \$25–75/month
<b>Value Subtotal</b>	<b>\$18,475–20,035/year</b>	<b>\$1,540–1,670/month</b>
Select One Package: Family Benefit Package Options		
<input type="checkbox"/> Benefit Package Option 1	\$1,200/year	• \$100/month
<input type="checkbox"/> Benefit Package Option 2	\$1,296–5,593/year	• Half of ICA / Pygmy Post tuition for up to 4 dependents
	\$293–1,170/year	• Half of Summer meals for up to 4 dependents & a non-working spouse
	\$500–2,000/year	• Half of 3 summer camp and 1 non-summer camp each for up to 4 minor dependents
	<i>30% off for additional dependents</i>	
<b>Value Subtotal</b>	<b>\$1,200–8,170/year</b>	<b>\$100–682/month</b>
<b>Value Grand Total</b>	<b>\$19,675–28,205/year</b>	<b>\$1,640–2,351/month</b>

### WORKING SPOUSE

Standard Benefits		
Housing	NA	• NA
Utilities	NA	• NA
Summer Meals	\$585/year	• Summer meals served by Homestead crew
Cell Phone	\$384–684/year	• \$32–57/month
Incidental Benefits	\$610/year	• \$51/month
Longevity Bonus	\$240–1,200/year	• \$20–100/month
Working Spouse Income	\$3600–\$7200/year	• \$300/month part-time, \$450 ¾-time, \$600 full-time
<b>Value Subtotal</b>	<b>\$5,419–10,279/year</b>	<b>\$452–857/month</b>
Select One Package: Benefit Package Options		
<input type="checkbox"/> Benefit Package Option 1	\$1,200/year	• \$100/month
<input type="checkbox"/> Benefit Package Option 2	\$1,250–5,000/year	• Half of ICA / Pygmy Post tuition for up to 4 dependents
	\$293–1,170/year	• Half of Summer meals for up to 4 dependents
	\$500–2,000/year	• Half of 3 summer camp and 1 non-summer camp each for up to 4 minor dependents
	<i>30% off for additional dependents</i>	
<b>Value Subtotal</b>	<b>\$1,200–8,170/year</b>	<b>\$100–682/month</b>
<b>Value Grand Total</b>	<b>\$6,619–18,449/year</b>	<b>\$552–1,538/month</b>

## HEAD OF HOUSEHOLD WITHOUT SPOUSE/DEPENDENTS

Standard Benefits		
Housing	\$6,936/year	• \$578/month
Utilities	\$1098/year	• \$92/month
Summer Meals	\$585/year	• Summer meals served by Homestead crew
Cell Phone	\$684/year	• \$57/month
Incidental Benefits	\$610/year	• \$51/month
Longevity Bonus	\$240–1,200/year	• \$20–100/month
Retirement Matching	\$300–900/year	• \$25–75/month
<b>Value Subtotal</b>	<b>\$10,453–12,013/year</b>	<b>\$872–1,002/month</b>
Select One Package:	Benefit Package Options	
<input type="checkbox"/> Benefit Package Option 1 \$6,400/year \$533/month	\$3,000/year	• \$250/month
	\$1000/year	• 3 summer camps for youth, 2 non-summer camps for adults
	\$600/year now \$2400 est. at maturity	• After 10 years of service, \$50/month toward retirement home account
<input type="checkbox"/> Benefit Package Option 2 \$7,160/year \$596/month	\$1000/year	• 3 summer camps for youth, 2 non-summer camps for adults
	\$600/year now \$2400 est. at maturity	• After 10 years of service, \$50/month toward retirement home account
	\$2,800/year	• All meals at Homestead
	\$350/year	• \$50 cash/week Homestead is closed
	\$90/year	• 30 bonus meal passes
	\$520/year	• 10 bonus cabin nights
<b>Value Subtotal</b>	<b>\$6,400–7,160/year</b>	<b>\$533–596/month</b>
<b>Value Grand Total</b>	<b>\$16,853–19,173/year</b>	<b>\$1,405–1,597/month</b>

### WHERE THE NUMBERS COME FROM

- Housing—*Statistical Abstract of the United States: 2012*
  - Couples: \$1155 x 12 months = \$13,860
  - Singles: \$578 x 12 months = \$6,936
- Utilities—invoices, approximately \$1098 per year per staff member
  - Electricity: \$712/year per staff member
  - Propane: \$216/year per staff member
  - Trash Removal: \$35/year per staff member
  - Water: \$135/year per staff member
- Cell Phone—Chapter 3 Cell Phone Policy
- Incidental Benefits—approximately \$610 per year per staff member
  - Cabin Use: \$52/night x 10 = \$520, Telegraph Camp Fees
  - Meal Passes: \$3 x 30 = \$90, Chapter 3 Homestead Guidelines: Meals Provided for Staff
- Longevity Bonus—Chapter 3 Longevity Bonuses
- Retirement Matching—Chapter 3 Retirement Benefits
- Family Benefit Package Cash—Chapter 3 Family Benefit Package
- ICA—\$205 in fees and following current tuition covered by Family Benefit Package
 

	Elementary	Secondary
a. First Child	<b>\$2400</b>	<b>\$2600</b>
b. Second Child (-\$400)	\$2000	\$2200
c. Third Child (-\$500)	\$1900	\$2100
d. Fourth+ Child (-\$600)	\$1800	\$2000



9. Pygmy Post—average of area day care charges
  - a. 6 weeks–2 years: \$2949/year
  - b. 2–3 years: \$2850/year
  - c. 3+ years: \$2591/year
10. Summer Meals—\$3 x 195 meals = \$585 (15 meals ST 1 + 20 meals x 9 weeks)  
Chapter 3 Homestead Guidelines: Meals Provided for Staff
11. Family Members Attending Camps—approximately \$1000/year per staff member
12. Working Spouse Income—Chapter 4 Benefits: Working Spouse

### **LIFE RICH & MISCELLANEOUS BENEFITS**

- Every Christmas and Thanksgiving holiday
- Breaks and vacation
- Good neighbors
- Job opportunities for staff kids
- Activity options available during non-camp days
- Seasonal camp staff invest in staff kids
- Retirement options on property
- Academy playground
- Regular day off
- Schedule done two weeks ahead
- Sunday schedule known and limited months ahead
- Morning meeting training/sharing
- Staff planning days
- Short commute to work
- Lunch at home
- Coworkers are your kids teachers
- Sabbatical every 10 years
- Ministry Days every year
- No trash fee
- RO water for free
- Access to shops
- Consignment at stores
- Store discount
- Pygmy camp and staff retreat
- Discounted copier use
- Help with deputation travel and materials
- Library
- Wedding/reception use of facility for free
- Personal use of camp vehicle options
- Mail delivery
- Annual staff housing improvement chunk
- \$10,000 life insurance



# CHAPTER 5

## STAFF CHILDREN



### CAMP COYOTE

1. Camp Coyote is for staff children ages eight through eleven. Any exceptions must go through the director.
2. Camp Coyote is available in the summer and during the school year on ICA minimum days and no school days but not on ministry-wide holidays or breaks.
3. When staff children are in Camp Coyote in the morning (mainly in the summer), the schedule will be organized as follows:
  - a. Three hours of service—working with a team (e.g., grounds, horses, hospitality, stores); staff children may be assigned to a team for a several-week stretch. *See Staff Children in the Workplace for more details.*
  - b. One hour of fun / game time for those ages six to eleven, usually beginning around 11:30 a.m.

### CAMP TUITION FOR STAFF CHILDREN

1. A part of the family benefit package is camp tuition for three weeks of summer camp for each staff child of camp age.
2. Different weeks of camp are chosen for a variety of reasons (e.g., week that youth group is attending, vacation plans, friends or relatives attending camp). Each year one of the three weeks may be chosen as a “guaranteed” week (will not be bumped even if the camp fills and has a waiting list). The other two weeks will be on a space-available basis, and the staff child may be bumped to another week.
3. The following procedures will be followed.
  - a. The Registration Office will keep a record of the weeks of camp for each of the staff children and make note of the guaranteed week.
  - b. It is the parents’ responsibility to make arrangements with the registration office concerning weeks of camp and guaranteed week.
  - c. A staff child may not be bumped in the last ten days before the beginning of a camp.
  - d. To prevent campers from growing too familiar with the program and activities, three weeks of camp in the summer is usually the maximum number of weeks for any camper, staff children included.
  - e. School-related SFW camps (e.g., Youth Winter Rendezvous) do not count toward the three-week limit. They are under the ten-day bump guideline and can be used as a guaranteed camp.
  - f. Number of camps to attend do not accrue from year to year, and no compensation will be given for unused weeks.
  - g. Any exceptions to the above guidelines would be through the director.

4. Only the camp fee is provided for the staff child. All extra options must be paid for by the organizing group (school or church) or the individual. Extra options include the following: Camper's Cache, counselor (Ezra Retreat, Youth Winter Rendezvous, Cowboy History Camp, Christian Education Outdoors), trail rides, and the Edge. Please see Extra Options on the Telegraph Camp Fees chart for a complete list and current fees.

## IRONWOOD CHRISTIAN ACADEMY

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.

### **PYGMY POST POLICIES AND PROCEDURES**

Pygmy Post is for staff children age seven and under. The director is the Pygmy Post team leader. Any concerns or problems need to go through him.

1. Goals of Pygmy Post
  - a. The safety of the children is our number one goal in Pygmy Post.
  - b. The secondary goal is to make Pygmy Post a fun time and a learning time for the children.
2. Availability (for whom and when)
  - a. The camp-operated Pygmy Post is a benefit provided for the Ironwood team members only.
  - b. Whenever Pygmy Post is provided by Ironwood for family campers or speakers' children, it is a program function and should be provided with staff scheduled to care for those children as a part of the retreat or summer staff work schedule. This care may be provided in a separate facility or in the Pygmy Post facility with the approval of the Pygmy Post team leader.
  - c. The normal hours of Pygmy Post provision are Monday through Friday, 8:30 a.m. to 12:30 p.m. When Pygmy Post is continuous throughout the day, the morning and afternoon Pygmy Post schedules will overlap at midday.
  - d. When all staff are eating in the dining room, Pygmy Post will close for lunch. It is then the parents' responsibility to pickup the child and return him/her after lunch.
  - e. If Pygmy Post is needed other than 8:30 to 12:30 (such as a weekend retreat duty or evening work), the team member should notify the senior program director who will schedule a Pygmy Post worker according to our weekend and retreat work schedule policies. If neither spouse can care for the child and there is no way to schedule a Pygmy Post worker for an odd-hour schedule (such as during horsemanship camps), then one of the parents' schedule must be modified to allow adequate care for their family.
  - f. The Pygmy Post schedule will normally follow the mother's work schedule. If she is working, Pygmy Post will normally be provided. If the mother is working to make up a sick day (makeup only allowed during the year you are presently in), Pygmy Post is available as long as additional workers are not needed.

- g. The following provisions of Pygmy Post are available to the family at a time when the mother is not at work and use must follow these two guidelines.

- Options available to full-time, 3/4-time, and part-time workers and the number of available Pygmy Post hours for each option would correspond to the numbers of hours the mother works
- Options available only if additional workers are not needed

- 1) Using a sick day—corresponds to the allowable number of sick days (ten).
  - 2) Up to five vacation days—corresponds to the number of hours worked each day times five. For example, a part-time mother works four hours. Four hours times five equals 20 total hours allowed. Pygmy Post would only be available at the time her children are normally there, unless no additional worker would be needed during the other portion of the day. Hours beyond her vacation option could be paid for as long as additional workers are not needed.
  - 3) Up to two personal days
  - 4) Up to five days of childbirth recovery and adjustment—Pygmy Post may be used when it is open, regardless of the number of hours worked
  - 5) Days off are not included.
  - 6) Only other options available through special permission given by director.
- h. Pygmy Post will be available at \$2 per hour per child when the mother is not working and if no additional workers are needed.
- 1) During school months, families would need to pay for hours used in Pygmy Post beyond the school time.
  - 2) When arrangements are made with the Pygmy Post workers, they will be placed on the calendar in the Pygmy Post.
- i. Pygmy Post operates according to both the ICA calendar and the camp calendar. Unless a holiday is a ministry-wide holiday, Pygmy Post will be in operation. Pygmy Post will not be provided on official ministry-wide holidays or on official ministry-wide break days. If a parent has made an agreement with Ironwood to work one or more of these days, it is the parent's responsibility to make arrangements for his/her own children while he/she works those days. Because of the ministry break and vacation days at Christmas, Pygmy Post will not be open during those two weeks.
- j. Occasionally a parent's planned schedule (work or personal) may change. He/she may be running late or may be asked by a team leader to do more. It is the parent's responsibility to
- 1) inform his/her team leader of family responsibilities in time to make whatever adjustments are necessary;
  - 2) inform the Pygmy Post worker that he/she is delayed and what the plan is;
  - 3) not assume he/she can leave his/her children in the care of the Pygmy Post person after hours; he/she should make arrangements for someone else to pick up and care for his/her children until they return from town or duty;
  - 4) contact the Pygmy Post team leader (the director) for extra help in time of need;
  - 5) not send his/her children to Pygmy Post to play unless an adult who has agreed to be responsible for them is present.
- k. Pygmy Post at Ironwood is not an unlimited resource or an absolute right for our team members. Because of safety issues, please keep in mind the following restrictions:
- 1) If a particular child requires so much individual attention or behaves in such a way that it results in

continual unsafe or unhealthy situations for all the other children, we will not be able to provide Pygmy Post for that child until the situation is corrected.

- 2) A crying child/baby will be placed in a playpen and checked every fifteen minutes to make sure of his/her safety. An attempt will be made to calm the child before putting them back in the playpen, on the floor, etc. If the child cannot be calmed down, the parent will be called.

When restrictions occur because of either of the above, the parents' work schedules may need to be adjusted or shortened during this period in their life. Parents should take care to consider this on their own as they make plans for the future in their families. In order to be safe, it is always best to ask in advance to find out what effect the addition of another child will have on your family's work schedule and income.

3. Point Guide—as a guideline, a Pygmy Post worker should not have over fifteen points.

<b>0–2 years—3 points   ▪   2–3 years—*2 points   ▪   3–7 years—1 point</b>
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*Children remain 2 points until they are potty-trained.*

*Potty trained is defined as having no more than two "accidents" per week.*

4. Typical Pygmy Post Schedule

**SUMMER**

8:30–9:15	Free play / children arrive
9:15–9:30	Clear up toys
9:30	Potty break
9:30–10:00	Organized activity
10:00–10:10	Snack
10:10–10:30	Quiet time
10:30	Potty break
10:30–11:00	Free play/outdoors
11:00–11:30	Activity
11:30	Potty break
11:30–11:50	Free play
11:50–Noon	Clean up for lunch
Noon–12:30	Lunch
12:30	Potty Break
12:30–1:00	Outdoor play / Pygmy Post clean-up
1:00–1:30	Switch-over of children/workers
1:30–2:00	Organized activity
2:00	Potty break
2:00–3:30	Nap time (Pygmy Post worker may clean, etc., as nap times vary)
3:30–4:00	Free play / outdoors
4:00	Potty break (varies as each child gets up from nap time)
4:00–4:15	Snack
4:15–4:30	Final clean-up/shutdown of Pygmy Post

**NON-SUMMER**

8:25–9:30	Free play / children arrive
9:30–9:50	Circle time
9:50–10:15	Quiet time
10:15–10:45	Art
10:45–11:30	Free play
11:30–Noon	Lunch
Noon–12:30	Clean up & free play

## 5. Schedules

- a. Parents will need to prepare special instructions concerning each baby's schedule for nap and feeding times to be posted on a bulletin board. Please keep the information updated as children grow and change.
- b. In years when there are many children and also varying ages in the Pygmy Post, it may be necessary to alter the normal schedule of some children so that a routine will allow some attention to be given to all the children present.

## 6. Meals/Snacks and Dress

- a. Children should be fed (e.g., breakfast) before they arrive or sent with finger food that does not require assistance.
- b. Children should arrive with a packed lunch. Although there is a microwave in the Pygmy Post, the Pygmy Post workers are not there to cook a meal for your child(ren). Please send food that doesn't require preparation (or as little preparation as possible).
- c. Children should be dressed for the day and not arrive in pajamas, expecting the worker to dress them for the day.

## 7. Personal Items

- a. Each family is assigned a cubbyhole to store personal items. Cleaning the cubbyhole is the parent's responsibility.
- b. Parents should have the following items stored at Pygmy Post for their child(ren)'s needs: **two sets of** extra clothing, diapers, diaper wipes, ointment, bedding (blankets), food, water (bottles/cups). Pygmy Post will have a stock of emergency supplies. When a parent uses an emergency item, the item should be replaced as soon as possible.
- c. The child(ren)'s bedding is the parent's responsibility to clean.
- d. Parents who wish the Pygmy Post worker to use any type of special oils, ointments, powders, or soap that are not normally stocked in Pygmy Post must provide those special items at their own expense.

## 8. Potty Training

- a. *Potty-trained* is defined as having no more than two "accidents" per week.
- b. Pygmy Post worker will take potty trainers to the potty every hour starting at 9:30 a.m. (or one hour after drop off).
- c. To help ensure the safety of the children by containing any bodily waste, the general guideline of dress for when a child is being potty-trained is the following: pull-ups/diapers are preferred. Cloth/reusable diapers may only be used in Pygmy Post if the extra work to change and sanitize is possible with the workload. This may change from season to season, so consult the worker before choosing to use cloth diapers.
- d. If a child is in cloth underwear and has a soiled accident, the Pygmy Post worker will call that child's parents to clean up the child and their clothes. If the parent is unable to come (because of job responsibilities or would just rather not be called), then the child should be sent in pull-ups/diapers.
- e. If the child is in cloth underwear with no plastics and has two accidents in one week, then the child must wear pull-ups to Pygmy Post for the next two weeks.

## 9. Discipline

- a. Disciplining a child is not the responsibility of the Pygmy Post worker.
  - 1) Pygmy Post workers will not shake, jerk, or spank children.
  - 2) Babies (crawlers and older) who are at immediate safety risk may have their hands smacked, with parents' advance permission.
  - 3) The timeout chair is the only form of discipline that a Pygmy Post worker will take without specific parental consent/request.



- 4) The child may be pulled from activities if he/she is misbehaving.
  - 5) If a child is creating an extended problem beyond the Pygmy Post worker's ability to control, the Pygmy Post worker may contact the parent or the office to locate the parent to come to discipline the child. The communication should be handled carefully. Every effort should be made by the Pygmy Post worker (and within the worker's guidelines) to resolve bad behavior before calling a parent. Efforts may vary from child to child, and any measures of discipline should be discussed with the parents first.
  - 6) Pygmy Post workers may also ask parents to come to get their children if the children are creating a disturbance or monopolizing the Pygmy Post person's time and/or attention to the detriment and safety risk of the other children present. These situations will need to be discussed with the director or Pygmy Post team leader if repeated too often.
- b. Pygmy Post workers should ask parents for advice for special problems such as biting, throwing things, etc.
  - c. If the Pygmy Post worker sees a problem brewing with a child (especially problems of character such as lying, stealing, or stubbornness), she should speak with the parents before the problem gets out of hand.
  - d. Discipline problems will be communicated to the parents only, not to other staff members.
  - e. Pygmy Post workers should always be in control of their emotions during any type of disciplining. (If not, they should do nothing until they are.)

#### 10. Sick Children

- a. When a child is sick or won't be in Pygmy Post for some reason, the parent's team leader must be called as well as the Pygmy Post worker. This may help the Pygmy Post worker for that shift with the point system, projects, etc., which were scheduled for that particular day.
- b. Children with a fever (over 100.1 degrees) are not to be brought to Pygmy Post unless okayed by a doctor.
- c. Children who get a fever during the day are to be picked up from Pygmy Post as soon as possible. It is the parent's responsibility to make whatever arrangements are necessary.
- d. Parents should also assist Pygmy Post by volunteering to wash and disinfect any sheets, blankets, towels, etc., that may have been exposed to their sick children and then to return those cleaned items to Pygmy Post when the child returns.
- e. Contagious diseases need to be dealt with.

#### 11. Cleanliness of Children and Building

- a. Children's hands will be washed before and after lunch and before snack time. As much as possible, hands and faces will be kept clean throughout the day.
- b. Pygmy Post will be cleaned once a day. The cleaning expectations of the various workers will be hung by the bathroom door.
- c. The toys will be cleaned as often as possible with the marked sanitizing solution (the bleach mixture as opposed to the hospitality sanitizing solution).
- d. The outside toys need to be inspected often. Old and broken toys need to be thrown away, cords cut off, etc.
- e. Dogs are not allowed in the Pygmy Post yard. Please keep gates closed so that no dogs are able to enter the yard at any time (to avoid messes in the yard and toys from disappearing).
- f. It is important that Pygmy Post workers and Pygmy Post substitutes perform the daily cleaning and disinfecting procedures posted on the Pygmy Post wall.
- g. Pygmy Post workers must wear rubber gloves when changing diapers or working with body fluids such as blood, urine, etc.

#### 12. Activities, Supervision, and Location

- a. The activities of the day may vary according to the number of children, weather, etc.

- b. A crying child/baby will be placed in a playpen and checked every fifteen minutes to make sure of his/her safety. An attempt will be made to calm the child down before putting him/her back in the playpen, on the floor, etc.
- c. No children under school age should be allowed outside the Pygmy Post fence unsupervised (except with the parent's and the Pygmy Post worker's consent).
- d. School-age children need to be checked every fifteen to twenty minutes when playing outside the Pygmy Post fence.
- e. Should an occasion arise in which the Pygmy Post worker is unable to safely supervise the children, she may call a backup or the Pygmy Post team leader. The team leader will assign permanent backup individuals (usually another mother with children in the Pygmy Post). If the worker is aware of whom to call as the backup, she may call that individual instead of calling the Pygmy Post team leader.
- f. Pygmy Post is located in the Pygmy Post building during school hours and may be held in a home providing it can be done safely and properly and is to the Pygmy Post worker's advantage. All parents should agree that the place is safe and appropriate. The Pygmy Post worker should communicate with the parent before taking children to her home.
- g. If parental permission has been granted to conduct Pygmy Post in a home, parental permission must be obtained to watch videos and listen to music. A video should never be used as a babysitter.

### 13. Pick-up of Children

- a. Parents should pick up their children when the Pygmy Post hours are scheduled. If a parent's job demands time outside the Pygmy Post hours or limits, his/her team director should be contacted to set up additional Pygmy Post.
- b. If someone other than the parent will be picking a child up from Pygmy Post, the parent must notify the Pygmy Post worker before the child is released. This may be done days in advance or a few minutes before.
- c. In the summer or whenever all staff are eating in the dining room, a few of the parents have demanding schedules in the kitchen or elsewhere that makes it almost impossible to get to the Pygmy Post right at 12:20 p.m. to pick up their children for lunch in the staff dining room; therefore, it is hoped that the Ironwood team members all work together to mutually aid each other at this point.
  - 1) Parents (or the team leader) are to schedule someone to pick up their children.
  - 2) Advance communication and arrangements make this flow much easier. Since the needs at summer camp may change from week to week, it is reasonable to assume Pygmy Post needs may also vary. It would be ideal if the Pygmy Post team leader could be notified of the necessary changes before or at the beginning of the Sunday evening team meetings.

### 14. General Pygmy Post Guidelines

- a. These guidelines should help in defining the standard operating procedures for Pygmy Post. On rare occasions there will be instances that contradict these guidelines. Our goal is not to let those rare instances become standard operating procedures.
- b. No one likes to feel taken advantage of—neither the parents nor the Pygmy Post team. All have the best interest of the children at heart. Therefore, staff members should not judge the motives of others and should do all they can to resolve relationship difficulties in a timely and respectful manner. Please lovingly confront rather than simmer. Involve the team leader if necessary.

## SCHOOL TUITION FOR STAFF CHILDREN

- 1. Provided for full-time and part-time staff.
- 2. Staff Family ICA Benefits and Costs
  - a. Staff are responsible for other costs including field trips, competition, hot lunch, etc.

- b. As more staff children enter the school, the staff book fees may increase

<b>Explanation of Fee</b>	<b>Advertised Cost</b>	<b>Staff Family Cost</b>
<b>Testing Fees</b>	\$15–\$25/student	Benefit provided for working spouses
<b>Registration Fees</b>	\$50–125/student	Benefit provided for working spouses
<b>Tuition Rates</b>	\$2450–\$2650/student	Benefit provided for working spouses
<b>Book Fees</b>	\$230/student	\$150 / elementary student \$175 / secondary student
<b>AACS Dues</b>	\$20/student	\$20/student
<b>Insurance</b>	\$11/student	\$10/student
<b>Activity Fee (covers year-book and computer lab fees)</b>	\$25/student	\$25/student
<b>Total Amount</b>	\$2801–\$3086/student depending on grade level and current enrollment	\$205 / kindergarten/elementary student \$230 / secondary student

## STAFF CHILDREN AND GOLF CARTS, EQUIPMENT, OR VEHICLES

1. The minimum age for staff children golf cart and equipment training is 14. Staff children should receive appropriate training from designated trainers and log the training with Ironwood’s Safety Coordinator.
2. Staff children must have valid driver’s license to drive any on-site or road camp vehicles.
3. Parents are responsible for any damage if their child is at fault in an accident involving a personal vehicle.

## STAFF CHILDREN AT CAMP

1. Our desire is to have a family-friendly ministry as we accomplish the ministry purpose. We believe that both of these goals can be accomplished.
2. Staff children roaming around camp as “camp tramps” creating distractions and safety concerns are not helpful to the ministry or the family.
  - a. A child age seven and younger should be directly supervised by a parent or responsible individual whenever the child is around a camp facility (e.g., dining rooms, fellowship areas of each facility). There are many dangerous areas that a child could easily get hurt.
  - b. A camp-age child (age eight and up) may play in an activity area that is not normally supervised (e.g., Cage, Livery Stable, Birdie’s Cage) if no camp is in session at that facility. Areas that require supervision (e.g., lake, canoeing, archery, shooting ranges) of a camper require program permission (from the facility or common team leader/director or the senior program director) and adult supervision of the child. Any items broken by the child during play are his parents’ responsibility to fix.
  - c. While the camp is in session, a camp-age child may be in the care of his parent or responsible individual in the fellowship areas but not in the direct supervision of the parent. The child must abide by the rules and/or supervisors of that facility. Any misbehavior should be brought to the attention of the parent as soon as possible.
  - d. When a child turns 14, he/she may follow the responsibilities and privileges of Leadership Live! after he/she has quoted the mission statement to the executive director—this is a springboard to discuss what camp is really all about (camp is a tool to help others and serve churches, not our personal playground or backyard hangout). A parent must use this opportunity to teach appropriate behavior; appropriate means that content fits context—a child is growing in his maturity and should be constantly working at being appropriate and mature.
  - e. Each facility team leader/director has the responsibility to talk with a child’s parent if that child is being a

distraction, disobeying rules, or not being safe. Effort should be made to develop a plan that helps us accomplish our mission with campers and grow our children in our homes. This plan may include loss of privilege for a time.

3. Placing so many restrictions on the children that they have no opportunity to properly be involved in what is going on at camp is not helpful.
4. Our desire as a ministry is to encourage the staff children to seek the Lord's will for possible full-time service for the Lord as they grow older.
5. In general, children should be at home, at another staff home or play area, at school, at the Pygmy Post, with the parents, at an agreed-upon-in-advance place of service, or on their way to or from any of the above.
6. If children are with parents at work, care must be exercised by the parent to manage the following:
  - a. Very little, if any, distraction of parents from the responsibilities
  - b. Safety in and around the job site for both children and parents
  - c. Situation does not become a pride issue for either parents or children
  - d. Teaching of proper work ethic and skills to the children while they are there
  - e. That the opportunity remains a special thing and is not done all the time
7. Staff children must learn to respond to campers and staff properly when they are around camp.
  - a. Exercising courtesy
  - b. Not ignoring
  - c. Responding to questions or request
8. Children should, if possible, have access to their parents.
  - a. Open door to parents' office (without "train" of friends).
  - b. Phone calls routed to parents.
  - c. Parents must teach their children not to take advantage of the privilege.
  - d. Safety, appropriateness, approachability, and honesty are the issues.
9. Staff members should involve their children in volunteerism and service to others at camp, at home, and at church. Not all jobs will pay.
10. Separate camp and home, but don't isolate.

## **STAFF CHILDREN IN THE WORKPLACE**

1. As we work at Ironwood, we have the advantage of training our children in our ministry as we work. This policy lays out some guidelines in assisting us in training our children to have a good work ethic as well as a piece of the puzzle in a well-rounded job and life experience. This policy is not designed to be comprehensive but rather simple.
  - a. This policy is for the children of a full-time staff member of Ironwood.
  - b. This training and work responsibility should be viewed as a benefit and not a right.
  - c. Participation is voluntary, so no wage or compensation would be given unless the young person entered into an agreement other than this policy (e.g., Leadership Live!).

d. The director reserves the right to ask a parent to make other plans for a child who is not meeting the requirements set by this policy.

2. Age-appropriate Responsibilities

a. Staff children ages 16–18 can hold a position in Leadership Live! and would be expected to work an eight-hour work day or could work in a volunteer capacity if they so desired.

b. Staff children ages 12–15 can have responsibilities based on their training and experience for a six-hour or shorter day if agreed upon by the parent, supervisor, and child. This work may be with anyone on resident staff or the Ministry Bound team.

c. Staff children ages 7–11 can help alongside one of their parents as the parent performs his responsibilities with the following conditions being met:

1) One child per parent.

2) The team leader is in agreement with the parent that there is no negative impact on the performance of the parent's responsibilities.

3) The staff child is constantly with his parent and no one else is left feeling responsible for or in charge of the staff child.

4) Character Training work schedules are applicable in the summer only and deal with the work schedules of staff children ages 8–11.

a) Work is limited to 8:30 to 11:30 a.m.

b) Character Training work schedules are the only time that 8–11-year-olds may work away from their parents.

c) Parents of staff children involved in Character Training work will be asked to sign the following:

*As a parent of a staff child, I understand that the goal of Character Training (CT) is to use the work areas of Ironwood to teach and develop character within my child. Only the skill areas I approve will be used in the program of training for my child.*

*I also understand that scholarship eligibility and funds are available only for my child's time spent in CT in the General Store.*

*No accident or injury insurance is provided by Ironwood or Ironwood Christian Academy for any CT activities. I understand that all such insurance needs should be handled by my health insurance plan.*

4. Staff children age 6 and under may never work with someone other than their parents. Staff children this age would rarely be with their parents at work. Normally, the staff child would tag-along with his parent for a very limited duration.



# CHAPTER 6

# MINISTRY BOUND



**For MB, policies in this chapter supersede policies in previous chapters of this manual.**

## COMP DAY POSSIBILITIES

1. Foundational Concepts—MB is designed to be a nine-month program. Key components of the program are hard to exchange or lay aside. Therefore, a person's involvement in each of those components is crucial.
  - a. Key Components
    - 1) Experience
    - 2) Philosophy Meetings
    - 3) Staff/morning meetings
    - 4) Field trips
    - 5) November Staff Meeting
  - b. Effort and consideration have been given to make sure that there is a start and stop to each semester. Effort has been made to make a short Thanksgiving break and Christmas break.
  - c. Effort is given to insure that there is a minimum of one day a week off for a MB participant.
2. Basic Policy—five days may be taken within a September through May time period. **MB who take their comp days at camp are not included in the Homestead meal plan on those days.**
  - a. These days must be
    - 1) requested through the staff Schedule Request form;
    - 2) accumulated by working in advance during the Ministry Crew breaks in August and/or December (a food stipend of \$60/week will be provided if the Homestead is not operating when they are working towards comp days);
    - 3) communicated to the director of the Ministry Crew or his assistant
  - b. Exceptions and special circumstances may apply but will be dealt with case by case.
  - c. **Work at a camp other than Ironwood does not count toward or allow for more comp time.**

## DEPUTATION

Deputation requests will be reviewed/approved by the director on a case-by-case basis.

## DOCTOR VISITS AND EMERGENCY MEDICAL RUNS

Follow IIM policy.

## FRANCHISE TAG

MB are normally responsible to abide by Ministry Crew (MC) start and finish dates as well as their vacation and holiday times. The only way to work a different schedule is through the Comp Day policy above or the use of the "Franchise Tag." Camps who are members of the Family of Camps (FOC) may use a franchise tag under the following guidelines.

1. The franchise tag may be used for one head of household and his spouse.
2. The director of the FOC should place the franchise tag on the MB member preferably before the beginning of the MC year and no later than the first of the year.
3. The franchise tag allows the MB team member to work 20 days for another camp in the FOC.
4. As a general rule, the days planned to be used for FOC work could be scheduled and planned for at the beginning of the MC year. These 20 days are best done in blocks of time and should not interfere with MC beginning Orientation or blackout days.
5. Taking these 20 days would go through the normal calendar meeting for permission very similar to a day off.
6. Comp or franchise days may be used in full or half-day increments.
7. All comp and franchise days should make it to the work schedule (submitted at least three weeks in advance); franchise work should not be emergency or on-call type of work.
8. Any non-franchise member of MB or IIM doing work for other FOC may do so on personal time (days off and evenings) and would be volunteer.

## LAKE USE

Follow IIM policy.

## SICK DAYS

Ministry Bound are allowed seven sick days. Ministry Bound members who exceed seven sick days will need to makeup the days or arrange payment for the missed days.



# CHAPTER 7

## INSTITUTE OF MINISTRY



### ATTITUDE

Attitudes are like magnifying glasses to the heart of an individual. As Christians, our desire should be to keep clean, humble hearts before God and others. Therefore, we should take every precaution to keep our attitudes in line with God's expectations.

1. Avoid speaking evil of others.
2. Do not allow offenses between you and someone else to go without being dealt with in a timely manner.
3. Avoid acting in haste.
4. Feel free to contact your work supervisor, cabin leader, IIM director, or IIM assistant whenever needed.
5. Remember that a negative attitude towards your circumstances or those whom God has placed around you is ultimately a negative attitude toward God.
6. Whining and griping will not be tolerated in the work place or in your cabin.
7. A humble attitude in your appeal to authority regarding something that doesn't make sense is crucial and acceptable.

### CABIN LEADERS

The cabin leader is a spiritual leader to aid and encourage the students in the IIM. They will seek to assist in setting the tone in the cabin with the goal of having a Christ-honoring atmosphere. They are chosen by the IIM director. They will oversee life in the cabin helping disciple IIM students grow through life together. When leaving for town, IIM students are responsible to text out to them.

### CAMP CALENDAR

Camp calendars are handed to you at the beginning of each year and are intended to help you plan your semester. Pay careful attention to when camps, classes, and other events occur. The calendars on the white boards in the Ministry Shop will be updated monthly. An updated calendar will also be posted regularly on the board outside the mail room. Use these calendars to keep your own copy of the calendar updated.

### CARE OF PROPERTY

Colossians 1:16 reminds us that all things were created by Him and for Him. Therefore, it is our desire that the tools, property, buildings, and the many other things that God has given us here in the ministry be used for Him. Let's be careful to keep things picked up and looking neat. Please look at our facility through the eyes of parents, campers, and church leaders.

1. Keep trash picked up.

2. Correct or report safety problems immediately.
3. Pay careful attention to problems in restrooms. Please do not say, “Someone should do something about that!” and go on your way. Either correct the situation or let the proper person know of those areas that need correcting.
4. If you break something, you will be expected to pay for it.

## CHURCH FAITHFULNESS

Because church faithfulness is vital for Christian growth and gives each believer an opportunity to worship God through singing and hearing His Word preached, we expect you to regularly attend all the services (including Sunday school)—both Sunday and Wednesday evening—of a local, Bible-believing church. Furthermore, we strongly encourage you to not just attend but to become actively involved and to always be ready to use the things you are learning in your classes to be a help and encouragement to God’s church. The goal of the IIM is to help you become a good church member. Therefore, your involvement in church is a vital part of the curriculum here at the Institute. Because of the unique schedule of camp work, occasionally you will be scheduled to work during church services.

1. IIM may take up to three Sundays (the first three of the fall session) to choose to be a part of one of the following five local churches. Once the choice has been made, it is a commitment for the rest of the IIM year.
  - a. Barstow Baptist Temple in Barstow
  - b. Faith Baptist Church of Cherokee Road in Newberry Springs
  - c. Life Point Baptist Church in Apple Valley
  - d. Newberry Community Church in Newberry Springs
  - e. Silver Valley Baptist Church in Yermo
2. Crew members are responsible for their own transportation arrangements to church so that they will be able to be a faithful, dependable part of their chosen local church.
3. Crew members must be involved in a specific area of ministry at their chosen local church.
4. A crew member must ask IIM director’s permission before committing to serve in such places as the Marine base chapel or a local church’s special services.
5. Be on time for all services. Better yet, be early!
6. Dress for Sunday church services is at minimum block class dress—collared shirts and long pants for guys, knee-length skirts or dresses for girls. Remember that you are there to worship your God and not hang out with your friends, so dress appropriately

## CLASSROOM ETHICS

1. Cheating will not be tolerated.
2. Absences will only be excused for sickness or special circumstances for which you have been given prior approval.
3. Homework must be completed on time and turned in to the teacher at the beginning of the class hour for which it is due. If you are struggling to complete your homework, please let the IIM director know.
4. Come to each class prepared and willing to learn. Stay awake, take notes, and follow along with the teacher.
5. Having a heart to learn is vital to your personal growth. The better question is not what is your grade but what are you learning.

6. Feel free to bring water and hard candy with you to class. Any other drink or food will not be allowed in the classroom except in special circumstances and with the teacher's permission.

## COMMUNICATION

If you have a problem with something about camp or the Institute, do not murmur about it to other staff or Institute members. Discuss it with the person who can do something about it. Otherwise, it becomes griping and will not be tolerated. We do sincerely welcome your input and ideas that are given to be helpful and with the right spirit.

1. Be careful about overstepping the chain of command. Follow the organization chart to deal with problems or situations.
2. Be careful of negative statements in public. Never cut down a camper, staff member, or another's job in public.

Examples: In the snack shop, "Line slow."

In the Homestead, "It used to be good." "Not this again!"

To a camper—"You dummy, everyone knows where the Gospel of John is."

3. In all situations where questions arise from the campers, we must be careful not to undermine the local churches represented at camp. We should in no way give the young people ammunition to go home and put their church leaders on the spot. In dealing with controversial topics, encourage the camper to talk with his pastor.
4. In everything give thanks.

## COMPUTERS

1. You may have personal computers in your cabin, space permitting. For your convenience, a computer at the Ministry Shop is set up for you to send and receive e-mail. Please be sure to check your e-mail at least once every other day.
2. While using any computer at camp, we expect you to use godly judgment when determining what games and programs you will use. Programs that glorify mutilation, promote impure thoughts, or use Satanic or occult symbolism are not allowed. Be considerate of other people's time, remembering they are probably wanting to use the computers also. Computers can be time wasters but can also be effective tools for accomplishing projects. Keep your guard up to not allowing a computer to monopolize your time.

## CORRECTION

*Leviticus 19:17 Thou shalt not hate thy brother in thine heart: thou shalt in any wise rebuke thy neighbour, and not suffer sin upon him.*

Because we are humans, we will fail and will need to be corrected. It is good for us to understand that correction is a good thing in our lives. It is God's way of showing us His love and helping each of us to grow into the image of Christ Jesus. The way we respond to correction is a good reflection of the true attitudes of our heart. The following verses give reasons for the importance of biblical correction and give guidelines for the Christian's proper response to it.

*Proverbs 27:5–6a Open rebuke is better than secret love. Faithful are the wounds of a friend.*

*Proverbs 28:4–5 They that forsake the law praise the wicked, but such as keep the law contend with them. Evil men understand not judgment: but they that seek the LORD understand all things.*

*Proverbs 28:13 He that covereth his sins shall not prosper: but whoso confesseth and forsaketh them shall have mercy.*

*Proverbs 28:23 He that rebuketh a man afterwards shall find more favour than he that flattereth with the tongue.*

*Proverbs 10:17b But he that refuseth reproof erreth.*

*Proverbs 12:1 Whoso loveth instruction loveth knowledge: but he that hateth reproof is brutish.*

*Galatians 6:1 Brethren, if a man be overtaken in a fault, ye which are spiritual restore such an one in the spirit of meekness, considering thyself lest thou also be tempted.*

## **DISCIPLINE PROCEDURES**

Because our desire is to help you learn how to live in this present world in a way that is pleasing to God, the IIM will help you pursue God in your life choices. All rule infractions will be dealt with on an individual basis. Each of you has been given a number of privileges, and therefore, the responsibility to handle those privileges correctly. If at any time you abuse your privileges, you will lose them. That is a scriptural principle that is followed not just in our setting here but throughout life. Therefore, we urge you to notice how many privileges you have and to pay careful attention to the responsibilities that come with each one. We aim to teach the teachable and reach the reachable. Be teachable and faithful and pay attention to detail, as it is often the little details that reveal what kind of a steward one really is. Our goal of discipline is to see believers walking with the Lord.

1. All incidents of misbehavior will be dealt with on an individual, biblical basis.
2. Failure to heed responsibility will result in a loss of responsibility.
3. Abuse of privileges will result in a loss of privileges.
4. A person who is diligent and demonstrates good stewardship of his privileges and responsibilities may be given more.
5. A person who cannot be trusted with any responsibility or privilege will forfeit his right to be a part of the IIM.

## **DOCTOR VISITS AND EMERGENCY MEDICAL RUNS**

If a resident staff team member is needed to take a Ministry Crew member to a doctor visit or on an emergency medical run, effort should be made to schedule appointments during non-work time to affect the work schedule as little as possible. If the appointment must be during work hours, go through proper channels.

1. When all available resources are exhausted, go to the Ministry Crew director for help with the transportation arrangements.
2. Time away from work is recorded as a sick day for the Ministry Crew member but as a work day for the staff member.
3. Expenses entailed through emergency trips and doctor visits should be reimbursed.

## **DRESS POLICY**

As representatives of Ironwood and servants of the Lord Jesus Christ, members of the Institute are expected to exhibit a neat, well-groomed, modest appearance.

1. General
  - a. All dress guidelines apply while you are at the Ministry Shop.
  - b. Appropriate dress and uniform should be worn when applicable.
  - c. Make sure that your attire for classes is neat and clean with no rips.
  - d. Any clothing with writing on it that does not honor the Lord may not be worn. Because we are in a camp setting, let's be careful of T-shirts that point toward television, entertainment, or cultural trends.

- e. Radical departure from conventional dress or personal grooming is not permitted.
  - f. We suggest that you endeavor to dress western and/or in accordance with program themes when possible.
  - g. Work—your work area may have specific guidelines which must be followed. Jeans, shorts, and T-shirts may be worn where not specified by the work area.
  - h. Wednesday Classes—work dress may be worn.
  - i. Sporting Activities—modest walking shorts may be worn.
  - j. Sunday Church Services—see *Church Faithfulness #6*.
2. Ladies
- a. General Principles
    - 1) Any fashion worn must come at least to the top of the knee. Slits in skirts must not come above the knee.
    - 2) Slacks or jeans should be loose-fitting.
    - 3) Bare midriffs, tank tops, skin-tight shirts, and any other clothing with low necklines in front or back may not be worn
  - b. Hair—styling should not be faddish and should be natural hair colors.
  - c. Block Classes—knee-length skirts with nicer tops (no T-shirts) or dresses should be worn.
  - e. Swimwear—colored, modest shorts must be worn over swimsuits. If the top of the swimsuit is not lined or has low necklines in front or back, a colored T-shirt or tank top must be worn over it. A large towel or cover-up must be worn while going to and from the lake.
3. Men
- a. General Principles
    - 1) Shorts must come to the top of the knee.
    - 2) Do not wear hats inside a building except for program purposes.
    - 3) Facial hair must be neatly kept and taken care of.
  - b. Hair—must be kept short, closely trimmed above the ears and should be natural hair colors.
  - c. Block Classes—a collared shirt and nice jeans or casual pants.
  - d. Evening Camp Service—collared shirts and long pants are required for evening services.
  - e. Swimwear—swimsuits must be modest, trunk-type suits—no excessively tight, thin, short, or split-up suits.

## ENTERTAINMENT

In the area of entertainment, it is often difficult to discern what is right or wrong. Many people fall into the trap of determining their entertainment standards by simply what they enjoy. But like all other areas of life, we must build and base our standards upon something more than what we enjoy; we must base them upon the Word of God. We must prove them (*1 Thessalonians 5:21–22*). While Scripture does not have passages that specifically address movies, television, music, books, or magazines; it does contain a multitude of principles that we can apply. Do not hesitate to search long and hard for the right precepts and principles and keep your heart in a condition that is willing to obey whatever God teaches.

## 1. Movies and Television

- a. No movies that violate your Prove It! principles should be viewed .
- b. All movies must follow biblical principles regardless of secular rating. No movies with a rating over PG may be watched unless approved by the IIM director through Prove It! either at the Ministry Shop or at a staff person's home.
- c. No television will be allowed in your cabin.
- d. You may not watch shows which mock God or promote divorce, homosexuality, drunkenness, drugs, sex, adultery, disrespect, witchcraft, or murder.
- e. Although limited Netflix streaming is made available, remember all Netflix viewing must follow these guidelines.
- f. Remember your responsibilities of homework, study, and ministry preparation before spending a large amount of time with entertainment.
- g. If through Prove It! your standards allow you to attend a movie theater, all movies must follow the guidelines above, and you must not attend the theater alone.

## 2. Music

- a. Your music in its lyrics and styling should honor God and reflect His character. Music is a controversial topic, and your goal should not be winning others to your way of thinking but rather should be glorifying God and building your fellow believers.
  - b. Do not listen to music that glorifies the rock beat, sensuality, or ungodly lifestyles. This would include styles such as rap, pop, country, or rock (this list is not exhaustive).
  - c. A public setting is any time that someone else can or may hear your music. The only music you should listen in a public setting while a part of IIM is music that is traditional Christian, classical, traditional folk, or music that is clearly conservative in its styling and lyrics. If someone near or around you is offended by your music, turn it off. Remember, you are in a setting that serves many people from many backgrounds. This diversity should lead us to love one another rather than to live in selfishness.
  - d. A private setting is any time that only you can or may hear the music. In private settings, you are given more latitude in what you choose to listen to, but all of your music must follow your guidelines established by Prove It! and must honor God in both its lyrics and styling. Much available music either has good styling but unbiblical theology or has biblical theology but styling that glorifies the world and not God. Your music must have biblical theology and styling that honors the Lord. Music is the language of the heart and what you fill your heart with will impact your life. Make it your goal to glorify God with your music.
  - e. Work setting is when you are working around camp. The institutional policies must be followed in these areas at all times. Talk to your supervisor for more details on what is allowed in your work setting.
3. Gaming—all games must go through Prove It! Games that glorify violence, drugs, sensual activity or dress are not allowed. The game, the time spent on the game, and the priority of gaming in your life should all be considered.
  4. Magazines—all magazine subscriptions must go through the Prove It! Subscriptions must be approved by the IIM office.

## GUESTS

1. Your immediate family may come visit you here at camp and stay in a western cottage, as long as one is available. Cost is \$26/night. Please see the Registration Office when you are ready to reserve a place for them. Cottages can be reserved no more than 30 days in advance.

2. Any guest of yours who is not working as a volunteer at Ironwood needs to have special permission from the IIM director in order to stay with you in your cabin. Guests staying in your cabin do not have to pay for lodging but to have to pay at the Registration Office for their meals.
3. Please take the responsibility to make sure that guests staying in your cabin follow the same policies and procedures that you are expected to follow.
4. All guests and length of stay must be approved by the IIM director.

## HOUSING

Because all we have belongs to God, it is important for us to be good stewards of everything He puts into our care. Therefore, once each week, your cabin sleeping area and bathroom will be inspected for cleanliness (clothes put away; bunk made; room dusted and floor swept; shower, toilet, and bathroom sink spotless). Remember that you are not living by yourself but rather are sharing your living quarters with at least one other person. Respect your cabin mates by always doing your part to keep your cabin neat, clean, and refreshing.

1. Cabin inspection will take place every Tuesday morning. Be prepared for inspection by 7:45 a.m.
2. Guys and girls may get together for studying, parties, eating, etc., at the Ministry Shop. Guys may not be in the girls' cabin area; likewise, girls may not be in the guys' cabin area.
3. Be in your cabin at 10:45 p.m. with the overhead light off at 11:00 p.m. You may have a small light on until midnight.
4. You may not leave your cabin after 11:00 p.m.
5. From 11:00 p.m. to midnight is quiet time to allow those who wish to sleep to do so. This a great time to do your devotions, read, or get to sleep.
6. Repeated failure to take care of your housing area will result in specific individual consequences.
7. Chore leaders are chosen to take leadership in ensuring the cleaning of the cabin to the standards explained. The chore leader position will rotate every three weeks and will include overseeing of the cleaning of the Ministry Shop. Men and lady chore leaders will work together with the Ministry Shop responsibilities to lead the entire Ministry Crew in cleaning the Ministry Shop.

## ILLNESS

1. If you become ill, have your cabin leader communicate your absence from class and work to the assistant to the IIM director and your team leader.
2. If you miss a day of class and work because of illness, you are required to stay in the sick room all day. Food will be brought to you. The only exception to this would be if you are feeling well enough to come to work after a half day. In that case, you may come to lunch and would be required to work the rest of the day.
3. Call 30 minutes before your scheduled work time to be out sick.

## LAUNDRY

For your convenience, coin-operated washers and dryers are provided for your use. Please be considerate of others needing to use the machines by taking your laundry out of the washer or dryer as soon as it is finished. Before beginning a load of laundry, please carefully check your pockets for anything (e.g., gum, Kleenexes) that might ruin your clothes or someone else's.

## LEAVING CAMP PROPERTY

1. Town trips—taking town trips is a privilege that comes with great responsibility. Anytime a person fails to appropriate responsibility, he is in jeopardy of losing the privilege of a town trip. Keep your relationship with God in mind. Practice good safety and be wise in your use of time and resources. Remember that while you are in town, you are an extension of your church and Ironwood. Be a good testimony and conduct yourself in a behavior that is courteous, kind, mature, and godly.
  - a. As you leave to go to town, you must text your cabin leader who you are with, where you are going (basic location), and when you will return.
  - b. You may not go to town when you are scheduled for work.
  - c. Always be back by 10:00 p.m.
  - d. Unless the IIM director grants special permission, you must be in groups of three or more, not in a dating situation, or only with a member of the same gender.
  - e. Going to town alone must be approved by the IIM director and taking a phone with you is required.
2. Overnight Stays
  - a. You may not stay overnight at resident homes or other cabins unless you get specific permission from the IIM director for exceptions such as babysitting overnight for a staff member.
  - b. For all other overnight stays, you must have a permission form signed by the IIM director at least one week in advance.

## PERSONAL DEVOTIONS

Find time each day to have personal devotions in order to help you grow spiritually and get to know God better. Simply determine that devotions are worth your pursuit and do them. It will often mean that you will have to say no to some things in an effort to get them done. Devotions do not just happen, and one does not grow from them without much work. If you are struggling to have them, please let the IIM director know so that he can help you figure out a time to have them.

## PRACTICAL JOKES AND HORSEPLAY

A practical joke is something done that encourages revenge. We have found over the past years that practical jokes become very detrimental to the overall goals of the camp and to spiritual decisions. Therefore, practical jokes committed among the staff on each other are not tolerated.

## PROGRAM ACTIVITIES

All program activities must be done with the permission of program. Contact a program director for permission to use activity facilities and resources. Failure to obtain permission will result in a loss of privilege of using program facilities and resources.

1. Firearms—all firearms must be kept in the safe in program storage with your ammo locked up in a separate program storage. Any shooting must be done at the rifle range and with program's approval.
2. Horses—wrangler(s) must be present in order to ride the horses, and permission must be obtained from the horsemanship team leader.
3. Lake—the lake is a part of our toolbox here at Ironwood. Therefore, always use caution and wisdom as you use the lake facility, keeping in mind that it is our responsibility to be good stewards of it.



- a. Never swim or canoe/kayak alone; and never use the lake after dark.
- b. Always follow general camp rules, such as those regarding horseplay and swimwear.
- c. A certified lifeguard with a program-approved communication device must be on duty.
- d. Never use the lake in conflict with ongoing camps.
- e. When you are on the lifeguard tower, do not talk to the lifeguard and distract him from his duties. The tower is not a sundeck and should not be used as such.

## **RELATIONSHIPS WITH CAMPERS**

1. Crew Members are not to flirt with or “date” any campers. It is considered inappropriate for staff to socialize in a boy-girl relationship as defined with campers.
2. Be careful of “crushes,” even if you do not encourage them.

## **RELATIONSHIPS WITH IIM AND STAFF MEMBERS**

1. There is never a reason for verbal arguments in public between staff and IIM members.
2. Do not form cliques.
3. Please look at the staff as a team of people who desire to help you in your spiritual walk with God.
4. Remember that you can also give back what you receive here by ministering to the staff as you see their needs.
5. Do not take advantage of the resident staff. Instead be mindful and courteous to them as you work and serve with them.
6. As a way of showing respect to our resident staff, address them with an appropriate title in front of their name: Mr., Mrs., or Miss.

## **RESIDENT STAFF HOMES**

1. Crew Members must use discernment when visiting resident staff homes. Do not invite yourself over, and be considerate of their families and time.
2. Do not ask our resident staff for the use of bathtubs or washing machines.
3. The resident staff member whose home you are in must be in the home while you are there. Special exceptions will be granted for circumstances such as babysitting the children of a staff member.

## **SCHEDULE**

At Ironwood, we use a work schedule to effectively meet the needs of those around us. Every time a new one is placed in your box, keep it with you and be mature enough to be in the right place at the right time with the right attitude.

1. Schedules will be posted at the Ministry Shop and outside the mail room a week before a particular camp is to begin. Please make sure that all significant schedule conflicts are taken care of before the camp begins.
2. Check your schedule with your team leader to determine when your days off will be. Do not just assume on your own when they will occur.

## SOCIAL PRIVILEGES

We realize that this is a natural time for relationships to begin and that finding a mate is sometimes a major goal of young adults. We do not discourage this relationship but feel it must be handled properly in order to maintain biblical purity, an above-reproach testimony, and an edifying relationship. Therefore, we ask you to carefully follow the guidelines below.

1. Definition of Terms
  - a. Ministry Campus—includes the Ministry Waypoint and ICA campus.
  - b. Cabin Area—designed for you to rest and relax. A guy and a girl should never be in the same cabin area. Walking together to the cabin is okay; lingering is not.
  - c. Meal Area—at the Homestead, designed to fill you up! The Homestead should not be considered a living area or a cabin area. Eat, drink, then leave.
  - d. Living Area—at the Ministry Campus; couples may be alone at the Ministry Shop or in a lighted area on the Ministry Campus.
  - e. Dating situation—when only dating couples are present in a group.
2. There should be no physical contact between guys and girls; there must be visible space between them. This applies to on and off-camp dating.
3. Maintain right priorities. Do not allow any relationships to take priority over your IIM responsibilities or your relationship with God.
4. When off the Ministry Campus in coed situations, please do not loiter or hang out. It is permissible to go on walks around the public areas of camp, but you may not stop along the way. Keep moving or find a quiet place on the Ministry Campus.
5. On-camp Dating—if you are dating someone outside the IIM and would like to spend time together off the Ministry Campus, you may present a plan to the IIM director for approval.
6. Off-camp Dating—double dates will be allowed with permission and a plan of what will be done. Before off-camp dating is allowed you must submit a Prove It! on dating relationships. Dating situations off-camp always require permission with a plan and not simple texting out. For more serious relationships (engaged or near engagement), you may ask permission for periodic single dates. All single dates must have written permission from parents for any person under the age of twenty-one. Off-camp dating is a privilege that is built upon trust—be trustworthy.
7. Overnight trips are only allowed to parent's homes and must have written permission by both sets of parents.
8. All dating permissions must be gained in advance during normal business hours Monday through Friday.
9. Men are encouraged to lead in the relationship, which would involve the planning, getting permissions, talking with IIM personnel, and maintaining a relationship that honors God and follows the above guidelines.

## TELEPHONES

1. You may use the telephone at the Ministry Shop to make collect or credit card calls.
2. Tell your parents and friends of the telephone policy so that they will not expect you to have easy access to a phone.
3. You are welcome to use a cell phone to call your family and friends. However, your phone should not be improperly used when you are scheduled for work. Before you carry your personal phone to work, you must sign the appropriate waiver realizing that camp is not asking you to use your personal phone and takes no responsibility for your phone even if it is broken while working. Please be careful of when and where you use your phone as we discourage campers from using phones while at camp.

4. The use of phones for communication should stop at 10:45 p.m. for the rest of the night.
5. Phones have many capabilities now and can be used for good and for bad. Sexting, improper photos, and inappropriate behavior will not be tolerated.
6. By attending IIM, you are giving IIM personnel the permission to look at and search your phone at any time.

## TUITION

One of the most valuable lessons you can learn is that God provides. At times, it will be difficult to know where the money will come from for you to pay your next bill. First, trust God to provide; and demonstrate that trust by making the bill a matter of prayer. Second, look for opportunities to work in the evenings, on days off, or on vacations. If at any time you are struggling to earn the money that you need, please let the IIM director know so that he can assist you with a financial plan. Because you will not be receiving notices as to when your next tuition payment is due, come up with a way to remember that monthly payments are always due the first of each month.

1. Please put all payments in the bookkeeping safe in the mail room on the first of each month. If you are writing a check, put “IIM bill” in the memo line.
2. Remember that you will be charged a late fee for all payments not paid by the fifteenth of each month.

## VACATIONS & TIME OFF

1. Your official vacation times are Thanksgiving break and Christmas break.
2. IIM Thanksgiving break begins Tuesday night after dishes as long as all of your areas of responsibilities and Ministry Shop chores have been taken care of.
3. Ministry Crew Christmas break begins mid-December and ends the beginning of January.
4. Before you leave for either vacation, you will need to personally check out with the IIM director.
5. Please reference the Ironwood Master Calendar for all schedule days.
6. We recognize that IIM students have unique circumstances, special occasions, or life-impacting events. Under these special circumstances, you may request an exception to your normal schedule and request time off. This time off is not vacation. Consideration will include the timing of the event, the needs of the team you are serving, as well as your needs. The time off will often include your normal day off as a part of the request. You must gain approval of your work supervisor and the IIM office as well as work through the normal substitution process for scheduled work assignments.

## VEHICLES

1. In order to be good stewards of the vehicles and bodies the Lord has given us, we ask you to drive all vehicles safely—whether they be camp-owned or yours—both on and off camp property. When you are driving your car to town, please obey all speed limits. Also, allow only as many people to ride in a vehicle as it has seatbelts for.
  - a. You may drive your cars on camp property on Saturday and Sunday. At times other than these, you may not drive your car around camp property.
  - b. Park your car in the parking lot beside the IIM cabins.
  - c. Obey all traffic laws.
  - d. *Before you may drive a camp-owned vehicle, you must have been given permission to drive it from the one responsible for that particular vehicle. Do not assume that because you have been given permission once that you have been given a blanket permission to use it whenever you'd like.*

## 2. Motorcycles/ATV's

- a. Helmets must be worn at all times.
- b. You must sign out if leaving the property. (Give a general area or path where you are headed.)
- c. If driving off property, you must have a companion on another bike or in another vehicle.
- d. The boundary for driving off property alone stretches from the VOR tower to the Steuerwald's home.
- e. Please do not drive through Rivertown while camp is in session.
- f. You must abide by all local laws and guidelines.
- g. Do not make new paths through the desert.

## 3. IIM Vehicle Parking and Storage Policy

**IIM students may park one vehicle per student** in the designated student parking lot. A valid driver's license, proof of registration, and insurance will be required in order to park. Personal vehicles may not be driven on camp property without a valid driver's license. Exception may be allowed by permission of the IIM director for the purpose of practice required to get a driver's license and within a designated area.

**IIM students may be allowed one additional vehicle.** Permission for an additional vehicle must be secured in advance from the IIM director. An off-road vehicle (e.g., motor bike, buggy, sand rail) must be shown to be in good, safe working order, and the student must demonstrate competence in its use in order to drive it. Vehicles that cannot be used will be considered project vehicles and may not be used on or off road until the pertinent requirements have been met.

**Parking space for a second vehicle** will be provided during the regular school year for enrolled students. Designated vehicle parking area will be near the shops. All miscellaneous parts and supplies pertaining to the said vehicle must be gathered up and kept in the vehicle. The parking area will not be shaded or protected from the elements. Damage or loss due to exposure to the elements will not be Ironwood's responsibility. Ironwood is not responsible for lost or stolen property.

**Students wishing to store a vehicle** during the summer season (June–August) or during a semester in which they are not active students and are residing elsewhere will be required to rent storage space in advance. The fee will be \$30 for the summer, \$50 for the fall semester, and \$40 for the spring semester (\$10/month). When the vehicle is removed from Ironwood, storage fees may be refunded for months remaining on the contract. There will be a sixty-day grace period for late fees. After the sixty days expire, Ironwood will be free to dispose of said vehicle and its contents as Ironwood sees fit. Short-term exceptions may be allowed and must be arranged before the end of the grace period. Outstanding storage fees of \$10/month must be paid before Ironwood will release the said vehicle. Ironwood will not assume the responsibility of communication in the case of late fees. A receipt of fees signed by both the student and the property services manager will constitute a contract for storage. A key for the vehicle must be left with the property services manager.

**Use of the auto shop** for personal vehicle repair or for working on project vehicles must be arranged in advance with Mr. Wayne. Project vehicles must be worked on at least once in a two-week period to remain parked in the project row. Shop tools may not be removed from the immediate shop area. The shop should be left neat after each use with the vehicle and all parts and supplies parked back out on project row. Personal vehicles may only monopolize space in or around the auto shop for blocks of time which have been pre-arranged with Mr. Wayne.

## VISITORS

Please serve our campers and guests with a smile. Remember it is not the test of your character to smile when you are doing what is expected, but to smile when you are doing what is unexpected (in those emergency situations). What should be our attitude toward visitors? Kind, respectful, helpful, and cheerful!

1. If visitors or inspectors come to the camp facility, ask, "May I help you?" Get their name and identification.
2. Direct them to the proper personnel or show them where the office is. Please do not try to answer questions to which you do not know the answer.
3. If an inspector comes to inspect the kitchen, etc., keep on with your work duties. Do not be intimidated by him.
4. If someone starts asking particular questions about our facilities and policies, please do not answer his questions. Refer him to the office.
5. If there is an unwanted visitor, someone you do not know, or someone whom you believe may be a problem on the property, notify security immediately.

*As long as you reside at Ironwood, you are responsible to abide by all rules and procedures.*



# CHAPTER 8

## FAMILY OF CAMPS



### ATTENDING CAMP

A staff member or staff family member (living at home) may attend another Family of Camp free of charge for the first camp (not per year) that they attend. After the first free camp (for each Family of Camp), every camp thereafter will cost the lowest volunteer rate in order to insure that the basic costs of being at the camp are paid. The limit is six people per event getting this reduced rate so that the host camp is not adversely affected by too many “close to free” campers. Exceptions would be per the director of the host camp.

### CABIN NIGHTS

Each full-time staff member has five free cabin nights total that can be used at any Family of Camp; additional nights are possible with the host director’s permission at the current volunteer labor rate (\$12). The standard cabin offered is a bunkhouse-type cabin with no meals or linens provided.

1. Cabins can be reserved far in advance, but the reservation may not be confirmed until thirty days prior to use.
2. Cabin nights are for the staff member’s personal benefit and may be used for those accompanying a staff member.
3. Cabin nights do not accrue and may not be transferred to another staff member.
4. Staying in an RV counts the same as a cabin night.

### RECREATIONAL USE

1. Hunting
  - a. All hunting must be in accordance with the laws of the area in regards to weapons used, tags, licenses, and seasons.
  - b. “No Hunting” is the policy for all campers and guests.
  - c. Any hunting on or near the camp property must be done when no campers are present.
  - d. The director of the camp determines limits and locations that hunters can use.
  - e. If there is more interest than availability then the priority of hunting permissions is as follows:
    - First—resident staff of camp
    - Second—resident staff of other Family of Camps
    - Third—board of directors of the camp (not advisory boards)
    - Fourth—board of directors of the Family of Camps (not advisory boards)

- f. Hunting is not available to friends of staff and board members. The use extends to the dependent children of staff members but not children of board members.
- g. Requests for hunting should be written and not just verbal in order to have a record of who is coming.
- h. Any unsafe or unlawful behavior may result in future permissions being denied

## 2. Off-Road Vehicles

- a. All riding must be in accordance with the laws of the area in regards to vehicles, tags, and permits.
- b. “No Off Road Vehicles” is the policy for all campers and guests.
- c. Any riding on or near the camp property must be done when no campers are present.
- d. The director of the camp determines limits and locations that riders can use.
- e. If there is more interest than availability then the priority of riding permissions is as follows:
  - First—resident staff of camp
  - Second—resident staff of other Family of Camps
  - Third—board of directors of the camp
  - Fourth—board of directors of the Family of Camps
- f. Off-road riding is not available to friends of staff and board members. The use extends to the dependent children of staff members but not children of board members.
- g. Requests for riding should be written and not just verbal in order to have a record of who is coming.
- h. Any unsafe or unlawful behavior may result in future permissions being denied.



# THE END

# APPENDIX



## AREAS OF RESPONSIBILITY: ICA

■ <i>primary</i> □ <i>secondary</i>	Shannon	Karen	Alison	Katie	MC
Budget	■				
Bulletin Boards		■			
Calendar	■				
Chapel (■ David)	□				
Classroom 1		■			
Classroom 2			■		
Classroom 3				■	
Classroom Secondary			■		
Competition	■				
Convention	■				
Copier	■				
Correspondence	■				
Craft Closet	□			■	
Cumulative Files	■				
Discipline		■			
DOJ Background	■				
Enrollment	■				
Field Trips		■			
Fine Arts Concert	■				
Flag Pole			■		
Forms	■				
Fundraising		■		□	
Grades—Filing Grading Reports (permanent files)	■				
Grades—Reporting Student Grades	■	■	■	■	
Graduation—Academic Award Calculating		■	■	■	
GSACS	■				
Handbook	■				
Harvest Day Party	■				
In-Service Schedule	■				
Kitchen	□		■		
Library	■				
Office	■				
Supply Cabinet	■				
Tuition / Writing Receipts	■				
Parties		■			
Pavilion					■
Playground	■				□

<b>Responsibility</b>	<b>Shannon</b>	<b>Karen</b>	<b>Alison</b>	<b>Katie</b>	<b>MC</b>
Poetry Contest	■				
Parent-Teacher Conferences		■			
Safety	■	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SAT	■				
Snack Shack	■				
Spirit Chapel (■ David)	<input type="checkbox"/>				
Spirit Days	■				
Spiritual Emphasis	■	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Storage A	■	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Storage B	■	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Storage C	■	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Storage D (Ball Shed)	■	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer	■				<input type="checkbox"/>
Yearbook	■				

## AREAS OF RESPONSIBILITY: OFFICE

<input checked="" type="checkbox"/> <i>primary</i> <input type="checkbox"/> <i>secondary</i>	Beth	Betty	Donna	Jen	Larry	Mark	Sam	Shelley	Yvonne	Carol's PG Asst	Other
403b Retirement Plan			<input type="checkbox"/>			<input checked="" type="checkbox"/>					
Accounting		<input type="checkbox"/>				<input checked="" type="checkbox"/>					<input type="checkbox"/> Wayne
Accounts (Vendor)			<input type="checkbox"/>			<input checked="" type="checkbox"/>					
Answering Machine				<input type="checkbox"/>				<input checked="" type="checkbox"/>			
Asset Records			<input type="checkbox"/>			<input checked="" type="checkbox"/>					
Attendance	<input checked="" type="checkbox"/>										
Background/Fingerprint	<input checked="" type="checkbox"/>									<input type="checkbox"/>	<input type="checkbox"/> Shannon
Banking						<input checked="" type="checkbox"/>		<input type="checkbox"/>			
Brochure Barns	<input checked="" type="checkbox"/>			<input type="checkbox"/>							<input type="checkbox"/> Production Asst
Budgets						<input checked="" type="checkbox"/>					<input type="checkbox"/> Wayne
Camp Mail Outs: Graphics	<input checked="" type="checkbox"/>									<input type="checkbox"/>	<input checked="" type="checkbox"/> LauraL
Camp Mail Outs: Sorting	<input checked="" type="checkbox"/>									<input type="checkbox"/>	<input type="checkbox"/> Production Asst
Cell Phone: Plan and Equipment					<input checked="" type="checkbox"/>		<input type="checkbox"/>				
Cell Phone: On-call Schedule	<input checked="" type="checkbox"/>							<input type="checkbox"/>			
Contracts—equipment, leases, companies					<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Contributions			<input type="checkbox"/>			<input checked="" type="checkbox"/>		<input type="checkbox"/>			
Corporation Business	<input checked="" type="checkbox"/>					<input type="checkbox"/>					
Correspondence	<input type="checkbox"/>							<input checked="" type="checkbox"/>			
Credit Card Accounts						<input checked="" type="checkbox"/>					<input type="checkbox"/> Wayne
Custom Camps/Contracts	<input checked="" type="checkbox"/>									<input type="checkbox"/>	
Deposits						<input checked="" type="checkbox"/>		<input type="checkbox"/>			<input type="checkbox"/> Jalaigna
Dispatch Editing, Layout, and Production	<input checked="" type="checkbox"/>										<input type="checkbox"/> LauraL
Displays: Promotion	<input checked="" type="checkbox"/>										<input type="checkbox"/> Steve
E-mail: Reception (info, RT, BIR, IR)				<input type="checkbox"/>				<input checked="" type="checkbox"/>			
Fax account				<input type="checkbox"/>				<input type="checkbox"/>			<input checked="" type="checkbox"/> LauraL
Framing Supply	<input checked="" type="checkbox"/>									<input type="checkbox"/>	
FCE Board secretarial/treasurer	<input type="checkbox"/>	<input checked="" type="checkbox"/>									
Financial Reports						<input checked="" type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/> Wayne
Forwarded/returned mail				<input type="checkbox"/>				<input checked="" type="checkbox"/>			
Gov't.: Building and Safety					<input type="checkbox"/>		<input checked="" type="checkbox"/>				
Gov't.: Department of Housing					<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Gov't.: Department of Public Health							<input type="checkbox"/>		<input checked="" type="checkbox"/>		
Gov't.: Environmental Health Services							<input type="checkbox"/>		<input checked="" type="checkbox"/>		
Gov't.: Planning					<input type="checkbox"/>		<input checked="" type="checkbox"/>				
Gov't.: Property Welfare Exemptions						<input checked="" type="checkbox"/>					<input type="checkbox"/> Wayne
Gov't.: Secretary of State	<input type="checkbox"/>					<input checked="" type="checkbox"/>					
Gov't.: State Board of Equalization						<input checked="" type="checkbox"/>					<input type="checkbox"/> Wayne
Gov't.: Tax Assessor's Office						<input checked="" type="checkbox"/>					<input type="checkbox"/> Wayne
Grubstaker Letters	<input type="checkbox"/>							<input checked="" type="checkbox"/>			
GS Scholarships						<input checked="" type="checkbox"/>					<input type="checkbox"/> Steve
History Files		<input checked="" type="checkbox"/>									
Hold Music					<input checked="" type="checkbox"/>			<input type="checkbox"/>			
Honorariums	<input type="checkbox"/>					<input checked="" type="checkbox"/>					
Incident Report File	<input checked="" type="checkbox"/>										
Insurance: Camp						<input checked="" type="checkbox"/>					<input type="checkbox"/> Carol
Insurance: ICA						<input checked="" type="checkbox"/>					
Insurance: Liability						<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Insurance: Vehicle		<input type="checkbox"/>				<input checked="" type="checkbox"/>	<input type="checkbox"/>				

<input checked="" type="checkbox"/> <i>primary</i> <input type="checkbox"/> <i>secondary</i>	Beth	Betty	Donna	Jen	Larry	Mark	Sam	Shelley	Yvonne	Carol's PG Asst.	Other
Insurance: Workers Comp						<input checked="" type="checkbox"/>					
Inventory: Slim Chance			<input checked="" type="checkbox"/>	<input type="checkbox"/>							
ironwood.org	<input checked="" type="checkbox"/>						<input type="checkbox"/>				
IT Supply					<input checked="" type="checkbox"/>						
Keys			<input type="checkbox"/>			<input checked="" type="checkbox"/>					
Legal/Business Compliance	<input checked="" type="checkbox"/>					<input type="checkbox"/>					
Legal/Business Issues	<input checked="" type="checkbox"/>						<input type="checkbox"/>				
Mail Room: Freebies			<input checked="" type="checkbox"/>	<input type="checkbox"/>							
Mail Room: Mail & Packages				<input type="checkbox"/>				<input checked="" type="checkbox"/>			
Memorial Fund			<input type="checkbox"/>					<input checked="" type="checkbox"/>			
Master Calendar	<input checked="" type="checkbox"/>							<input type="checkbox"/>			
Non-ISI publications	<input checked="" type="checkbox"/>										<input type="checkbox"/> LauraL
NSF-check letters						<input type="checkbox"/>		<input checked="" type="checkbox"/>			
Reception Appearance				<input type="checkbox"/>				<input checked="" type="checkbox"/>			
Paper Ordering—Camp/Promo	<input checked="" type="checkbox"/>						<input type="checkbox"/>				<input type="checkbox"/> LauraL
Paper Ordering—ISI	<input type="checkbox"/>										<input checked="" type="checkbox"/> LauraL
Payables						<input checked="" type="checkbox"/>					<input type="checkbox"/> Wayne
PayPal	<input checked="" type="checkbox"/>					<input type="checkbox"/>					
Payroll		<input type="checkbox"/>				<input checked="" type="checkbox"/>					<input type="checkbox"/> Wayne/Jalaigna
PaySaber			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/> Steve
PaySimple					<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>			
Peachtree—setup/oversight		<input type="checkbox"/>			<input type="checkbox"/>	<input checked="" type="checkbox"/>					
Permits and Licenses	<input type="checkbox"/>					<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Personnel Files	<input checked="" type="checkbox"/>					<input type="checkbox"/>					
Petty Cash	<input type="checkbox"/>					<input checked="" type="checkbox"/>					
Phones (Answering)	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Procedures							<input type="checkbox"/>	<input checked="" type="checkbox"/>			
Production (Camp & PR)	<input checked="" type="checkbox"/>										<input type="checkbox"/> Production Asst.
Project Room	<input checked="" type="checkbox"/>										<input type="checkbox"/> LauraL
Promotional Materials	<input type="checkbox"/>										<input checked="" type="checkbox"/> LauraL
Property Purchase/Sales Forms/Records	<input checked="" type="checkbox"/>					<input type="checkbox"/>					
Property Tax and Exemption Upkeep						<input checked="" type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/> Wayne
Purchasing	<input type="checkbox"/>		<input checked="" type="checkbox"/>				<input type="checkbox"/>				
Receipts						<input checked="" type="checkbox"/>					<input type="checkbox"/> Wayne
Reception				<input type="checkbox"/>				<input checked="" type="checkbox"/>			
Record Retention	<input checked="" type="checkbox"/>					<input type="checkbox"/>					
Resident Staff Manual	<input type="checkbox"/>						<input checked="" type="checkbox"/>				
Safety Administrator							<input type="checkbox"/>				<input checked="" type="checkbox"/> Wayne
Safety Manual	<input checked="" type="checkbox"/>						<input type="checkbox"/>				<input type="checkbox"/> Carol, <input type="checkbox"/> Wayne
Schedules: Work							<input checked="" type="checkbox"/>				<input type="checkbox"/> Carol
Scholarship Records			<input type="checkbox"/>			<input checked="" type="checkbox"/>					
Scout Addresses			<input type="checkbox"/>	<input type="checkbox"/>				<input checked="" type="checkbox"/>			
Scrapbooks		<input checked="" type="checkbox"/>									
Secretarial: Executive Director	<input checked="" type="checkbox"/>							<input type="checkbox"/>			
Security							<input checked="" type="checkbox"/>				<input type="checkbox"/> Ben
Shipping	<input type="checkbox"/>										<input checked="" type="checkbox"/> LauraL
Signs	<input checked="" type="checkbox"/>									<input type="checkbox"/>	
Site Development Records	<input type="checkbox"/>				<input type="checkbox"/>	<input checked="" type="checkbox"/>					

<input checked="" type="checkbox"/> primary <input type="checkbox"/> secondary	Beth	Betty	Donna	Jen	Larry	Mark	Sam	Shelley	Yvonne	Carol's PG/Asst.	Other
Slim Chance			<input checked="" type="checkbox"/>			<input type="checkbox"/>					
Software	<input type="checkbox"/>				<input checked="" type="checkbox"/>						
Speaker Confirmation Letters	<input checked="" type="checkbox"/>							<input type="checkbox"/>			
Summer Manual	<input checked="" type="checkbox"/>						<input type="checkbox"/>				
Summer Staff Forms						<input checked="" type="checkbox"/>					<input type="checkbox"/> Wayne
Tax Forms: Annual Reports						<input checked="" type="checkbox"/>			<input type="checkbox"/>		
Tax Forms: Payroll & Resale						<input checked="" type="checkbox"/>			<input type="checkbox"/>		
Telegraph	<input checked="" type="checkbox"/>						<input type="checkbox"/>				
Volunteer Agreements				<input type="checkbox"/>				<input checked="" type="checkbox"/>			<input type="checkbox"/> Tammy
Warranties/IT	<input type="checkbox"/>				<input checked="" type="checkbox"/>						
Watermaster: Business	<input type="checkbox"/>						<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/> Andrew
Watermaster: Reports						<input type="checkbox"/>					<input checked="" type="checkbox"/> Andrew
Water Sampling: Collection											<input checked="" type="checkbox"/> Andrew
Water Sampling: Record Keeping						<input type="checkbox"/>					<input checked="" type="checkbox"/> Andrew
Way Station Exterior Doors Shutdown	<input type="checkbox"/>							<input checked="" type="checkbox"/>			<input type="checkbox"/> Andrew

### Tools & Equipment

Canon ir 2200	<input type="checkbox"/>										<input checked="" type="checkbox"/> Allen
Canon ir C3200	<input type="checkbox"/>										<input checked="" type="checkbox"/> Shannon
Canon ir 3025	<input checked="" type="checkbox"/>										<input type="checkbox"/> LauraL
Canon ir 5000	<input type="checkbox"/>										<input checked="" type="checkbox"/> Scott
Canon ir 8500	<input checked="" type="checkbox"/>										<input type="checkbox"/> LauraL
Canon ADV 9065	<input checked="" type="checkbox"/>										<input type="checkbox"/> LauraL
Camera—PR Olympus & Canon	<input checked="" type="checkbox"/>										
Conference Room / Hub Meeting A/V	<input checked="" type="checkbox"/>				<input type="checkbox"/>						
Cutter	<input type="checkbox"/>										<input checked="" type="checkbox"/> LauraL
ICA Laminator											<input checked="" type="checkbox"/> Shannon, <input type="checkbox"/> Karen
ISI Laminator											<input checked="" type="checkbox"/> LauraL
Phone System					<input checked="" type="checkbox"/>			<input type="checkbox"/>			
Project Room Inventory	<input checked="" type="checkbox"/>										<input type="checkbox"/> LauraL
Safe: Bookkeeping			<input checked="" type="checkbox"/>			<input type="checkbox"/>					
Safe: Mail Room			<input checked="" type="checkbox"/>			<input type="checkbox"/>		<input type="checkbox"/>			
Safe: Registration						<input type="checkbox"/>		<input checked="" type="checkbox"/>			
Server/Network	<input type="checkbox"/>				<input checked="" type="checkbox"/>						
Studio							<input type="checkbox"/>				<input checked="" type="checkbox"/> Lydia
Voxer	<input type="checkbox"/>				<input checked="" type="checkbox"/>						

<b>PROGRAM AREAS OF RESPONSIBILITY</b> ■ <i>primary</i> □ <i>secondary</i>	Ben	Carol	Craig	Emily	Stephen	Steve
A/V Archives		■				
Branding Chapel Cleaning & Maintenance	■					
Cage	■					
Call Campaigns			■			
Camper Paper (e.g. CEO Books, signups)				■		
Camp Evaluations		■				
Canoeing					■	
Computer Tree File Maintenance				■		
Contacts: Churches Planning to Attend			■			
Contacts: Database			■			
Counseling Areas						■
Crafts	■					
Decision Tally				■		
Dispatch Content and Look & Feel		■				
Edge	■					
Fellowship area						■
First Aid	■					
Fishing					■	
Follow-up Letters				■		
Games					■	
Horse Area (activities, tack, horse health, wranglers etc.)	■					
Invite Trips						■
Jed's Quest	■					
Jed's Quest in a Box	■					
Junior Wranglers	■					
Lake Activities (e.g., swimming)	■					
Lake Condition	■					
Ministry Crew Orientation			■			
Money Packets				■		
New Group Growth			■			
Old West Photos				■		
Phone Campaigns			■			
Postcard Mailing				■		
Promotions (video, mail, e-mail)			■			
Recruiting Correspondence				■		
Recruiting Trips			■			
Ribbons				■		
Rifle & Shotgun Ranges	■					
Skills Activities					■	
Skits (off season)					■	
Sound System						■
Special Music		■				
Stages						■
Storage: Cage					■	
Storage: Field (Eureka)					■	
Storage: Homestead					■	
Storage: Honest Amy's						
Storage: Old Eureka					■	
Storage: Shop	■					
Storage: Stage						■
Storage: Stores		■				
Stores		■				
Summer: Prayer List— <i>typing &amp; distribution</i>				■		
Summer: Staff Training Schedule			■			
Theme Décor		■				
Team Evaluations		■				
Video Projectors						■

	Ben	Carol	Craig	Emily	Stephen	Steve
Work Schedule			■			
Yearly Theme			■			

Each coordinator is responsible for the following during his/her camp:

- Schedule
- 12 weeks checklists and close-up tasks
- Understanding and training of all audio visual tools in the facility
- Stunts, announcements, games, and creative moments
- First aid satellite
- Orientation of campers and staff
- Awards/prizes/ribbons
- Coordinating necessary transportation
- Music
- Speaker coordination before camp and on arrival
- Building anticipation for camp
- Promoting camp to churches
- Providing tools of communication for those signed up and new groups
- Summer camp daily counselor meetings

## AREAS OF RESPONSIBILITY: PROPERTY SERVICES

■ *primary*   □ *secondary*

	Andrew	Larry	Sam	Ben	Tammy	Walt	Wayne	Other
Antiques			■					□ Carol
Auto Bone Yard	□						■	
Auto Shade	□						■	
Auto Shade Storage	□						■	
Auto Shop	□						■	
Auto Shop Concrete	□						■	
Bone Yard	□		■				■	
Brush Piles				□			■	
Dump							■	
Electrical	■	□						
Entry/Trees/Containment	□						■	
Firewood		□					■	
First Chance	■							
Fuel Tanks	□						■	
Furniture Storage								
Grounds Shed							■	
Ice Box (water room)	■	□						
Metal Piles		□					■	
Metal Shop		□					■	
Nursery							■	
Oil Change Pit	□						■	
Old First Chance	□						■	
Rail Car, North	■						□	
Rail Car, South—Neh. Corps		■						
Recycling (Beverage)					□			■ Steve
Recycling (Non-beverage)	□						■	
Roads	□						■	
Stage Storage			□					■ Carol
Transition Storage			■					■ Carol
Treasure Yard			■				■	
Vehicle Row							■	
Washboard					■			
Wood Piles							■	
Wood Shop	■							



## AREAS OF RESPONSIBILITY: REGISTRATION TEAM

■ *primary*   □ *secondary*

	Jalaigna	Jalene	Jen M	Shelley
Answering machine, daily			■	
Answering machine, messages changed			■	
Best guess numbers updated	■			■
Book orders, afternoon	■			
Book orders, morning		■		
Cabin assignments				■
Camp close-down			■	
Camp files, created			■	
Camp files, old files moved			■	
Camper day worksheets	■			■
Camper receipts e-mailed or mailed		■		
Camper reminders, e-mailed		■		
Campership endowment				■
Campership, gleaning				■
Car, mail (Hoppy) maintenance/fuel/clean interior	■			
Cash reconciliation	■			■
CFS				■
CFS camper brochures mailed			■	
Church assignments, summer				■
Church calls – sponsored camps, 1 month in advance		■		
Christmas List, coordinating/initiating				■
Christmas List, upkeep/follow-up			■	
Cones, afternoon/evening	■			■
Cones, morning	■			■
Constant Contact, 3 month				■
Constant Contact, 3 week				■
Custom Camp calls, 4 weeks in advance & 2 weeks in advance	■			
Custom camp packets, 2 months in advance			■	■
Fax machine, checked daily				■
Filing, administrative				■
info@ironwood; facility e-mails	■			■
iPod				■
iTouch	■			
iPhone (3G)				■
Keys, cabin – check drop-off boxes	■			
Keys, cabin – returning to registration box		■		
Keys, cabin – following up on complaints	■			
Kiosk updated			■	
Living Memorial book				■
Living Memorial labels, printing & ordering				■
Mail - incoming, pick-up & disperse	■			
Mail - outgoing		■		
Mail, Forward			■	
Mail, Homestead	■			
Mail, Ministry Crew delivered	■			
Minimal Meals, entered on Scout	■			■

<input checked="" type="checkbox"/> <i>primary</i> <input type="checkbox"/> <i>secondary</i>	<b>Jalaigna</b>	<b>Jalene</b>	<b>Jen M</b>	<b>Shelley</b>
Mission teams				■
MyFax	■			■
Nametags, returned			■	
Nehemiah, fees & workers (volunteers)				■
NSF & overdue balances				■
Office cleanliness			■	
Office, open/Hub door	■			
Office, shutdown; lights & locks	■			
Package calls & organization	■			
PaySabres				■
Phones, afternoon primary	■			
Phones, morning primary			■	
Procedures, updating manual				■
Procedures, editing				■
Pygmy file		■		
Radios				■
Red packets	■			
Refunds or overpayments				■
Registration buckets, HUB			■	
Registration folders	■	■		
Registration schedule				■
Registration storage		■		
Scout clean-up, yearly				■
Speakers, Ironwood-sponsored				■
Staff, former/history file				■
Staff, summer/leadership live on Scout				■
Summer file/cabin assignment prep	■			
Visitor requests				■
Volunteers,(individual) agreement forms			■	
Volunteers,(individual) assigned housing				■
Volunteers,(individual) on Scout			■	
Volunteers,(long-term groups) agreement forms		■		
Volunteers,(long-term groups) assigned housing		■		
Volunteers,(long-term groups) on Scout		■		
Volunteers, finances				■
Weekly registration forms copied, summer only	■			

# MAINTENANCE AND RESPONSIBILITY CHART

■ primary   □ secondary

** Item that resident staff may upgrade above the base amount supplied by Ironwood.	Camp Labor	Self Labor	Camp Pay	Self Pay
Appliances				
**Refrigerator	■		■	
**Cooking stove/oven	■		■	
Freezer				■
Hot water heater	■		■	
Dishwashers*				■
Microwave				■
Garbage disposal*	■			■
Washing machine				■
Dryer				■
Carpet clean				
Normal		■	■	
Pets		■		■
Cooler				
Start up/shut down	■		■	
Daily adjustment		■		
Failure, pump/motor	■		■	
**Exterior Lighting (basic)	■		■	
Heaters*	■		■	
Janitorial Supplies				■
Light bulbs		■		■
Paint interior/exterior	■	■	■	
Pest Control: Ants, Roaches, Rodents		■		■
Pest Control: Termites	■	■	■	
**Sinks & bathroom fixtures			■	
Normal adjustments		■		
Problems beyond your ability	■			
**Flooring*	■		■	
Telephone				■
Trash				
Pick up weekly		■	■	
Trash bags and cans				■
Roofs/Ceilings*	■		■	
Vacuum cleaner (must have)				■
Water system	■		■	
Window treatments				
Curtains		■		■
Mini-blinds (new)	■		■	
Mini-blinds (repair/replace)		■		■
Wood stove				■
Wood/fuel	■		■	
Clean out chimney	■			

## PERSONAL USE ITEMS

■ *primary*   □ *secondary*

Item <i>*See policy for details.</i>	Permission		Payment	Usage
	From	How Often		
Audio-visual (short term)	Carol	Every	—	Infrequently
Bulk orders	—	—	Staff bill	Infrequently
*Cabins	Shelley	Every	<i>See policy.</i>	Convenience
*Camp Vehicles: Road	Wayne	Every	Staff bill/camp	Emergency
*Camp Vehicles: On Site	Wayne	Every	—	
Carpet cleaner	Tammy	Every	Camp	Regularly
Copiers (long runs)	Beth	Every	Staff bill	Regularly
Facility: Dining Room	Larry	Every		Infrequently
Facility: Kitchen	Larry	Every		Infrequently
First Chance	—		Pay as go	Convenience
Flat tire repair	Wayne	First	Staff bill	Emergency
Horses	Ben	Every	—	Convenience
Ice	—	—	—	
Lamination	Shannon	First	Staff bill	Convenience
Meals	—			
Postage	—		Pay as go	Convenience
*Prayer letter	—		Staff bill	Regularly
Program Activities	Carol	Every		Infrequently
Propane/BBQ	Andrew		On site: camp Off site: staff bill	Regularly
*Shop equipment/space	Wayne		Camp	
Slim Chance	—		Pay as go	Convenience
Special food order	Larry	Every	Pay as go	Convenience
*Storage	Sam	Every	—	
Tools	Wayne	Every	—	
*Towing	Wayne	Every	Camp	Emergency
Town run additions			Pay as go	Emergency
*Trailers	Wayne	Every	Staff bill	Convenience
Uncle Wally's / Stores	—		Staff bill	Regularly
UPS/shipping	—		Pay as go	Convenience
Vendor accounts	—		Staff bill	Emergency

*Ironwood items not available for staff member use: credit card, cell phone, kitchen food (excluding leftovers), and fuel*

# YARDS CHART FOR STAFF

■ *primary*   □ *secondary*

Task/Equipment	Labor		Expense	
	Ironwood	RS	Ironwood	RS
Initial lawn setup (after approval)		■		■
Fertilization of lawn		■		■
Fertilization of trees	■		Up to \$120	Over \$120
Insecticide program	■			
Tree trimming		■		■
Tree planting (athel, cottonwood)	■		■	
Drip irrigation installation		■		■
Drip irrigation maintenance		■		■
Sprinkler maintenance		■		
Timer system installation		■		■
Timer system maintenance		■		
Lawn mower				■
Mow lawn		■		■
Weed wacker		■		■
Shovel/rake/etc.		■		■
Weeding		■		
Pest control (termites/ants/roaches)	■		■	
Planter installation (ice plant)		■		■
Planter maintenance		■		■
Plants other than ice plant		■		■
Fence installation		■		■
Fence upkeep		■		■
Pet damage/needs		■		■

## IRONWOOD TEAM PERFORMANCE EVALUATION

Name \_\_\_\_\_

Job \_\_\_\_\_ Evaluated by  Self

Date \_\_\_\_\_  Name \_\_\_\_\_

1. Low performance; little progress or growth
2. Less than satisfactory performance; shows some desire and effort to improve
3. Satisfactory performance; meets job requirement
4. Good performance; shows desire and effort to grow
5. Superior performance; enthusiastic effort to grow; responds well to challenge

Appearance (appropriate for the job)	
Courtesy (gratitude, thankfulness, respect)	
Loyalty (brings all complaints and gripes to boss and leaves them there)	
Attitude (positive thinker vs. negative thinker)	
Ranch Property (care of tools, equipment, buildings, and energy sources)	
Following Instructions (listens, remembers, accuracy, follow-through)	
Dependability/Reliability	
Planning/Organization/Goal Setting/Thinking Ahead of Need	
Job Knowledge and Skills/Good Safety Practices	
Promptness (on time, etc.)	
Self-Motivation (self-starter, initiative)	
Vitality (effort on job and enthusiasm for job)	

*Please take the time to think through the following questions.  
An honest appraisal of where you are gives you a better chance  
to accurately figure out what you need to do to reach your goals.*

What are your two greatest strengths that make you a valuable team member?

What are the two greatest weaknesses on which you need to work?

What one leadership quality do you want to work on in the next year?

If there is one thing you wish your boss would/would not do, what is it?

What have you learned about God in the past year?

How do you plan to grow your relationship with God this next year?

Yes or No. Are your relationships good with your co-workers?

How do you plan to help your co-workers in the next year?

# SCHEDULE REQUEST

Name \_\_\_\_\_ Date Submitting Request \_\_\_\_\_

- Deputation Request (D)**—due \_\_\_\_ days this year, already used \_\_\_\_ days
- Off-schedule Request**—please circle one: Personal (NSP) Jury Duty (J) Work Related (OSW)
- Plus Day Request (+)**—due \_\_\_\_ days this year, already used \_\_\_\_ days
- Vacation Request (V)**—due \_\_\_\_ days this year, carried over \_\_\_\_ from last year, already used \_\_\_\_ days

*Please mark the days you are requesting to be off the work schedule. Also, mark the time and date of your arrival and departure as in the sample below.*

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	5:00 p.m. departure
						2
						NSP
	3	4	5	6	7	8
NSP	D	V	D	V	V	4:00 p.m. arrival
						9
						NSP

Month \_\_\_\_\_ Year \_\_\_\_\_

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

**Process**

1. Fill out above.
2. List below any jobs that you need a substitute for during your schedule request.
3. Get team leader/director’s approval and substitute plan, if needed.
4. Place completed form in assistant to the director’s box for approval.

<b>Team Leader/Director Approval</b>
Initials _____ Date _____

<b>Calendar/Director Approval</b>
Initials _____ Date _____

Substitutes Needed for the Following Areas:	Need a Plan	Here’s the Plan:
1.	<input type="checkbox"/>	
2.	<input type="checkbox"/>	
3.	<input type="checkbox"/>	