

**POLICIES  
AND  
PROCEDURES**

for the Board  
and Missionary Staff  
of  
**LAKE  
LUNDGREN  
BIBLE CAMP**

N18250 Lake Lane  
Pembine, WI 54156  
715-324-5457  
715-324-5881 (fax)  
[www.llbc.org](http://www.llbc.org)  
[camp@llbc.org](mailto:camp@llbc.org)

## PREFACE

This handbook is intended to serve as a reference book for staff that live and work within this ministry and serve as a reference book for Camp Board Members. It is also intended to be used as an informational guide for potential staff. This handbook does not include every detail of information necessary for the daily operation of Lake Lundgren Bible Camp. It is only an accumulation of policies and procedures that relate to many of the issues encountered by staff in the course of their daily activity. This handbook has been written by the Lake Lundgren Bible Camp Administration and approved for use by the Board of Directors. It should be understood and followed by all staff. Note, however, that individual circumstances and needs will always be taken into consideration in its application by the Camp Director.

It is our prayerful desire that the unity of thought and purpose this document offers will encourage all staff toward improved harmony in personal relationships and greater productivity in tasks. As we learn to function better together as the "ministry team" that we are, it will in turn bring more glory to our God which is, in fact, our ultimate goal.

These policies and procedures will be reviewed by the camp board and full-time staff every two years (even years).

First Printing: January 1990  
Reviewed 1/92, 1/94  
Addendum Printed 5/18/92  
Second Printing: March 1994  
Revised: 1/95, 10/12/2000  
Third Printing: December 2000  
Fourth Printing: September 2002  
Revised: May 2006  
Revised: June 2009  
Revised: October 2010  
Revised: October 2011  
Revised January 2013  
Revised October 2014  
Revised February 2017  
Revised January 12, 2018  
Revised September 10, 2018  
Revised November 12, 2018  
Revised March 18, 2019  
Revised October 29, 2020  
Revised September 21, 2022  
Revised February 10, 2023  
Revised May 16, 2023  
Revised Aug 29, 2025  
Revised January 20, 2026

## I N D E X

- 100. OVERVIEW OF LAKE LUNDGREN BIBLE CAMP
  - 110. History
  - 120. Mission Statement
  - 130. By-Laws
  - 140. Board of Directors
  
- 200. POLICIES FOR MISSIONARY STAFF
  - 210. Missionary Support
  - 215. Subsidizing of Missionary Support
  - 220. Deputation
  - 230. Housing and Utilities
  - 240. Payroll
  - 250. Staff Benefits
  - 260. Remuneration for Camp Travel
  - 265. Safety Equipment Reimbursements
  - 267. Permanent Staff: Discipline and Termination
  - 270. Hiring Divorcees
  - 280. Hiring Spouses
  - 285. Cell phones
  - 290. Staff as Role Models
  - 295. Electronic Communications
  
- 300. POLICIES FOR NON-MISSIONARY STAFF
  - 305. Staff Categories
  - 310. Camp Attendance for Bible Teacher's and Camp Missionary's Children
  - 320. Travel & Offerings for Camp Missionaries
  - 330. Travel & Honorarium for Guest Speakers
  - 340. Staff Age Requirements
  - 350. Cell phones
  - 360. Electronic Communications
  
- 400. POLICIES FOR HEALTH, SAFETY & NATURE PRESERVATION
  - 410. Chronic Communicable Diseases
  - 420. Grounds Care
  - 430. Adventure Camps
  
- 500. PROCEDURES FOR MISSIONARY STAFF
  - 510. Guidelines for Staff Families
  - 520. Staff Housing
  - 530. Time Off
  - 540. Time Away from Camp
  - 550. Childcare
  - 560. SST Wrap-up Banquet
  - 570. Open Door Policy
  - 575. Grievance Procedure
  - 580. Progress Review and Evaluation
  - 590. Budget Guidelines for Staff
  - 595. Staff Screening Procedures

**P O L I C Y :** A statement of understanding or a staff guideline between Lake Lundgren Bible Camp and the staff members. Policy may be initiated by the Board of Directors or submitted by the staff members, and must be approved by the Board. Policy can only be changed by action of the Board of Directors at an official meeting, with such action becoming a part of the minutes of that respective Board Meeting.

**P R O C E D U R E :** A statement of understanding or a staff guideline between Lake Lundgren Bible Camp and the staff members that is set up at a level below the Board of Directors with the purpose of creating unity and harmony, and giving direction and organization in matters of living and working relationships.

## 100. OVERVIEW OF LAKE LUNDGREN BIBLE CAMP

### 110. History

Lake Lundgren Bible Camp was born in June of 1935 under the direction of Rev. Ernest Tremblay who was the first President of the Association. The beginnings were very humble - 50 campers for one week. The missionary spirit and Christian generosity of the Danielsons made it possible to use their five cabins, both for sleeping quarters and classrooms. The camping season gradually grew from one week to two, and then to three weeks, as the number of campers they served continued to increase. Praise the Lord! The camp now has 100+ beautiful acres, thirty-seven buildings and a year-round ministry reaching out to over 4,000 campers a year.

Lake Lundgren Bible Camp was meant to be a missionary project from the start and it has continued to be a work of faith, vision, and absolute dependence upon God. And the needs are always met. Lake Lundgren has always been Bible-centered and Christ-honoring, with both a strong missionary and evangelistic ministry.

Lake Lundgren Bible Camp, Inc. became incorporated in the state of Wisconsin on October 6, 1975. As such, this incorporation provides personal asset liability protection to Directors, Officers and Owners of Lake Lundgren Bible Camp, Inc.

### 120. Mission Statement

Lake Lundgren Bible Camp exists to glorify God by continually connecting all to Jesus.

### 130. Bylaws (adopted 9/5/87)

#### Bylaw 1. Statement of Faith

- 1 We believe in the Scriptures of the Old and New Testaments as verbally inspired by God, and inerrant in the original writings and that they are of supreme and final authority in faith and life.
- 2 We believe in one God, eternally existing in three Persons: Father, Son and Holy Spirit.
- 3 We believe that Jesus Christ was begotten by the Holy Spirit, and born of the virgin Mary and is true God and true Man.
- 4 We believe that man was created in the image of God: that he sinned, and thereby incurred, not only physical death, but also spiritual death which is separation from God: and that all human beings are born with a sinful nature, and in the case of those who reach moral responsibility become sinners in thought, word and deed.
- 5 We believe that the Lord Jesus Christ died for our sins according to the Scriptures as a representative and substitutionary sacrifice: and that all that believe in Him are justified on the ground of His shed blood.
- 6 We believe in the resurrection of the crucified body of our Lord, and in His ascension into Heaven, and in His present life there for us as High Priest and advocate.
- 7 We believe in "that blessed hope," the personal, imminent return of our Lord and Saviour, Jesus Christ.
- 8 We believe that all who receive, by faith, the Lord Jesus Christ are born again of the Holy Spirit and thereby become children of God.
- 9 We believe in the bodily resurrection of the just and the unjust, the everlasting blessedness of the saved, and the everlasting conscious punishment of the lost.

#### Bylaw 2. Lake Lundgren Bible Camp Creed

1. Statement of Faith
2. We believe that marriage was established by God and is the exclusive, covenantal, lifetime union of one man and one woman. A civil government's sanction of a union will be recognized as a legitimate marriage by the church only to the extent that it is consistent with the biblical definition of marriage. Genesis 2:24; Matthew 19:1-10; Romans 7:1-4; Ephesians 5:18-33
3. We believe that any conduct that is immoral or godless is opposed to the purpose of Lake Lundgren Bible Camp which promotes holy living according to the Gospel of Christ (1 Tim. 1:4; 4:7; 2 Tim. 4:4), including witchcraft, occult activity (1 Sam. 15:23; Gal. 5:20), drunkenness (1 Cor. 6:9,10; Rom. 13:13), and sexual immorality (Gal. 5:19-20; 1 Cor. 6:9; Rom. 1:24-32). Such behavior by individuals or groups will not be tolerated on the premises by individuals or groups. No one will be hired or retained who promotes or practices such immorality or godlessness.
4. We believe that legitimate sexual relations are exercised solely within marriage. Hence, sexual activities outside of marriage including, but not limited to, adultery, premarital sex, homosexuality, pedophilia and incest are inconsistent with the teachings of the Bible and the Church. Further, lascivious conduct, transgender behavior, and the creation

and/or distribution and/or viewing of pornography are incompatible with the biblical witness. Leviticus 20:10-16; Romans 1:22-32; I Corinthians 6:9-20; I Thessalonians 4:3-8; Hebrews 13: 4-5

5. We believe that God wonderfully and immutably creates each person as male or female. These two distinct, complementary sexes together reflect the image and nature of God (Gen 1:26-27). Rejection of one's biological sex is a rejection of the image of God within that person.
6. We believe that all human life is sacred and created by God in His image. Human life is of inestimable worth in all its dimensions, including pre-born babies, the aged, the physically or mentally challenged, and every other stage or condition from conception through natural death. We are therefore called to defend, protect, and value all human life (Psalm 139).

### Bylaw 3. Membership

The official members of Lake Lundgren Bible Camp Association are the legal owners of the camp and all of its properties. The membership is made up of both individual persons and of individual churches. Prospective members must be recommended by present members and approved by the Board of Directors. All members must be in agreement with, and willing to support the doctrinal statement of the camp as found in the Bylaws. Those desiring to become members shall request a copy of the Bylaws, membership form, and procedure for application to membership.

### Bylaw 4. Officers

All officers and directors shall be chosen from among the Lake Lundgren Bible Camp Association membership. The general officers of the corporation shall be a president, vice-president, secretary, treasurer, and board of directors, which shall consist of twelve members of the Corporation.

At the first meeting of the membership after incorporation, there shall be elected twelve directors. The first four elected shall hold office for three years, the second four for two years, and the remaining four for one year. Their tenure shall be so staggered that one-third of the members be retired each year.

In the first meeting of the Board of Directors following the Annual Meeting, a Vice-Secretary and a Vice-Treasurer, from the Board of Directors, shall be appointed for a one year term.

Any vacancy that occurs in an office or on the Board of Directors may be filled by the Board of Directors until the next annual meeting at which time the membership will fill any unexpired terms.

Directors are limited to serve a total of 3 consecutive 3-year terms, and are then required to have 1- year off before being eligible for re-election. Officers are limited to serve a total of 3 consecutive 3-year terms, and are then required to have 1- year off before being eligible for re-election, however time served as a Director does not count against time eligible to serve as an officer. Retiring officers must take 1 year off before being eligible for re-election.

### Bylaw 5. Duties of Officers

The principal duties of the president shall be to preside at all meetings of the members. He shall also have the general supervision of the affairs of the corporation including the executive committee appointed by the Board of Directors.

The principle duties of the vice president shall be to assume the duties of the president in the event of the absence or disability for any cause whatsoever of the president.

The principle duties of the secretary shall be to countersign all deeds, leases and conveyances executed by the corporation: affix the seal of the corporation thereto: to keep a record of the proceedings of the board of directors meetings: to keep a record of the proceedings of the annual and special corporation meetings: and to safely and systematically keep all books, papers, records, and documents belonging to the corporation or in any way pertaining to the business thereof.

The principle duties of the Vice-Secretary shall be to assume the duties of the Secretary in the event of the absence or disability for any cause whatsoever of the Secretary.

The principle duties of the treasurer shall be to oversee the accounting of all monies, credits, and properties of the corporation, providing financial statements of such accounts to the board of directors at each regularly scheduled meeting and to the members at each annual meeting.

The principle duties of the Vice-Treasurer shall be to assume the duties of the Treasurer in the event of the absence or disability for any cause whatsoever of the Treasurer.

The president, vice president, secretary, and treasurer are members Ex Officio of the Board of Directors. The board of directors may provide for the appointment of such additional officers as they may deem necessary for the best interests of the corporation.

#### Bylaw 6. Annual Meeting

The regular annual meeting of the members of this corporation shall be held at the Lake Lundgren Bible Camp at a time of the Board of Directors' designation, for the transaction of such business as shall come before the meeting."

A financial review committee appointed annually by the board of directors shall conduct a financial review and submit a report to the annual meeting.

#### Bylaw 7. Special Meeting

At any time when it is deemed necessary a special meeting of the members of this corporation may be called by the president or by the Board of Directors with a minimum notice of four weeks of such meeting being given through a direct mailing.

#### Bylaw 8. Proxy Votes

Members not able to attend the annual or special corporation meetings may vote by proxy in any business matters pertaining to the corporation, provided they sent written notices to the camp office of their intentions, naming the party whom they desire to act as their substitutes. Said notice must be at the camp office at least five days before the time set for the annual meeting or the special meeting.

#### Bylaw 9. Committees

The board of directors shall meet within sixty days after the annual meeting and organize themselves into committees as deemed necessary for the effective functioning of the camp and board.

The board of directors shall annually review in the first meeting after the annual meeting, the requirements, procedures, and responsibilities of their office as directors and committee members.

#### Bylaw 10. Board of Directors Meeting

The board of directors shall hold regular bi-monthly meetings, the time and place to be set at each previous meeting. Special meetings may be called at any time during the year when necessary.

#### Bylaw 11. Executive Committee

An executive committee of at least three members shall have power to represent the board of directors, and will act in their capacity between the regular meetings of the board of directors. They shall not change or modify any of the rules laid down by the said board. The president and secretary of the corporation shall be members ex-officio of this committee. The third, or subsequent members of the committee shall be selected from among the available board of directors at the time of the executive committee meeting by the president or secretary.

#### Bylaw 12. Camp Rules on Liquors, Drugs, and Gambling

No intoxicating liquors or unprescribed drugs shall be allowed on the camp ground. No gambling of any kind or form shall be allowed on the grounds at any time.

#### Bylaw 13. Share and Share Holders

Shares that are held under the past title of "Sunday School and Chatauqua Association of Marinette County," will be valid and honored at face value, but will not be transferred or reissued upon the death of the shareholder. All past, living members of the "Sunday School and Chatauqua Association of Marinette County" will upon adoption of these bylaws become members of the new corporation, "The Lake Lundgren Bible Camp, Incorporated" August 31, 1975.

## Bylaw 14. Election of Directors and Officers

Each year the Board of Directors shall appoint a nominating committee of not less than three members, at least one of whom shall be a member of the board, to place in nomination at least one name for each position to be filled.

The nominating process shall include the following:

- 1.) A notice shall be sent to the camp membership soliciting recommendations for candidates. The notice shall include instructions, qualifications for directors and officers, and a form to be completed by the candidate of their Christian testimony and biographical information. The completed forms shall be returned to the nominating committee within 30 days.
- 2.) The nominating committee shall review the list of candidates and present their list of nominees to the Board of Directors.
- 3.) Ballots shall then be sent to the camp membership, to be returned within 21 days.  
The names of newly elected officers and directors shall be presented at the annual meeting at which time their terms of office shall begin.

## Bylaw 15. Additional Bylaws

The bylaws, with the exception of Bylaw 1 which is not amendable, may be amended by resolution setting forth such amendments and adopted by a vote of at least two-thirds of the members and proxy votes present at the annual meeting or special meeting provided notice of such amendments have been mailed out to all members at least four weeks prior to the meeting.

## 140. Board of Directors

### 1. Personal Requirements

- a. Each member shall have given testimony to a personal faith in Jesus Christ as Savior and Lord, and shall be in agreement with the Statement of Faith of Lake Lundgren Bible Camp, having been accepted as a member of Lake Lundgren Bible Camp, Inc.
- b. Each member shall desire to fulfill the requirements of II Timothy 2:15: "Do your best to present yourselves to God as one approved, a workman who does not need to be ashamed and who correctly handles the word of truth." (NIV)
- c. Each member shall pledge to uphold, and to work to achieve the objectives of Lake Lundgren Bible Camp.
- d. Each member shall purpose to attend each of the bi-monthly meetings of the Board. If a board member finds that they are unable to attend at least 3 of the scheduled meetings in a given year, they should confer with the board president to determine if it is in theirs and camp's best interest for them to continue in their role on the board.
- e. Board members and officers should let the Board President know of their intentions not to accept re-nomination to the Board by the November Board meeting.

### 2. Board Procedures

- a. The Board shall operate as a committee as a whole in conducting the regular business of the camp at bi-monthly meetings and special meetings.
- b. Bylaw 8 paragraph 2 provides for an Executive Committee to represent the board between its regular meetings.
- c. The Board shall be organized into not less than four sub committees in accordance with Bylaw 8.
  - Time shall be given at the September meeting for the committees to meet and review those items of responsibility given to them.
  - Each committee shall be prepared to give time in addition to regular meetings to study any special needs and bring recommendations back to the Board.
  - Committees shall keep minutes of all meetings and submit in time for inclusion in the agenda of the next scheduled board meeting.
- d. Any changes or additions to Board policies must be first discussed at a regular Board meeting, then included on the agenda of a subsequent Board meeting and listed as a proposal to change or add to Board policy.
- e. A two-thirds majority vote of the full board will be required to make changes to the Policy and Procedure Manual.

### 3. Board Responsibilities

#### b. Specific Responsibilities

1. Board President
  - aa. To call and direct the business meetings of the Board of Directors.
  - bb. To make committee appointments, with Board Approval.

- cc. To call and give proper notice of special meetings as may be needed.
  - dd. To give notice of and direct the Annual Meeting of the camp association, including:
    - (1) reports
    - (2) old and new business (as referred from Board or floor)
    - (3) election of officers
  - ee. To sign legal documents, such as memberships, bank notes, deeds.
  - ff. To serve on the Executive Committee.
  - gg. To serve as a liaison between the Board of Directors, the Camp Director, and the membership at large.
  - hh. Shall meet with the Camp Director prior to each business meeting to plan the agenda for the meeting.
  - ii. Shall serve one year following the election of a new President as Advisor to the President.
2. Board Committees
- aa. Program
    - (1) Review and remind as necessary the Board of Directors of the Camp's philosophy of ministry as expressed in the Camp's Mission Statement and Core Values.
    - (2) Evaluate ongoing programs and develop with the appropriate staff program related goals and objectives that work toward the fulfillment of the Camp's Mission Statement and Core Values.
    - (3) Study major program changes with the appropriate staff for recommendation to the Board of Directors.
  - bb. Building and Grounds
    - (1) Develop future facility plans for both new construction and remodeling of existing structures based upon long range camp ministry needs.
    - (2) Perform yearly review of maintenance plans and records for facilities, utilities and equipment (i.e. power distribution, sanitary maps, vehicles, construction equipment, power equipment, shop, etc.).
    - (3) Monitor custodial and maintenance of all facilities and grounds (reference #420, Grounds Care).
    - (4) Perform yearly review of forestry management plans to promote ongoing forest health.
  - cc. Long Range
    - (1) Study and plan the use and needs of the camp through looking ahead 3 years/5 years/10 years.
    - (2) Study camping trends and philosophies as they might affect Lake Lundgren Bible Camp or necessitate changes in plans and programs.
  - dd. Finance
    - (1) Review and recommend staff salaries and missionary support policies for approval at July board meeting.
    - (2) Study and recommend winter and spring camp rates for approval at the July board meeting.
    - (3) Review budget, including summer and fall rates, for approval at November board meeting; review and recommend necessary changes to budget mid-year.
    - (4) Review insurance coverage and rates; make recommendations to the Board, which are necessary to keep the camp adequately covered.
    - (5) Study and make recommendations in the area of fund raising.
    - (6) Approve any transactions to move funds into or out of Ministry Storehouse or between Ministry Storehouse funds for amounts up to \$25,000. Any amount above \$25,000 will need approval by the full board.
  - ee. Personnel
    - (1) Screen, interview and recommend potential missionary candidates to the Board.
    - (2) Review progress toward the support-raising time frame set by approved candidate and the Camp Director. If the goal is not met, meet with the candidate to reevaluate recommendation of missionary candidacy to the Board.
    - (3) Review staff issues not covered by other committees.
  - ff. Executive
    - (1) Shall consist of the President, Secretary, Camp Director and any one other Board member.
    - (2) Shall have power to take action on needs that arise which cannot wait until the next regular meeting, or which the Board has assigned to it.
    - (3) All Executive Committee action shall be presented for review to the full Board at its next regular meeting.
  - gg. Nominating Committee *(to be made up of one member from each board committee plus one or two additional members. These appointments will be confirmed, and a chairman appointed, at the May board meeting)*
    - (1) Seek Dedicated Christians
      - who have shown commitment to the camp ministry by their involvement in and support of its programs to fill vacant positions on the Board.
      - who are members of the Camp Association

- with consideration given to church and denominational representation and geographical location.
  - (2) Review any Board Member Candidate Forms received after the September mailing to the camp Membership. (Those received at camp by November 1<sup>st</sup> will be sent to the Nominating Committee.) All potential first time candidates must complete a Board Member Candidate Form. Contact potential candidates with any questions. Notify all candidates who have submitted forms to let them know whether or not they have been selected as a nominee for an open camp board position. .
  - (3) Report the names and biographical information of nominees to the camp board at the January meeting with at least one name for each position to be filled, so their names and bios can be added to the ballots to be sent to the camp membership.
4. Memorial Gifts
- a. The committee recommends that the following be adopted as guidelines for the giving of a memorial gift by the camp:
    - At the death of a present Board or Staff member or their spouse: \$100
    - At the death of a past Board member or spouse who has been off the Board only one year: \$25.00
    - At the death of a past Board member who has served at least ten years: \$25
  - b. A memorial gift worth \$25 or more shall receive recognition on the memorial plaque. All memorial gifts will go towards board-approved projects designated by the donor. All non-specified memorial gifts will be received with the understanding that the money be used where most needed and will be of the greatest benefit to Lake Lundgren Bible Camp.

**200. POLICIES FOR MISSIONARY STAFF** – approved by the Board of Directors to fill on-going positions

210. Missionary Support

All Missionary Staff are to engage in fundraising on behalf of the organization by building a “support team”; this typically includes family, friends, and other personal contacts. The Camp Director is given a salary, but is required to raise a personal housing allowance (see Appendix A). The funds they raise enable Lake Lundgren Bible Camp to compensate them for their service. Missionaries’ paychecks are directly affected by the support they raise for Lake Lundgren Bible Camp. When a missionary staff member leaves the employment of Lake Lundgren Bible Camp, their final paycheck will be adjusted to include undispersed funds in their accounts up to the maximum allowed by the salary schedule for the preceding 12 months. If a staff member leaves employment with an excess balance, the amount will be retained by Lake Lundgren Bible Camp. If specified person or persons do not actually join the staff, or if funds remain after an individual leaves the employment of Lake Lundgren Bible Camp, the funds will be transferred to the general fund of Lake Lundgren Bible Camp.

It is expected that the Missionary will keep a personal document with all constituent information and giving history. Missionaries need to keep their own records of the constituent contact information (address, phone, and email), when they asked the constituent to support them, how much they ask the constituent for, how much the constituent has actually committed to giving, how the constituent is giving (cash, check, direct debit, or credit card), and when they send the constituent thank-you letters, newsletters, and updates.

Monthly support levels for a person/family to come on staff are detailed in Appendix A. Prior experience directly related to the position at LLBC of a new hire should be taken into consideration when setting their starting salary.

An annual review of salary maximums and minimums will be done by the Finance Committee with recommended changes submitted to the board for approval.

As a nonprofit organization, we are obligated to adhere to specific rules and practices in how we handle funds donated to Lake Lundgren Bible Camp in support of staff ministry. In order to ensure the tax deductibility of these donations, we must abide by two tests that the IRS employs:

- The contributor’s intent must be primarily to benefit the mission of Lake Lundgren Bible Camp and not primarily to benefit the individual staff member. It is fine if they are particularly invested in your role in Lake Lundgren Bible Camp’s mission, and it is fine for them to “prefer” their gift for your support, but still, their intent must be to benefit the mission, not simply to give you money. If they just want to give you money regardless of Lake Lundgren Bible Camp, they can certainly do so. That would not be “support”, though, and is simply between you and them. The gift would not be tax deductible and would not involve Lake Lundgren Bible Camp.
- Lake Lundgren Bible Camp must retain full control of the donated funds and discretion as to their use, i.e. they may be “preferenced” for a staff member’s support, but they are not “restricted” or “earmarked” as such. Accordingly, Lake Lundgren Bible Camp is not able to guarantee to use all support donations in the manner in which they are preferenced by the

donor. Although that is our normal practice, they may occasionally be used differently. The donations are not “yours,” nor do you have any “rights” to them. They belong to Lake Lundgren Bible Camp.

Support Account Use - Missionary staff may use funds they have raised for themselves for other uses that benefit their ability to serve at camp (such as continuing education classes beyond the current provision of camp or enhancing supporter relations) or directly benefit camp (such as equipment they would like to purchase for camp, which will then become camp property). Expenditures up to \$1000 must be approved by the Camp Director (or by the Treasurer if requested by the Camp Director). The Camp Director will report these expenditures to the Board through the Finance Committee at the next Board meeting.

#### 215. Subsidizing of Missionary Support

The camp board can identify priority positions where the formula below could be an option. Use of this option shall not set precedent.

- First 6 months: 75% of minimum support subsidized
- Second 6 months: 50% of minimum support subsidized
- Third 6 month: 25% of minimum support subsidized

#### 220. Deputation

After Board approval of their application, the candidate and the Camp Director will set a goal for having support raised and being on the job.

If the goal is not met, the Personnel Committee of the Camp Board will recommend whether to extend or terminate the deputation.

Deputation materials to be approved by the Camp Director.

Staff candidates may borrow a camp slide presentation.

Staff are allowed four weeks every two years for the personal deputation. This time shall be used for the purpose of raising support and visiting supporting individuals and churches. This time is intended to enhance staff personal contact with the people that play an active part in this ministry through their prayer and financial support. Deputation times must be cleared with the Camp Director. Extensions of time are possible through the Camp Director.

Support levels are to be monitored by the Camp Director; if it drops below Minimum Wage for two consecutive months, staff are required to do deputation.

#### 230. Housing and Utilities

Camp housing is for the mutual benefit of camp and camp staff and, therefore, needs to be assigned in a fair and equitable manner. Camp housing can provide short term and transitional housing for new Missionary Staff, interns, seasonal and volunteer staff. The intent of housing is to minimize the initial financial impact to new staff and in some cases allow the family or staff member to become familiar with the area before making a more permanent housing commitment. Without contradicting the policy described herein, it is the intent of LLBC to always have some member(s) of permanent staff in camp housing to be immediately available to camp when campers/guests are at camp for emergencies (eg medical, facilities, criminal, or otherwise). This requirement does not require a specific role live ‘on camp’ only that some permanent staff live on camp and are available if needed.

##### Oversight and Allocation of Camp Housing:

The Personnel Committee will monitor staff housing needs and from time to time make recommendations for assignment to the Board of Directors for their approval. Every reasonable effort shall be made to have housing ready for staff arrivals. Assignment of temporary, i.e. short term, housing for interns, seasonal and volunteer staff is the responsibility of the Camp Director.

It is the intent of the Board of Directors to make the best possible use of available staff housing however, it is not the policy of the Board to provide housing for every staff person. Living in camp housing should be viewed as a privilege and blessing—not a right or part of compensation. Existing camp housing is available for staff use but priority of its allocation will be based on camp needs and any staff needs not listed below. Allocation of staff housing shall be prioritized according to:

- ability of staff to afford to live in off-camp housing;
- family size;
- need for camp security;
- handicap accessibility, and
- gender-specific accommodations.

#### Planning for Transition to Off Camp Housing:

All Missionary Staff are expected to develop a financial plan to include budgeting for off camp housing with the expectation of moving off camp within 2-5 years of arrival. The financial plan should be reviewed annually and approved by the Personnel Committee until such time the Missionary Staff has transitioned to off camp housing.

#### Policy Implementation:

Missionary Staff living in camp housing at the time this policy is implemented by the Board of Directors should provide a financial plan for transitioning to off camp housing to the Personnel Committee within 3 months following the approval date of this policy. Missionary Staff living in camp housing at the time of this policy implementation are expected to develop a financial plan that will allow for a transition to off camp housing in no more than 3 years. This length of time may be amended by the Board of Directors due to unforeseen circumstances for the Missionary Staff or the needs of Lake Lundgren Bible Camp. As with new Missionary Staff, this plan should then be reviewed annually with the Personnel Committee until such time the current Missionary Staff has transitioned to off camp housing.

#### Accommodation of Guests:

All staff living in camp housing may be asked on occasion to exercise overnight hospitality to overflow staff or guests. Unmarried staff living in camp housing must be willing to accommodate a housemate (unmarried; same sex; seasonal or missionary staff) as the needs arise; utilities to be shared.

#### Financial Assistance:

Loans of up to \$10,000 may be authorized by the Board of Directors to enable Missionary Staff to purchase off camp housing. Such loans would be considered individually for Missionary Staff having two years of experience. The loan would become available after the Missionary Staff obtains a home or construction loan. The Board of Directors will forgive \$2000 of the loan for each year of service after the loan is received. Loan forgiveness will begin when Missionary Staff vacate camp housing. The loan is interest free. The balance of the loan will be due when the Missionary Staff to whom it was made ceases to be employed at LLBC. The loan amount to be made available to Missionary Staff should be reviewed periodically by the Personnel Committee and recommendations to change the loan amount should be presented to the Board of Directors for approval.

#### Utility Expenses:

Missionary staff living in camp housing will pay their own utilities. Staff newly arriving to camp housing will be provided with a full bulk gas tank and such tanks are to be filled at their expense at their departure from camp housing. A monthly maintenance fee to be set annually by the Board of Directors will be deducted from the staff paycheck for those living in camp housing.

#### Pet Policy:

Un-caged pets and livestock are not allowed on camp property because of potential damage to property, hazards to campers and disturbance of wildlife. Small caged domestic pets are allowed with permission of the Camp Director in the case of temporary staff and the Personnel Committee in the case of Missionary Staff. Animals that are a part of camp programs or certified service animals are exceptions to this policy.

#### 240. Payroll

All staff are paid on the 15th and the end of each month.

A set amount will be paid on the 15th with the balance paid the end of the month.

Staff are considered "employees" of the camp and have appropriate taxes and social security withheld from their paychecks.

Special requests for extra funds from their individual account should go through the Camp Director and Treasurer and are paid only if funds are available over and above the set level of support.

#### 250. Staff Benefits

Use of available camp facilities and activity equipment when not conflicting with camp programs.

Children may attend ON SITE camp programs free of charge. Each child may attend ONE LLBC off site camp program at half price.

- bulk mailing postage provided for 1600 letters a year
- photo copies provided free
- Deputations Newsletters are encouraged quarterly
- Newsletters may be in color

Full-Time Missionary Staff and their families, when on duty, may eat meals at camp, when meals are being served by our staff. (MSP 18-)

**Continuing Education:**

In order to provide ongoing training that will enhance our staff personnel, and thereby the camp ministry, a budget will be provided for job-related training for full-time missionary staff. These funds will be overseen by the Camp Director and the supervisory staff that report directly to him. Missionary staff and Intern/Residents, who are approved for Missionary Staff, may make a request to their supervisor for continuing education they desire, or supervisors may request continuing education for missionary staff in their departments. Other Intern/Residents requesting funds must be approved by the Personnel Committee. Funds shall only be approved for training that fits in the scope of the staff member’s responsibilities. Funds will be transferred at the beginning of each year from the Operating Fund into a designated fund where they will be managed and can accumulate if not totally spent in a given year.

In addition, the registration fee for the Annual Wisconsin Sectional CCI Convention shall be paid for permanent staff and their spouses.

Any expenditure of \$500 or more, for full-time or other camp staff for job related training must be brought as a request by the Camp Director to the Personnel Committee for their approval. Expenditures less than \$500 must receive the Director’s signature for approval of the request.

**Conferences:**

Conferences, including CCCA sectional and the National Conferences are to be covered by the Conference Budget. CCCA sectional is to cover Full-Time staff, their spouse, and Intern/Residents. Intern/Residents spouses are required to pay their own way if they attend. Any staff upgrading their room will pay for their own upgrade.

**Travel for Continuing Education and Conferences:**

Travel, Lodging, and Meals for Continuing Education and Conferences shall be budgeted to have their own line item in the budget. Travel expenses shall not be taken from the Continuing Education Fund or the Conferences budget item.

Vacation: Vacation is not cumulative and works off of the individual's fiscal year. It must be cleared by the Camp Director.

Time Served	Vacation	Time Served	Vacation
Start	5 days	11 years	15 days
6 months	5 days	13 years	16 days
1 year	10 days	15 years	17 days
3 years	11 days	17 years	18 days
5 years	12 days	19 years	19 days
7 years	13 days	20 years	20 days
9 years	14 days	25 years	25 days

Holidays: Christmas Eve & day (extra day if it falls on a regular day off)  
Easter  
Thanksgiving day and Friday  
2 Floating holidays: approval by Camp Director

**Mission Trip/Vacation:**

Staff mission trips that have previous approval of the camp director will be counted as ½ “work time” and ½ “vacation time” for the duration of the trip.

Days Off: Summer - 1 day a week  
Fall, Winter, and Spring - 2 days a week

**Staff Retirement Incentive Plan:**

1. The plan will be a SIMPLE IRA through Envoy Financial.
2. Eligibility is limited to Full-Time Missionary Staff.
3. The camp will match the contribution of each employee up to 3% of their salary. For the Director this would be 3% of salary plus housing allowance.
4. After the initial salary reduction agreement, each staff member would be allowed one change per year plus a change in December.
5. Each staff member is responsible to make sure that their contributions do not exceed the legal limit.
6. Each staff member would decide the number and type of investments that they wish to make through the Envoy Financial.
7. Contributions would be made each pay period.

8. This plan would take effect February 1, 2012.
9. The Board Policy Manual will be changed to reflect this plan as February 1, 2012.

Long Term Disability Insurance, \$15,000 Life Insurance and Accidental Death and Dismemberment coverage provided.

#### Non-Qualified Retirement Plan

Lake Lundgren Bible Camp has adopted a Non-Qualified Retirement Plan. The Plan was adopted in an attempt to provide an "employee by employee" basis a means by which an employee can receive income after a certain retirement age. The Governing Board of Lake Lundgren Bible Camp retains the right to offer this Non-Qualified Retirement Plan to any employee or their spouse at its own discretion.

The specific circumstances in which the Governing Board of Lake Lundgren Bible Camp may offer an employee the retirement income is detailed below:

- The employee must have reached a retirement age defined as \_\_\_\_\_.
- The employee must have served the Lake Lundgren Bible Camp for a number of years as determined by the Governing Board.
- The employee will have the option to continue various functions at Lake Lundgren Bible Camp as a volunteer.
- The Governing Board of Lake Lundgren Bible Camp will determine the amount of income benefit paid to the employee under the Non –Qualified Retirement Plan at its own discretion.
- This plan is to be in effect until the employee/spouse account reaches \$0
- A grace period will be given, at the time of retirement, to finish receiving funds.

The payments received by the employee under the Non-Qualified Retirement Plan will be deemed retirement income not subject to any Social Security, Medicare or State Unemployment taxes.

#### Staff Healthcare:

All full-time missionary staff families are required to make some provision for major medical healthcare for their family.

Each year-round, full-time (minimum 40 hours/week) missionary staff family shall be eligible for LLBC healthcare benefits. Such staff may elect to participate in the LLBC group with Christian Healthcare Ministries, a health cost sharing ministry, by completing the appropriate application and agreeing to have 20% of their costs withheld from each regularly scheduled paycheck. Or such staff may choose another healthcare provider and camp will pay up to the same amount that CHM would be with an invoice provided.

In addition, such staff will be eligible to participate in the LLBC sponsored Health Reimbursement Agreement. Details of the plan will be made available to all staff members on an annual basis. The Personnel Committee shall be kept up to date on changes made to the HRA plan. The percentage of healthcare benefits to be provided by LLBC to staff members, and the HRA provisions, will be reviewed annually by the Personnel Committee.

The percentage of healthcare benefits to be provided by LLBC to staff members, and the HRA provisions, will be reviewed annually.

When full time missionary staff reaches the age of 65 and elects to reduce the amount of hours worked, that missionary staff may continue to receive a percentage of the healthcare benefits equal to the percent of full time (40 hours/week) that is worked. The balance of the healthcare costs will be the responsibility of the staff Board members may participate in Lake Lundgren Bible Camp's group plan with Christian Healthcare Ministries by completing the appropriate application. The board member must submit their reimbursement for 100% of their costs, payable to LLBC, by the 1<sup>st</sup> of each month, one month in advance, in order to continue participation.

#### Sick Leave:

On January 1 each staff member will be allotted five days sick leave for the year. Allotted sick days may be used in case of personal illness or for attending to the needs of an immediate family member with a serious illness that requires the personal time and attention of the staff member. In this situation, immediate family member includes spouse, child, parent or sibling living in the home of the staff member. In the event of any sick day use, your supervisor must be notified of your absence.

If accumulated sick leave is depleted, vacation or compensatory time may be used. Beyond that, special arrangements must be made with the camp director. Unused sick days may accumulate to 100 days, but may not be used as vacation time and are forfeited when the staff member ceases to be employed at Lake Lundgren Bible Camp.

In the event of an illness or injury covered by worker's compensation, state statutes will apply.

Excused emergency leave shall be approved by the Camp Director and/or the Board President (i.e. death, illness).

Medical Leave:

LLBC allows covered employees up to six weeks of family leave in a 12-month period, without pay. LLBC will consider all Missionary Staff members to be eligible for this.

Maternity:

Female missionary staff members who wish to may take up to 2 weeks paid maternity leave per pregnancy. Additionally, they may take extended leave due to pregnancy and delivery and will be allowed to take up to six months leave, without pay.

Paternity:

Male missionary staff member who wish may take up to 2 days paid paternity leave for each pregnancy. Additionally, they may take extended leave due to pregnancy and delivery and will be allowed to take up to six months leave, without pay.

260. Remuneration for Camp Travel

Staff will be reimbursed for camp travel at the rate of 42 cents per mile when using their personal vehicle. Reimbursements are only to be given in the case that an appropriate camp vehicle is unavailable for a required event in which a vehicle is needed. If a camp vehicle is available and is not used, only the cost of gas will be reimbursed. Staff must submit a written request for reimbursement to the camp office.

265. Safety Equipment Reimbursements.

Safety Equipment Reimbursement for Industry Standard Required Safety protection footwear and prescription safety glasses/goggles, that meets safety (OSHA) standards, may be requested yearly at a cost not to exceed \$150 for footwear and \$200 for prescription safety glasses/goggles per full-time Missionary Staff, residents and interns. Purchases must be approved by the staff member's supervisor and charged to the safety equipment budget line. Staff must submit a written request for reimbursement.

267. Permanent Staff: Discipline and Termination

In the event that a staff member has performed actions that are illegal or blatant, unrepentant sin issues, immediate dismissal of that staff member should be expected.

In the event of unsatisfactory job performance or poor conduct with co-workers, the following steps should be taken prior to dismissal:

Step 1: Initial Incident

Supervisor will meet with staff member to discuss with them the incident, how said incident is wrong, and what should be done to improve the situation. This should then be recorded by the supervisor, along with the time and date of the meeting.

Step 2: 2<sup>nd</sup> Incident

If said staff member continues to display the undesirable conduct, the supervisor will meet with them and create a written plan with accountability steps. It should be explained to the staff member clearly what will happen if the conduct does not change. This plan will be signed by both parties. The camp director should be notified of the situation.

Step 3: 3<sup>rd</sup> Incident

The staff member will meet with their supervisor and the camp director to discuss the incident and the plan, to determine why the plan has not been followed, and to explain the final steps leading to termination if the plan is not followed. This will be recorded on the discipline document and signed by all parties. The camp director will at this time notify the Personnel Committee.

Step 4: 4<sup>th</sup> Incident

If after step 3, a dismissal is being recommended—then the Personnel Committee must be involved in this step before dismissal is given. The Personnel Committee should review the written discipline plan and may request to interview the staff member regarding the incidents and the plan in order to determine why the plan has not been followed through with. An alternative to dismissal (if the issue is a deficiency in job aptitude) could be a lateral transition to an area of camp where the individual might have a better fit and therefore greater success and benefit to camp.

270. Hiring Divorcees

Because we as a camp serve various denominations who hold various views on divorce, we would rather that full-time staff shall not be divorced people.

280. Hiring Spouses

Spouses of camp staff are allowed to apply for available staff positions.

#### 285. Cell Phones

Cell phones are not to be used when operating any vehicle while transporting campers. Safe options would include:

1. Ask a passenger to make or take a call.
2. Pull off to a safe location.
3. Let calls go to voice mail.

#### 290. Staff as Role Models.

All camp staff by their positions are role models to campers and to the greater community. Therefore, they should conduct themselves in a manner that is honoring to our Lord. Staff must take care that their rights do not become a stumbling block to the weak. (1 Corinthians 8:9)

1. Staff dress and appearance is above and beyond the camper dress expectations. Staff is expected to be neat, clean, and modest in dress. In all areas modesty is the rule, in order to bring attention to Christ by one's attitude, words and actions and not to oneself by one's appearance. First impressions are an important part of a parent's feeling of trust and comfort when leaving a child at camp.
2. The specific dress code guidelines will be evaluated, and revised if necessary, annually by camp staff members designated by the Camp Director. Any revisions of the specific dress code guidelines will be presented to the Board by the Camp Director for approval at their next business meeting.

#### 295. Electronic Communications – email, voice-mail, messaging, all forms of social media, etc.

1. Camp computer equipment is for the purpose of furthering the ministry of Lake Lundgren Bible Camp. Computers are not to be used for any purpose that would be inconsistent with our mission and Christian testimony. Computer and internet access may be used for personal use during time off but should be limited to prevent conflict with camp needs.
2. Staff members are prohibited from using camp computer equipment in any manner that may violate federal, state or local ordinances. Staff shall not display or transmit sexually explicit images, messages, cartoons or other degrading material.
3. With regards to all social media (Facebook, twitter, etc.)- all staff are prohibited from any form of harassment, bullying, intimidation, sexual conduct, discriminatory language, prohibited activities (such as drinking and illegal drugs) and inappropriate photos. Please be aware that anything shared on social media will positively or negatively reflect on your testimony as a believer in Jesus Christ, as well as the testimony of Lake Lundgren Bible Camp.
4. All e-mail and voice-mail messages are considered Camp records. Therefore, the Camp reserves the right to access and disclose as necessary all messages sent over its systems without regard to content and without an employee's or other user's permission. Users should not assume that such messages or attached files sent by e-mail systems are confidential or private, even if marked "personal" or accessed via a password, as these passwords are Camp property. Since e-mail and voice messages are camp records, these messages can be accessed for business or legal reasons.
5. The use of camp computer equipment by volunteers, guests and temporary staff must be under the supervision of a missionary staff member of Lake Lundgren Bible Camp. These users must sign and date the computer use agreement log (date, time in, time out, signature). Summer staff may use computers in accordance with the rules established by the Camp Director.
6. E-mail Rules
  - a. E-mail may be used for messages, sharing, prayer requests and praises. Your communications should be consistent with your Christian testimony. Do not send junk mail or sign up to receive non-camp related advertising or forwards. Take steps to discontinue receipt of degrading material.
  - b. Confidentiality cannot be assumed.
  - c. The e-mail system may not be used for commercial ventures and political causes.
  - d. E-mail should not be used to transmit vulgar, profane, insulting, or offensive messages such as racial or sexual slurs, or other messages/images that may be viewed by a reasonable person to be disruptive or offensive.
7. The Camp complies with U.S. Copyright Laws. Use of the Camp's electronic systems to send or receive computer software or documentation that is in violation of U.S. Copyright Laws is prohibited. If a user is aware of software or documentation copyright infringements, that user must immediately contact the Camp Director.
8. Violation of this policy by a member of the staff of Lake Lundgren Bible Camp will result in appropriate disciplinary action up to and including termination. Staff members observing any computer use that violates this policy are required to report the incident to the Camp Director.

### **300. POLICIES FOR NON-MISSIONARY STAFF**

#### 305. Categories

Seasonal Staff – hired full-time for a defined period of time

Benefits:

- Hourly wage as set by Board of Directors
- Option to raise additional missionary support up to double the set wage rate
- Housing and utilities may be provided if needed and available as a portion of the wage at the state-determined allowance
- One paid vacation day for every three months worked
- Paid holiday include Thanksgiving Day and Friday, Christmas Eve and Day (extra day if it falls on a regular day off)
- Attendance at camp-related extra activities (i.e. staff fellowships, banquets, etc.) is encouraged, but not required
- May eat at camp when meals are being served by our staff

Summer Staff Team – hired full-time for the summer season

Benefits:

- \$100 per week worked as Full SST plus \$110-\$450 weekly support to be raised by each SST member.
- Room and board
- Materials and training

Hourly Staff – hired to fulfill specific duties either full-time or part-time

Categories:

- Hourly 1: Entry Level position to meet needs of camp.
  - o Example: maintenance department worker.
- Hourly 2: Mid-Level skilled positions.
  - o Examples: Receptionist, Secretary.
- Hourly 3: Specialized skilled positions
  - o Examples: Financial positions for Accounts Payable, Bookkeeping, and Registrar.

Benefits:

- May eat at camp when meals are being served by our staff
- Hourly employees are paid from the operating fund.
- The Camp Director will set the individual hourly wages.
- The hourly rate is set based on the job category and the staff member's skills, experience, and job performance.
- The Board of Directors will set hourly wage ranges for each category of hourly employee.
- The hourly wage ranges will be reviewed annually in conjunction with the annual operating fund budgeting process. Expected hourly employee expenses will be calculated to be included in the operating fund budget and will be reviewed and approved as part of the annual operating fund budgeting process.
- Hourly wage range changes will be effective at the start of the budget year.
- The Camp Director and Board Treasurer will track and document the pay ranges.

Intern Staff: Intern staff should be hired for not more than one year at a time, and not more than a total of two years. The Intern program is to be part of the Program Department and should include value to camp and value to the intern (i.e. work for program department while receiving educational value).

Benefits:

- Pay to be no less than minimum wage (including value added) and not more than the minimum pay of Full-Time Missionary Staff.
- One paid vacation day for every three months worked
- Paid holidays including Thanksgiving Day and Friday, Christmas Eve and Day (extra day if it falls on a regular day off)
- Floating holiday to include Memorial Day and Labor Day, if worked.
- May eat at camp when meals are being served by our staff.
- Cost of CCCA Sectional is paid for by camp, for the Staff to attend in regular housing.

Resident Staff: Hired Full-Time for one of two purposes. 1. To test a board approved position or 2. To bring on an approved Full-Time Missionary Staff person that has been approved by the Board of Directors in order to get the staff member working sooner than them receiving their 80%. The allotted time allowed to operate as a Resident is to be determined by the Camp Director and the Personnel Committee.

Benefits:

- Pay to be no less than minimum wage (including value added) and not more than \$29,000.
- Two paid vacation day for every three months worked
- Paid holidays include Thanksgiving Day and Friday, Christmas Eve and Day (extra day if it falls on a regular day off)

- Floating holiday to include Memorial Day and Labor Day, if worked.
- Cost of CCCA Sectional is paid for by camp, for the staff member to attend in regular housing.
- May eat at camp when meals are being served by our staff.
- IF already approved for Full-Time Missionary Staff, the Residency program will count as time served, up to one year, towards the official start date, for Missionary Staff benefits.
- If already approved for Full-Time Missionary Staff, Residents will receive 5 paid deputation days a year in order to reach their Full-Time Missionary Staff Goal.

Contract Staff: A contract staff would be signed to a contract for a certain amount of time (generally one year at a time) and for a certain pay and benefits as agreed upon on a case by case basis. They may or may not be required to raise support and camp may or may not pay them in addition to what they raise. The specifics would be determined by the Camp Director and approved by the Board. If the Camp Director finds that the role they play is suitable for transitioning to a long term position, the Camp Director would have the option of creating a missionary staff position for them.

310. Camp Attendance For Summer Bible Teacher's and Camp Missionary's Children  
Children of those currently serving as Bible Teacher or Camp Missionary may register for any one of the regular summer camps for one half the camp fee.
320. Travel and Offerings for Camp Missionaries  
Summer camp missionaries will receive travel expenses at the rate of 35c per mile, round trip.
330. Travel and Honorarium for Guest Speakers  
Travel and honorarium for guest speakers and musicians will be determined based on the Program budget with options for remuneration.
340. Staff Age Requirements
1. Applicants for staff positions which involve direct responsibility for campers must be at least 18 years of age (or a high school graduate), or, for Junior and Youth camps:
    - a. have completed two years in the Leadership Development Camp program, or
    - b. have received recognized certification if applying to serve as a lifeguard, or
    - c. are invited by the camp administration to apply based on their Christian testimony, work habits, and references.
  2. Applicants for support staff positions which do not involve direct responsibility for campers do not have to be 18 years of age provided they:
    - a. come, work & are housed with a parent (or guardian with written consent), or
    - b. are acceptable to the camp administration based on their Christian testimony, work habits, and references.
  3. All applicants must also meet other qualifications for a staff position. The camp administration reserves the right to accept or reject any applicant in order to best serve the objectives of the camp ministry.
350. Cell phones [see 285.]
360. Electronic Communications [see 295.]

#### **400. POLICIES FOR HEALTH, SAFETY & NATURE PRESERVATION**

410. Chronic Communicable Diseases  
Because a number of infections can be present in blood or body fluids, staff should follow standard procedures for handling blood or body fluids. Soiled surfaces should be promptly cleaned with disinfectants, using proper techniques to insure safety of the staff member and others in the camp program.
420. Grounds Care  
To help keep the grounds of LLBC natural and to reduce erosion staff should:
  - a. Limit mowing and raking to areas where it is necessary, such as immediately around buildings, nature trails, picnic areas and the ball field.
  - b. Limit tree removal.
  - c. Plant native trees to control erosion, camp traffic, and to create visual barriers.
430. Adventure Camps  
Every camp program conducted off camp property and involving minors shall comply with the following policies:
  1. First Aid. First aid supplies shall be taken on all out-of-camp trips. (HFS 175.14.4)

2. Camp Health Supervisor. There shall be a camp health supervisor for every camp. The camp health supervisor shall keep available the health history for each camper and staff member together with a camp health record that lists date, name of person, ailment and treatment administered. (HFS 175.14.7) The camp health supervisor shall follow the same policies and procedures as the on-site camp health supervisor in regard to medications and written doctor's orders.
3. Waterfront. All swimming and watercraft activities shall be under the direction of a waterfront director who is at least 18 years of age and holds a current department-approved lifeguard certification. (HFS 175.13.5a)
  - a. Watercraft activities must be conducted within visibility and hearing of a staff member. All persons on a trip must wear a PFD while in any watercraft.
  - b. Swimming and boating after dark or in poor visibility are not allowed. (HFS 175.13.5m)
  - c. Lifesaving equipment adequate for the types of swimming and watercraft areas shall be provided, shall be kept in usable condition at all times, and shall be immediately available. (HFS 175.13.5f)
4. Staff. To insure that adequate instruction and supervision is provided to campers (HFS 175.13.1), at least two adult staff members shall attend and lead each trip.
  - a. Co-ed trips will have at least one male and one female adult staff member.
  - b. The staff to camper ratio will be no less than 1:10.
  - c. Because of the possibility of abuse allegations, staff members shall not be one-on-one with a camper in an enclosed area (e.g. tent).
5. Water Supply. Drinking water used shall be from a water supply that is safe for human consumption. (HFS 175.17.2)
6. Housing and Toilets. Housing and toilet facilities for each sex shall be private and separate. (HFS 175.17.3)
7. Abuse Policies. Lake Lundgren Bible Camp's Child Abuse Policies apply to all Adventure camp programs.

#### 440. LLBC Staff Concealed Carry Policy

Camp does not require nor is asking ANY full-time staff to carry a firearm at camp. Camp does not and has not provided training for firearms. Therefore, if full-time staff decide to carry a firearm, the responsibility for training, proper handling and the knowledge of local, state and federal laws falls fully on the person as an individual. The individual is fully responsible for compliance with all applicable local, state and federal laws and for securing liability insurance on their own.

## 500. PROCEDURES FOR MISSIONARY STAFF

**PROCEDURE:** A statement of understanding or a staff guideline between Lake Lundgren Bible Camp and the staff members that is set up at a level below the Board of Directors with the purpose of creating unity and harmony, and giving direction and organization in matters of living and working relationships.

#### 510. Guidelines for Staff Families

We need our staff families to help us give our camp guests the best possible experience. We also want our families and children to feel welcome and accepted at camp and able to enjoy camp. Staff children will hopefully be some of our future camp leaders and it is our opportunity to invest in them and disciple them along the way. We should purposefully look for opportunities to allow and encourage staff children to serve in appropriate capacities for their age and interests in order to help develop a servant heart.

If a staff child's behavior is seen as being disruptive to the camp's ministry, the one observing is to take the initiative to address the situation as appropriate and to notify the parents as needed.

There will be a yearly meeting of all parents prior to summer to share and discuss goals and expectations.

1. Parents will always have the right to hold stricter guidelines for their own children, but not less strict.
2. Staff children are to be submissive to the authority of any other permanent staff member. Any difficulties here are to be talked out amongst the parents and children involved as soon as possible.
3. Provisions such as fun, opportunities to learn skills, and opportunities to learn to serve the Lord should be made to allow for the staff children's healthy development.
4. Staff children are to be taught by their parents to be considerate of the needs and feelings of others, including campers who have paid to be here to use the camp facilities.
5. Staff and their families are asked to be aware of and sensitive to any Chapel sessions, campfire meetings, or the like that might be going on at camp at any time, being careful not to disrupt these times in any way. During our Family Camps during Chapel times staff children on the grounds are to be in their respective sessions or with their parents unless fulfilling work responsibilities.
6. Staff families are allowed to use camp facilities and equipment (noting any specific guidelines listed here), but children should be instructed by their parents, and encouraged by other staff if needed, not to dominate a particular activity when there are others waiting for a turn. These privileges may be extended to invited guests by staff members.
7. Use of program areas:

Definitions:

"camp in session" - campers (youth, adult, families) are present for a planned program

"camp not in session" - campers are not present for a planned program (before SSTers arrive for summer or after SSTers depart for the summer youth season)

Activity Instruction: With the instructor's prior consent and as room allows in the class, staff family members of similar age can be part of any activity class, subject to class guidelines.

a. Handcrafts:

Camp in session:

- Activity Instruction clause applies.
- Staff family members may work in the craft shop during free time.  
(with adult supervision if under 8) (See #5 above)

Camp not in session:

Staff family members may work in the craft shop (children need parental consent and adult supervision when parents deem it necessary); clear with Program Director first.

b. Archery & Air Riflery:

Camp in session or seasonal staff are at camp:

- Activity Instruction clause applies.
- Staff family members may participate when the area is open during free times. (See #5 above.)

Camp not in session:

When camp is unoccupied, staff family members may use these areas (children need parental consent and adult supervision when parents deem it necessary).

c. Waterfront:

Camp in session:

Swimming & Snorkeling: (State code requires regular camp rules apply)

- Staff families may swim whenever the waterfront is open for free time swimming.
  - As long as the camp electives or activities are not interfered with, parents can take their children wading (knee deep) while they are present and watching them (without the presence of a lifeguard).
- The swim test will be waived for subsequent years for adult staff family members who have passed the test previously (children under 18 will be required to take the test annually).
- During rental camps, a staff family swim time may be scheduled by the Program Director utilizing the Waterfront Director for guarding (when not conflicting with group's schedule). Snorkeling may be scheduled during these times with equipment available through the Waterfront Director.

Boating:

- Staff family members may go boating whenever the waterfront is open for free time boating following the regular camp guidelines.
- Parents may take staff children out in any boat at any time following the boating guidelines (life jackets, etc.), providing it doesn't conflict with classes. Sailboats require prior training.

Fishing:

- Staff family members may fish at any time on camp property (except from the swimming and boating dock areas).
- Staff family members 16 years of age or older must have a valid Wisconsin fishing license.

Camp not in session:

Swimming & Snorkeling:

When camp is unoccupied, or when seasonal or other staff are not around to observe, staff family members may swim or snorkel with another staff family member. Children must have adult supervision. Staff may have invited guests at these times.

Boating:

- Parents may take staff children out in any boat at any time following the boating guidelines (life jackets, etc.). Sailboats require prior training.
- Staff children who have passed the swimming test and who have parental consent, may take out any boat (except kayaks) at any time alone or with another staff child who has passed the swim test and has parental consent, following the boating guidelines. Sailboats require prior training.

Fishing: (same as under "Camp in session" except fishing is allowed from boating docks)

d. Cross-Country Skiing & Ice Skating:

Staff family members may ski or ice skate at all times with personal equipment as long as it does

not conflict with camp programs (children need parental consent) or negatively impact activity area quality (if not sure, please ask).

Staff family members may use camp equipment whenever it is not in use by campers.

e. Tubing:

With adult supervision, staff children may use the tube runs at any time as long as it does not conflict with camp programs or negatively impact activity area quality (if not sure, please ask).

8. Firearms:

Firearms and ammunition on camp property must be locked up when not in use.

Hunting with firearms is allowed on camp property during legal hunting seasons with proper licenses, but not within 200 feet of any building, and not when camp is in session.

Any other use of firearms or B-B guns (or pellet guns) on camp property when camp is not in session, must be with parental supervision.

9. Maintenance Shop:

Tool Borrowing:

Hand tools, portable power equipment, and custodial equipment may be borrowed for personal use. Exceptions are any specialty tools stored in the green tool chest or equipment requiring advanced training. All tools must be signed out. Over- night borrowing is allowed when tool or equipment is available. Clear overnight borrowing with Maintenance Coordinator prior to using.

Stationary and portable power tool operation:

Always review proper, safe operating procedures and PPE required before operating any stationary power tools, portable power tools, welding equipment, vehicle hoist or outdoor power equipment. When in doubt, ask for instructions or review before you start.

10. Personal Use of Camp Vehicles

Missionary staff may use a camp vehicle locally (within a 25 mile radius). They are responsible to check on vehicle availability in advance with the Maintenance Coordinator, and are also responsible for refilling the vehicle of all fuel used.

In an emergency, or special needs situation (i.e. your vehicle is being repaired), missionary staff may request special permission to use a camp vehicle for travel outside the local area as defined above and/or for multiple days. Camp will pay to fill the vehicle with fuel prior to the trip, and the staff will be responsible for returning the vehicle filled. In addition, they will be responsible for paying \$.15 per mile toward vehicle maintenance. If at all possible (even if inconvenient), the borrowed camp vehicle should be used for commuting by the working staff member so that the vehicle might be available for other staff to use.

11. Off-road motorized vehicles are to be used on camp property only for maintenance and program use, and all operators must be at least 16 years old.

12. Staff family members may also use all other camp activity areas and facilities not specifically mentioned here when it does not conflict with camp programs. Staff family members are responsible for putting away all equipment, cleaning up after themselves, and are responsible for any breakage that should be reported to the appropriate staff member.

13. These guidelines do not apply to a staff child when he or she is attending a camp program as a registered camper, or fulfilling the role and responsibilities of a staff position.

520. Staff Housing

Permanent staff are always to function as a camp host having a ministry of hospitality to strangers and visitors.

Staff in camp housing are to be conscientious and courteous of camp programs going on around the camp.

Staff in camp housing are to be conscientious and conservative in the use of utilities (lights, hot water and heat).

Every staff member is asked to have a telephone in order to be accessible.

Keep all living areas clean. All damage done over normal wear will be the responsibility of the staff member.

The camp administration has the prerogative to say when a living unit is not clean, and to ask the staff member to clean it.

The sidewalks, steps, and walkways are to be maintained in safe walking condition during all seasons of the year by the occupants.

Camp will maintain lawns and driveways of camp owned housing. Personal gardens must be maintained regularly by occupants.

Camp housing is to be cleaned and vacated within two weeks after the termination of a full-time staff position.

530. Time Off

Staff members are expected on their honor to make up all time taken from camp work time for dentist, doctor, or personal business appointments.

540. Time Away from Camp

No extended absence of a few days or more is permitted without leaving a point of contact with the office in case of emergency.

550. Childcare

Camp will pay for childcare for the following situations so a spouse can be involved:

- attending special camp fellowship day (\$10 allotted)
- attending camp banquets (\$10 allotted per banquet)
- performing special job assigned by the camp director requiring a large block of time (\$10 allotted per day)

Situations not covered for childcare:

CCCA Conventions, Retreats, SST Outing, Promotional Trips

560. SST Wrap-up Banquet

The purpose of the banquet is to bring to a conclusion the Summer Staff Training program for the summer. Other adult staff have not been excluded from attending the banquet, but the program is aimed at those in the SST program.

However, our desire is to see the children of permanent staff become actively involved in serving the Lord at camp and involved in the lives and ministries of summer staff. Therefore, when this is demonstrated by their willingness and ability to take on a staff position for a week or more, they should be invited to share in the SST Wrap-Up Banquet regardless of their age.

570. Open Door Policy

It is always important at Lake Lundgren Bible Camp that all staff are treated with consideration and fairness at all times and that positive staff relations are maintained for the glory of our Lord. It is also important that our guidelines for staff be properly and fairly applied as we serve together. Our "Open Door Policy" is mainly an encouragement to all of us to maintain open lines of communication with each other. Always avoid complaints to people that cannot solve a specific problem and be willing to lovingly address issues with the people that are directly responsible within the area of concern. Remember that everything will not always go the way we want, but our love for each other as staff is paramount.

It is possible that staff will encounter issues that cannot be resolved with those who are directly responsible within an area of concern. After personal attempts to resolve the issue, staff members shall be free to discuss these matters with the Camp Director.

575. Grievance Procedure

Staff with major disagreements with procedure, policy, or philosophy of Lake Lundgren Bible Camp should endeavor to solve those differences in Christian love with the staff person directly responsible for potential change (see Matthew 18:15-17). If resolution is not found, an appointment may be made with the Camp Director to discuss the problem in an objective and godly manner. If a mutual agreement cannot then be found, the staff member shall be granted a meeting with the Board of Directors. Every attempt will be made to schedule this meeting within the framework of the regular board meeting schedule. If this is not appropriate, a special meeting may be requested by the Camp Director. The decision reached through the above stated process will stand as final.

580. Progress Review and Evaluation

At least once a year each staff person will be asked to complete an evaluation process with his or her supervisor. The evaluation forms and meetings should provide opportunity to affirm progress, compliment performance, discuss growth areas and achieve honest sharing to nurture individual staff development.

590. Budget Guidelines for Staff

1. Good stewardship must be the goal of each staff. We are to conscientiously spend what God provides for our needs but realize that even though the budget might show that I have additional funds yet to spend, another staff may have a greater need for the funds available at a given time. *"...do not merely look out for your own personal interests, but also for the interests of others."* Philippians 2:4
2. In the department for which you are responsible, track the spending and compare it with the budget, monthly reports from the treasurer, and the amount spent in the same period last year.
3. The Camp Director will track income and alert staff of any need for spending adjustments.
4. You may not spend more than the budgeted amount. If your department is not going to make it within those guidelines of spending, go to the Director as soon as you realize a problem may occur.
5. Get permission before you purchase something under a budget category for which someone else is responsible. A copy of the receipt must go to the staff member authorizing the purchase.

Budgetary Process

1. Department heads, along with respective board committees, will submit projected budgetary expenses for their departments for the following year by September 30. Forms will be provided to department heads and are to be submitted to the Camp Director no later than September 30.
2. Projected budgetary income figures for the following year will be prepared by the Treasurer and the Camp Director and are due no later than September 30.

3. Finance Committee will review budgetary figures and prepare proposed budget for the following year by October 30 for presentation and approval at the November board meeting.
4. Finance Committee will review and recommend any necessary changes to budget mid-year.

#### Non-Budgeted Expenditures

1. When the need arises, Department heads shall submit non-budgeted expenditure requests in excess of \$7,500 to the Camp Director and their respective Board Committees for review and approval.
2. Finance Committee shall review and recommend any necessary changes to the non-budgeted request prior to action by the full Board.
3. The non-budgeted request shall be brought to the Board for approval at its next regularly scheduled meeting as a recommendation from the Board Committee.
4. Where time is of the essence, the Board Committee's recommendation can be acted on by an Executive Committee of the Board and reported on at the next regularly scheduled meeting.
5. Lesser amounts than listed in 1. above, can be brought to the Board for approval by the Camp Director, with Finance Committee chairperson and the respective Board Committee chairperson support, at the Board's next regularly scheduled meeting or by Executive Committee action.
- 6 This procedure does not apply to minor increases on Operating Budget line items that can be accommodated without a funds transfer from other funding sources.

#### 595. Staff Screening Procedures

##### Missionary Staff

- Application with self-disclosure questions and consent for background screening
- Five references
- Personal interview
- Criminal background check

##### Staff positions with direct contact with minors:

- Application with self-disclosure questions and consent for background screening
- Three references
- Criminal background check

##### Staff positions with no direct contact with minors (i.e. cooks, dishcrew, custodial, etc.)

- Application with self-disclosure questions and consent for background screening
- Three references, or the recommendation from a former staff.

Appendix A

The Camp Director is required to raise support (\$10,000 minimum, \$27,000 maximum) in addition to the salary paid by Lake Lundgren Bible Camp.

The Camp Director and other staff will have their maximum and minimum set according to the table below. The full board approved the change at the July 21<sup>st</sup> 2025 meeting with this motion: **MSP 25-29: Motion with a second to raise staff salary by 3 percent effective 1/1/2026.**

Employment Category	Minimum	Starting Max	5 yr (25% of max)	10 yr (50%)	15 yr (75%)	20 yr (100%)	Maximum
Camp Director	\$45,000	\$72,306	\$75,087	\$77,868	\$80,649	\$83,430	\$83,430
Advancement Dir.	\$44,800	\$66,744	\$69,455	\$72,167	\$74,878	\$77,590	\$77,590
Director	\$24,600	\$61,182	\$63,824	\$66,466	\$69,108	\$71,750	\$71,750
Coordinator/Tech	\$24,600	\$55,620	\$58,123	\$60,626	\$63,129	\$65,632	\$65,632
Resident	\$10,464	\$29,000	N/A	N/A	N/A	N/A	\$29,000
Intern	\$9,000	\$19,200	N/A	N/A	N/A	N/A	\$19,200
SST	\$2,000	\$4,750	N/A	N/A	N/A	N/A	\$4,750

In the event of someone leaving the employment of LLBC and then returning, years worked will be handled on a case by case basis.

Appendix B (Board Responsibilities)

General Responsibilities

-Board Officers (See Bylaw 3)

-Board members and permanent staff as follows:

(P=Prime Resp.; AP=Approval Required; A=assists, O=oversight)

	Board	Camp Dir.	Asst. Dir.	Maint. Dir.	Prog. Dir.	Advancement Dir.
Recruitment, hiring, training, evaluation and dismissal of Director	P					
Philosophy of camp	P	A	A	A	A	A
Goals & objectives of camp	O	P	A	A	A	
Long range planning & development	P	A	A	A	A	A
Evaluation and alignment of camp's mission and direction	O	P	A	A	A	A
Evaluation and setting rates, staff salaries and insurance coverage	P	A				
Handling of General and Designated Funds	P					
Audit of funds	P					
Policy Making	P	A	A			
Budget Development	AP/O	P	A	A	A	
Fund Raising Programs	A	O/A	A			P
Setting spiritual tone & tempo of LLBC	A	P	A	A	A	
Program Development	A/O	AP	O		P	
Evaluate progress of programs against objectives	A/O	A/O	A		P	
General Maint./Const./Remodeling	O	AP		P		
Grounds/Accommodations/Mechanics	O	AP		P		
Recruitment of all full-time staff	AP	P	A			
Recruitment of all other staff		AP	A		P	
Operational Procedures		P	A	A	A	
Overall supervision of entire staff		P		A	A	A
Directing all camp programs	O	O	P		P	
Promotion Program		AP	P		P	
Purchasing		O	P	P	P	
Managing Rental Camps		O	O		P	
General Services Oversight (Insurance, Gov't Programs, Food Services)		P				
Secretarial and Office		P	A			