



DIRECTOR'S MANUAL

Provide Christ-Centered Missions
That Serve People In Need
And Promote Spiritual Growth
And Leadership Development In Youth and Young Adults



U.M. ARMY VISION

Continue to grow in ministry with God and become the hands and voice of Christ while receiving guidance from the following core principles:

- We are a God-led, volunteer, youth-focused organization.
- We believe God changes lives through the U.M. ARMY experience.
- We believe in increasing the number of lives touched in a planned and responsible way.
- We believe in being proactive in protecting the persons we touch, the environment and the corporate organization.
- We believe camp operation can be accomplished with hard work, compassion and honesty.
- We believe in developing well-trained camp leadership.
- We believe that all aspects of the U.M. ARMY organization will be managed with integrity.

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WHAT IS MY ROLE AS CAMP DIRECTOR?

The role of the camp director has often been described as the resident cheerleader, disciplinarian, coach, jack-of-all trades, and a variety of additional titles. The camp director must wear many different hats both in preparing for camp, during camp and after camp. The tasks of the Camp Director can be categorized broadly into three categories:

Preparation

Many of the detail tasks associated with the Camp Director role are performed before camp even begins – starting approximately 90 days before the start of camp. Timelines are provided in this manual to assist you with the items that must be completed prior to camp.

If you do everything on those timetables before camp, you will be able to focus on key decision making and problem solving activities which will be a good portion of your time at camp.

In geographic areas where U.M. ARMY is just getting started, camps may have fewer experienced campers which can translate to more questions and help from you and your base camp coordinators. Some camps have co-directors – both as a training ground for growing camp leadership and to manage the details of a camp with fewer experienced campers.

With the attention to preparation before camp and having a plan for your activities during camp you will typically not be stressed while at camp (with the exception of plunging a few toilets and handling other minor problems that come up during the week). You will have lots of help. Communicate regularly with your area Coordinators. Some of them will need more oversight than others and some have probably done their jobs many times. You will also have the help and support of the U.M. ARMY office, the host church and many other volunteers.

Supervision

You will be looked up to as the leader of your camp. Your attitude and actions will very likely shape the attitude of the camp. Lead by serving (as Jesus did) with love and compassion, while all the time enforcing the rules and everyone will have a wonderful experience.

Reporting after Camp

Quite possibly this will be the hardest task for you to complete because it comes at the end of an exhausting, yet rewarding, mission experience. However, **WE NEED THIS INFORMATION within 2 weeks of the end of camp**. Keeping up with details in .net as your camp week progresses, will help with this process. Needless to say, the financial information is extremely important. The best way to accomplish this goal is to get it done at camp. Get your Coordinators to get the information you need before they leave camp and get your Administrative Coordinator to help you finish this report.

U.M. ARMY INFORMATION SHEET

U.M. ARMY is a 501(c)(3) non-profit corporation organized and operated for charitable purposes. Started in 1979, thirty six youth and adults from three Houston churches held the first U.M. ARMY work camp in Athens, TX. Numbers of participants are now over 4,000, with over 1500 work sites to be completed every summer. Various state agencies provide many referrals of work needed, and in many areas offer extensive support. In addition, referrals are received from the United Way, Senior Citizens, Visiting Nurses, Meals on Wheels and various community service organizations.

Numerous state, regional, and city awards have been given to U.M. ARMY.

- 2002 – Volunteer Lifetime Achievement Award,
Texas Department of Human Services
- 1995 – Exemplary State and Local Award,
Center for Public Productivity at Newark Campus of
Rutgers State University of New Jersey
- 1991 – Texas Long Term Care Volunteer Award
- 1989 – Texas Governor’s Certificate of Volunteer Service
- 1987 – Texas Governor’s Certificate of Volunteer Service
- 1987 – Volunteer Service Award, Texas Department of Human Services

U.M. ARMY volunteers preview work sites to determine suitability before they are assigned to work teams. Common projects include building and repairing: wheel chair ramps, handrails, porches, windows, steps, roofs, and floors, as well as yard work and painting. In addition, emphasis is placed on visiting with those being helped, who often feel lonely and neglected.

Volunteer participants arrive at their assigned host city on Sunday afternoon, work Monday through Friday, and leave on Saturday around noon. They sleep on the floor in a local host church, help fix their own meals, and clean the facility daily. In addition to giving up a week of their time, volunteers pay registration fees to cover meals, T-shirts, program activities, and the costs of building materials. The adult base camp staff includes a Camp Director, Safety Coordinator, Kitchen Coordinator, Program Coordinator, Site Coordinator, Tool/Materials Coordinator, and Administrative Coordinator. Field staff is made up of Color Group Leaders and Work Team Adults. There are approximately 3 work teams for every Color Group Leader. Each individual work team is composed of 4 - 5 youth and 1 adult.

A typical day at U.M. ARMY begins with a 7:00 AM wake-up, followed by a devotional and breakfast. Teams work from 8:00 AM till 5:00 PM, Monday through Friday. The teams then return, shower, and have dinner and an evening program. Lights go out around 11:30 PM each evening.

U.M. ARMY CAMP OPERATIONS BUDGET

The camp fee is set each year while considering the historical and projected cost of operating the camps and covering the annual organization overhead. These numbers are broken down on a “per participant” basis and represent a barometer for planning purposes - actual expenses will vary based on donations of food, materials received from other camps, etc. Be aware that some camps will get services donated in their particular town (i.e. waste management), whereas others may be charged an excessive amount in their town. So in some respects the following chart is more a picture of averages but we use it as a guideline budget. *Don't* cut corners but *don't* be extravagant. The current camp fee is \$250. As you can see below a great amount of donations are required to work within this budget. One area that normally receives the greatest amount of donations is food. Please work with your Kitchen Coordinator in asking for donated meals.

Work Camp Expenses

| | | |
|-----------------------------|----------------|-------------|
| Camp Food | \$ 38.00 | 13.82% |
| Camp Construction Materials | \$ 80.00 | 29.09% |
| Programs | \$ 14.00 | 5.09% |
| Ice | \$ 6.00 | 2.18% |
| Leader Travel | \$ 5.00 | 1.82% |
| Office Supplies | \$ 1.00 | .36% |
| Waste Management | \$ 10.00 | 3.64% |
| Host Church Reimburse | \$ 5.00 | 1.82% |
| Showers | \$ 6.00 | 2.18% |
| Safety | <u>\$ 2.00</u> | <u>.73%</u> |
| Camp Sub-total | \$167.00 | 60.73% |

General Camp Expenses

| | | |
|-----------------------------------|----------------|--------------|
| Camp T-shirt & Logo Items | \$10.00 | 4.00% |
| Insurance | \$10.00 | 4.00% |
| Camp Related Printing and Postage | \$ 4.00 | 1.60% |
| Camp Related Training | <u>\$ 4.00</u> | <u>1.60%</u> |
| General Expenses Sub-total | \$28.00 | 10.18% |

Administrative Expenses

| | | |
|----------------------------------------------------------------------|----------------|---------------|
| U.M. ARMY Overhead (Printing, office management, marketing, etc.) | \$50.00 | 18.18% |
| National License Fee | <u>\$30.00</u> | <u>10.91%</u> |
| Sub total Administrative Expenses | \$80.00 | 29.09% |

| | | |
|---------------|----------|---------|
| Totals | \$275.00 | 100.00% |
|---------------|----------|---------|

SETTING UP ACCOUNTS

1. All accounts should be set up with the U.M. ARMY office contact information with the Executive Director as the Contact Person.
2. Ask for a discount. We are a 501 (c) (3) non-profit corporation. Paperwork can be provided to the vendor to support this. Please note that in some geographic locations (such as Massachusetts or Connecticut); a separate state tax exemption form may be required in addition to the federal tax exempt form. Check with your Region Executive Director to verify if state tax exempt forms are necessary. Note: Texas does NOT require a separate state tax exemption form.

Many accounts that have already been set up include:

Home Depot or Lowe's – or other lumber companies in your area
Wal-Mart or Target
Grocery stores – (Kroger/HEB) particularly larger chains
Office Depot, Office Max or Staples

3. **DO NOT** set up an account in your own name! If you feel that this is your only option... please call the office first.

Account Contact Information:

U.M. ARMY-Texas Conference
Attn: Jack Matthews
jackmatthews@umarmy.org

U.M. ARMY- Rio TX
Attn: Jenny Monahan
jennymonahan@umary.org

U.M. ARMY - Northeast
Attn: Gina Grubbs
ginagrubbs@umarmy.org

U.M. ARMY- North x Northwest Tx
Attn: Scott Atnip
Scottatnip@umarmy.org

U.M. ARMY- Mid Atlantic
Darlene Thomas
Darlenethomas@umarmy.org

U.M. ARMY – National
Brian Smith
briansmith@umarmy.org

U.M. ARMY- Business Manager
Attn: Jennifer Vastardis
Jennifervastardis@umarmy.org

IMPORTANT REMINDERS

- All adult worship and program staff conducting worship services must be a member of the United Methodist Church or approved by the local Region Board of Directors.
- Holy Communion can only be consecrated by an elder of the United Methodist Church. If you do not have one on camp staff, check with the host church pastor to see if they might be willing to consecrate the elements for Sunday communion services.
- All U.M. ARMY participants are volunteers. This precludes the hiring of any staff members, program or otherwise, either using U.M. ARMY funds or money from participating churches. This does not preclude the paying of an honorarium for a one time event such as a square dance caller for one evening, but rather applies to hiring someone for multiple day occurrences.
- No additional lettering or printing, other than that provided by the National U.M. ARMY office shall be permitted on camp T-shirt.
- The U.M. ARMY trademark includes the name "U.M. ARMY" and the emblem. It is necessary to preserve the U.M. ARMY name and emblem as symbols of the quality, integrity and goodwill of the organization and assure that the use of the trademark remain consistent with the public's perception of U.M. ARMY while contributing to a favorable impression of the organization in the public mind. It cannot be used in association with or in close proximity to any other emblem or symbol (such as donated articles supplied by a vendor with their trademark on the item). Use of the trademark must be approved by the U.M. ARMY National Board of Directors. Be sure that all adult leaders understand the U.M. ARMY trademark policy.
- Program activities outside the host church base camp should be limited during the week. Due to the fatigue of the participants in the evening, issues with transporting large groups, and the additional exposure on the highway, try to do as much of your evening activities as possible at the host church.
- Any adult who desires to attend camp who is not a member of the United Methodist Church must be approved by the Region Board of Directors or its designee before the registration can be accepted.
- No passengers are allowed to ride in the bed of pickups or in trailers during camp.
- No youth participant may ride as a passenger in a vehicle driven by anyone under the age of 21 during camp.
- All drivers must have a current driver's license and proof of valid automobile insurance.

PREPARATION BEFORE CAMP

SUGGESTED DIRECTOR'S TIMETABLE: 90 DAYS BEFORE CAMP

VISIT HOST CHURCH

Call the Host Church Coordinator for your camp and make arrangements to visit the church. At this initial visit it will be beneficial to:

- Meet church staff
- Take pictures of the church facilities
- Get a copy of phone book, city maps, and church map
- Inquire about the church calendar during camp
- See if Pastor wants you to speak at worship the Sunday U. M. ARMY arrives
- Check on process to acquire facility keys during camp week
- Ask about opportunity to utilize church copier- see if it can be donated or reimbursement is required)

During this visit you will want to see how the camp will occupy the church, specifically:

- Sleeping arrangements/ dorm areas
- Off-limit areas
- U. M. ARMY office location
- Use of church number or line for messages, faxes and computer hookup.
- Ability to connect to wireless network at the church, if one is available.
- Kitchen facilities, Dining area, and Program area
- Worship area
- Tool and Building Materials area
- Parking Lot and Grounds usage

Other things to check on or inquire about include:

- Trash pickup, possibility of it being donated, and container placement
- Contacting church and community members to assist with pre-site visits
- Donations and discounts on materials and food
- Evening meals and/or snacks being provided by host church Sunday school classes, men's group, etc.
- Local emergency contacts (see host coordinator section for a complete list)
- Activities available (swimming, square/line dancing, etc.)
- Shower facilities
- Large quantities of ice, and possibility of it being donated. Include discussion of location for ice machine – should one be required
- Local stores for one-hour photo developing
- Local stores for building supplies

VISIT WITH LOCAL OFFICIALS

Make appointments with:

Mayor's Office and/or City Council

- Explain U.M. ARMY (can take brochures, newsletter, video, etc.).
- Discuss dates of U.M. ARMY camp.
- Try to get building permits and landfill fee waived. Note: In some geographic areas, a formal request of the city/town council must be submitted in writing and may require that you attend a town council meeting to present your request. Do this as early as possible!
- See about declaring the week of U.M. ARMY as "U.M. ARMY Week".
- Discuss police support through awareness.

Building Inspector and Landfill Offices

- Explain U.M. ARMY (can take brochures, newsletter, video, etc.).
- Discuss dates of U.M. ARMY Camp
- If waiver of permit fees and landfill fees has been approved by Mayor and/or Town Council, provide documentation
- Discuss processes that U.M. ARMY will need to follow to fulfill building inspection requirements – including final reviews by building inspector (if required)
- Discuss processes that U.M. ARMY will need to follow to use the landfill. Often the landfill office will require a list of names, vehicle make/model and license numbers of Color Group Leader/Other vehicles to provide access to landfill site.

Police Chief

- Discuss dates of U.M. ARMY camp.
- Determine if there are neighborhoods that are dangerous, etc.
- Inform them lumber and tools are stored at base camp and ask for them to drive by at night during the week.

School Superintendent

- Discuss U.M. ARMY, dates, and use of showers. Helpful if host church member connected with school accompanies you.

Referral Agencies / Service Providers

- Discuss U.M. ARMY (if unfamiliar) and dates.
- Discuss referrals.
- Type of work we do and don't do.
- Filling out referral forms, prioritizing work.
- Giving directions from church to sites.
- Never promising clients we can help.

Emphasize that these are youth volunteers, not professionals, and there is no charge for the labor or materials. Averages show that one site for every two volunteers is needed to have a strong inventory of work. For a camp of 100, a minimum of 50 sites would be needed. Try to obtain 10-20% more sites than the bare minimum inventory.

Social service agencies in the camp's geographic area who are providing referrals will receive a packet of information about U.M. ARMY and the process for submitting referrals.

SEND FOLLOW-UP LETTERS

Thank them for their time and support and remind them of key dates and tasks.

- Host church
- Mayor/Town Council
- Police Chief
- Building Inspection Office
- Landfill Office
- School Superintendent
- Referral agencies

ADULT LEADERSHIP MANUALS

Provide adult leadership manuals to all camp staff. These can be copied from this manual or on your Director CD. You may want to enlist the assistance of the Administrative Coordinator to get manuals together and distributed to adult leaders.

Make sure that Participating Church Coordinators for churches that are attending for the first time thoroughly understand the supplies that are required, including:

- First aid Kits
- Tools
- Cleaning Kits
- Work Team Kits

Examples of what is required for each are included in the Adult Travel Guide as a reference. Adult training sponsored by your conference Region should cover the details for these as well.

Provide camp budget to each staff coordinator (e.g., kitchen coordinator, site coordinator, etc.)

See note at the end of each section to determine which forms from the Forms Book need to be copied and included in the various adult manuals.

SUGGESTED DIRECTOR'S TIMETABLE: 60 DAYS BEFORE CAMP

Approximately 60 days before the start of camp, all participating churches will have received the following information: Camp Director and camp location, Travel Guides, Sunday departure Consecration Service, and other important dates and reminders from the U.M. ARMY office.

You should receive a preliminary list of participating churches, registrations and camp supplies (client thank you, client night invitations, site signs, host church thank you, etc.) from the U.M. ARMY Region office about the same time. Check with your Region Executive Director for more specific dates and what supplies you should receive when.

CONTACT PARTICIPATING CHURCHES

- Assign color for each church's tools (if they do not have one from last year).
- Discuss leadership possibilities. Note: All adult worship and program staff conducting worship must be a member of the United Methodist Church or exceptions approved by the Region Board of Directors. The Program Coordinator must be approved by the Board of Directors for the local Region as well. Other positions, such as the Site Coordinator may also require Board sponsorship and approval. Discuss with the Director of your U.M. ARMY Region before confirming these assignments. Communion can only be consecrated by an elder of the United Methodist Church (see Program Coordinator guide on Holy Communion)
- Discuss pertinent information about participants that relate to team formation.
- Review important camp guidelines such as adult-to-youth ratio (2 adults/5 youth), all youth must have completed 9th grade, Work Team Adults understand their vehicles will be used to transport their teams, Safe Sanctuary, and what to bring (warehouse tools, WTA tools, cleaning kits, first aid kits).
- Discuss how to handle substitutions, dropouts, etc.
- Discuss that participants *will not* be allowed to show up late or leave early.

FINALIZE LEADERSHIP ARRANGEMENTS

- Make sure all of your adult leadership roles are filled, as well as placement of college age assistants.

VISIT WORK CAMP TOWN WITH LEADERSHIP TEAM

This can be combined with the pre-site visit. During this visit, try to accomplish the following:

- Kitchen Coordinator can see kitchen and visit stores
- Tool Coordinators can find a place for the tool shed and visit lumber yard
- Program Coordinator can see the church facilities and visit sites for recreation
- Safety Coordinator can evaluate safety hazards and safety precautions
- Administrative Coordinator and you can determine location for Sunday night registration and office set up
- Color Group Leaders and Work Team Adults participate in pre-site activities
- At the end, everyone can get together and finalize the best arrangements. If members of the leadership team cannot make it take some pictures or video for them.

SEND A REMINDER TO MAYOR'S OFFICE ABOUT DECLARATION

CONDUCT AN ADULT CAMP MEETING

Conduct an adult meeting of all participating churches if possible. Good time to explain discipline, adults in sleeping rooms, lack of sleep, role of adults in camp, role of adult church representatives, and how you plan to run the camp. If adults know each other before camp, they mix immediately at camp and the youth follow.

COORDINATE CAMP SCHEDULE AND ACTIVITIES WITH PROGRAM COORDINATOR

Go over your philosophy, all program plans, how morning watch and evening worship will be conducted, who will be responsible for each activity, and the need to watch time in the evening and cuts things short in order not to rush worship and ***get to bed on time***.

SUGGESTED DIRECTOR'S TIMETABLE: 30 DAYS BEFORE CAMP

Approximately 30 days before the camp start date, the following items should be completed

- CONFIRM RECEIPT OF CAMP SUPPLIES FROM U.M. ARMY OFFICE**
Normally between 60 and 30 days prior to camp, you should receive all camp supplies that are supplied by your Region office. This typically include: site signs, client night invitations, client thank you cards, name tag buttons, camp t-shirts, program coordinator give-aways (if ordered), prayer journals, host church thank you, etc. Confirm with the Executive Director or Camp Coordinator for your Region office when these will be shipped if you haven't received them by this time.
- CONTACT LOCAL MEDIA**
Contact local newspaper, radio, and TV. Send press releases. See example in this handbook in the Sample Letters section.
- CONDUCT PRE-SITE VISIT**
Go with Site Coordinator and pre-site team (older youth and adults who have been to camp before). Ask host church to provide drivers for each person you bring since they know the local area.
- CONFIRM SHOWERS WITH SUPERINTENDENT**
Find out if shower stalls have curtains or rods. If they have rods but no curtains get a count and buy cheapest ones you can find. Save for following years.
- COMPLETE/CONFIRM TRASH ARRANGEMENTS**
Confirm specific requirements of land fill, when and where the roll off dumpster will be placed, and pick up times. Confirm that all required information has been received by the vendors/city offices.
- OBTAIN FINAL GROUP ROSTERS AND REGISTRATIONS FROM U. M. ARMY OFFICE AND VALIDATE WITH CHURCHES**
- SEND FOLLOWUP LETTER TO PARTICIPATING CHURCHES**
Include directions, arrival time, emergency phone numbers, tool color assignments, leadership, etc. (See examples in this handbook).
- CONFIRM DAILY ICE SOURCE, GROCERY STORE ACCOUNTS, MEAL DONATIONS, LUMBER YARD ACCOUNTS, OFFICE SUPPLIES, CITY REQUIREMENTS, ETC., WITH APPROPRIATE COORDINATORS.**
- ARRANGE FOR BASE CAMP FIRST AID KIT WITH ADMINISTRATIVE COORDINATOR**
- VALIDATE FINAL DAILY SCHEDULE AND DUTY ASSIGNMENT ROSTER WITH PROGRAM COORDINATOR AND KITCHEN COORDINATOR AND PUBLISH**

SUGGESTED DIRECTOR'S TIMETABLE: TWO WEEKS BEFORE CAMP

Two weeks before camp, you should be tying up loose ends, and rechecking your lists. On more than one occasion, a camp director has learned at the last minute that a vendor cannot supply needed supplies or that the school shower facility is no longer available. Rechecking and reconfirming will help eliminate those last minute surprises!

CONTACT REGISTERED PARTICIPATING CHURCHES

Check on any last minute drops or substitutions so you can begin to make group assignments. Find out as much as you can about every participant to help you make group assignments. Ask who is related, girlfriend/boyfriend relationships, people with conflicts, if they are leaders or followers, if they are mature or immature, experienced or inexperienced, and if they are introverts or extroverts.

Hints for team assignments:

- Pray for God's guidance, wisdom and discernment
- Keep boyfriends/girlfriends in different color groups
- Keep parents/children and siblings in different color groups
- Keep people who don't get along in different color groups
- Assign first time, inexperienced adults to an experienced Color Group Leader
- Try to have at least one experienced work team adult in a color group
- Balance skill levels of youth but favor experience with an inexperienced adult
- Balance age levels between work teams
- Balance churches in work teams
- Balance boy/girl ratio
- Mark Work Team Adult card with number of youth their vehicle can hold

Try to put all of this information on index cards, mark pink and blue for gender, lay out cards in work teams and color groups. Move cards around until you get the right balance. Bring the cards to camp so when you have a last minute drop out or add you can change groups wisely.

- CONFIRM LOCAL MEDIA COVERAGE FOR ARRIVAL ON FIRST DAY AND THROUGHOUT THE WEEK
- RECONFIRM SHOWERS
- RECONFIRM MEALS
- RECONFIRM ADULT CELL PHONE NUMBERS
- RECONFIRM ADULT VEHICLE TO BE BROUGHT TO CAMP
- CONFIRM THAT SITE COORDINATOR HAS FINAL LIST OF WORK SITES AND REFERRALS

- RECONFIRM ALL CAMP SUPPLIES HAVE BEEN RECEIVED FROM U.M. ARMY REGION OFFICE (INCLUDING CAMP SHIRTS AND NAME TAG BUTTONS)
- PROVIDE U. M. ARMY OFFICE WITH LIST OF ADULT LEADERSHIP BY POSITION, AND BASE CAMP TELEPHONE NUMBER, HOST CHURCH TELEPHONE AND FAX NUMBER, AND A MAP OF HOW TO GET TO THE HOST CHURCH FROM A MAIN HIGHWAY
- GIVE FINAL HEAD COUNT TO PROGRAM & KITCHEN COORDINATOR. LET PROGRAM COORDINATOR KNOW NUMBER OF WORK TEAMS, COLOR GROUPS AND THEIR RESPECTIVE COLORS

SUGGESTED DIRECTOR'S TIMETABLE: ONE WEEK BEFORE CAMP

- MAKE LAST MINUTE SUBSTITUTIONS**
Call registered churches and get any last minute changes in youth or adults and vehicle capacity changes.
- COMPLETE COLOR GROUP AND WORK TEAM ROSTERS**
- SET SUNDAY NIGHT ORIENTATION & ROTATION SCHEDULE**
Assign teams and times. Decide where the rotation begins and where each station will be. See scheduling section for more information. At a minimum, every rotation should include safety, kitchen, tools, sites and programs.
- CONFIRM LUMBER ARRIVAL WITH TOOL COORDINATOR**
- TAKE CARE OF LAST MINUTE CHURCH DETAILS**
Host Church: arrange for key pickup, who to call for maintenance problems, invite the minister to share dinner and welcome the group the Sunday evening.
- CONFIRM WORK SITES FOR FIRST DAY WITH SITE COORDINATOR**
- CONFIRM WITH LOCAL MEDIA CONTACTS**
- MAKE NAME TAGS WITH NAME, COLOR GROUP & LETTER (ENLIST ADMINISTRATIVE COORDINATOR TO ASSIST)**
- CONFIRM OFFICE SUPPLIES AND ADULT MANUALS ARE READY (ENLIST AID OF ADMINISTRATIVE COORDINATOR)**
- CONFIRM PARTICIPANTS TO HELP WITH SUNDAY AFTERNOON SET UP (NORMALLY ADMINISTRATIVE COORDINATOR, PROGRAM TEAM, KITCHEN TEAM AT A MINIMUM)**
- CONFIRM PURCHASE PROCEDURES (INCLUDING PETTY CASH)**
- PREPARE CAMP WORK SCHEDULE**
See scheduling section for more information.
- ASSIGN SLEEPING ROOMS TO YOUTH & ADULTS**
Make sure there are at least two adults to each male and female sleeping room.
- SET SHOWER PROCEDURE**
Assign one adult male to male showers, and one adult female to female showers, so that when in use there will always be at least two adults present at all times.

TO DO REGULARLY

- MAINTAIN CONTACT WITH**
 - Referral Agencies
 - Leadership Team
 - Host Church

OFFICE SUPPLIES

Director should coordinate with the Administrative Coordinator to prepare an office supplies kit that includes the following items:

- Computer
- Baggies and petty cash slips
- Stapler and staples
- Bulletin board
- 3-Hole punch
- Message board
- Paper for messages
- Masking tape, scotch tape
- Tacks or Push Pins
- Pencils and sharpener
- Pens & markers
- Envelopes
- Printer for computer and ink cartridges
- String, rope and/or twine
- Paper, including construction paper
- Envelopes
- Stamps
- Clip boards
- Paper clips
- Extra printer paper
- File folders
- Scissors
- Ruler
- Putty or ticky-tack (for hanging items on walls)

PRE-CAMP LETTERS

(Samples are included on the Director's CD)

Sample

(Letter from Camp Director to participating churches)

Welcome to the Livingston Camp this summer! You will learn new skills, get a great suntan, have exciting wake-ups for the boys and bedtime stories for the girls, and make lots of new friends. Looks like we will have lots of great work sites, a fantastic program staff headed by Matt Neeley, spiritual renewal and a whole lot of fun.

The adult leadership positions which have been assigned at this time include:

Camp Director: John Branch (Clear Lake)
Program Coordinator: Matt Neeley (Faith-Richmond)
Site Coordinator: Chuck Sawin (Clear Lake)
Tool Coordinator: Chris Davey (Clear Lake)
Kitchen Coordinator: Unknown
Safety Coordinator: Mary Seay (Port Neches)
Administrative Coordinator: Susan Stone (Clear Lake)
Color Group Leaders: Carolyn Durkee (Bellaire)

There are some events coming up which everyone needs to get on their calendar:

Saturday, April 29th - U.M. ARMY Leadership training at Foundry in Houston from 9 AM till 3 PM For all coordinators and Color Group Leaders.

Saturday, May 13th - Training for Small Group Adults at St. Luke's in Houston from 9 AM till 2 PM

Saturday, June 3rd - Pre-site visit to Livingston from 9 AM till 3 PM for older youth and adults to visit work sites and write up site work requirements. Bring tape measure and clipboard with pencil.

Monday, June 12th - Adults from all churches attending Livingston Camp will meet for orientation, schedule review, handouts, etc. from 7:30 PM till 9:00 PM at Clear Lake.

Current camp registrations as of today: 125

Clear Lake UMC - 50
Faith, Richmond - 32
Bellaire - 35
First UMC, Port Neches – 8

Color assignments for tool painting and identification are:

Clear Lake - light blue
Bellaire - green
Faith - red
Port Neches - white

Participating church contacts:

Bellaire UMC
4417 Bellaire Blvd.
Bellaire, TX 77401
Carolyn Durkee (783-8980)

First UMC
PO Box 277
Port Neches, TX 77651
Bob Arnold (409-722-8357)

Faith UMC
4600 FM 359
Richmond, TX 77469
Debbie Bouknight (341-8200)
Home: 1202 Plantation Dr. 342-6755

Clear Lake UMC
16335 El Camino Real
Houston, TX 77062
Rev. Rusty Watkins (480-8693)

When I receive all the registrations, I will be calling to chat about work team assignments (1 adult and 5 youth per team). Will need to know experience level, who not to put together, girlfriend/boyfriend relationships, special needs of any individuals, etc. The idea is to split people up so they make new friends and avoid known problem situations.

More later.

John B. Branch
Livingston Camp Director
Home: 15846 Scenic View Dr. Houston 77062
Home phone: (713) 480-6503
Office phone: (713) 246-8178
Office FAX: (713) 241-7074

SAMPLE PRESS RELEASE (PRE-CAMP)

Contact: Camp Director
(281)111-2222

Armed with hammers and paintbrushes, _____#_____ workers with a mission will descend on the _____ (area) _____ as part of U.M. ARMY (United Methodist Action Reach-out Mission by Youth).

High school age volunteers and accompanying adults each pay \$175 to spend a week helping those unable to help themselves. They will be busy with wheelchair ramps, handrails, porch work, painting, minor roof repairs and much more.

Referrals for work to be completed are given to U.M. ARMY by state agencies, local churches and community organizations.

Over 4,000 participants will compose U.M. ARMY this summer in over 48 different cities helping an estimated 1,500 needy families. Among the many awards given to U.M. ARMY for its 27 years of service are several statewide recognitions: a volunteerism award from the Texas Department of Human Services and two runner-up Governor's Awards.

While in the _____ area, participants will stay at _____ United Methodist Church. They prepare their own meals, bring their own tools and purchase their own materials for a week of work that begins at 5:30 am for those on the breakfast crew and ends with a worship time each night.

The ____ (city) _____ camp will include high school students who have completed their 9th grade year and adults from United Methodist Churches in

SAMPLE LETTER TO CITY MANAGER

Date

Mr. John Cleese
City Manager
City of Clute
104 East Main
Clute, TX 77011

Dear Mr. Cleese,

The date of our visit to your area is quickly approaching. We are looking forward to our week in the Clute area June 9-15. We recently completed a preview of the sites we will be repairing and look forward to our arrival. I believe our young people will greatly improve the quality of life for many people in your area.

We would like to confirm that we have a waiver for building permits, that there are no applicable city codes, and that we may use the city landfill without charge.

U.M. ARMY is a unique opportunity for young people to serve by meeting the home repair needs of those who cannot do the work themselves. The youth do minor construction including wheelchair ramps, handrails, porches, painting and yard work and there is no charge for labor or materials to the client. This year marks our 27th year of service and we will have over 4,000 participants in over 48 cities this summer.

We will be staying at First United Methodist Church in Lake Jackson during the week. It would be a pleasure to give you a tour of some of the work sites if you have some time during the week.

This will be my third year to be a Camp Director. If you need to contact me prior to camp, you can reach me at the office (713) 222-3333 or at my home (713) 444-5555. I look forward to meeting you in person.

Respectfully,

Cynthia Harvey
Camp Director

SAMPLE LETTER TO CITY MAYOR

Date

Mayor Jerry Lee Lewis
City of Clute
104 East Main
Clute, Texas 77011

Dear Mayor Lewis,

U.M. ARMY (United Methodist Action Reach-out Mission by Youth) will be in your area the week of June 9-15. U.M. ARMY is a youth driven program that provides an opportunity for youth to serve those who cannot help themselves. The youth do minor construction including wheelchair ramps, handrails, porches, painting and yard work at no charge to the client. I believe our young people will greatly improve the quality of life for many people in your area.

We do appreciate the opportunity to serve in your community. Many cities in the past have proclaimed the week "U.M. ARMY Week" which gets the entire community involved and excited. We hope you can support us in this way.

U.M. ARMY is celebrating 27 years of service this year. We have over 4,000 youth and adults working in over 48 cities this summer.

We will be staying at First Methodist Church in Lake Jackson during the week and would like to invite you to dinner Sunday night, June 9th at 6 PM to welcome the participants to your city. I would also like to offer to take you to some of the work sites if you have time during the week. If you need to contact me prior to our arrival, you may reach me at the office (713) 222-3333 or at home at (713) 444-5555. I look forward to meeting you in person.

Respectfully,

Cynthia Harvey
Camp Director

SAMPLE LETTER TO POLICE CHIEF

Date

Chief Barney Fife
Chief of Police
City of Clute
104 East Main
Clute, TX 77011

Dear Chief Fife,

U.M. ARMY (United Methodist Action Reach-out Mission by Youth) will be in your area the week of June 9-15. U.M. ARMY is a youth driven program that provides a unique opportunity for young people to serve by meeting the home repair needs of those who cannot do the work themselves. The youth do minor construction including wheelchair ramps, handrails, porches, painting and yard work at no charge to the client. I believe our young people will greatly improve the quality of life for many people in your area.

We will be staying at First United Methodist Church all week. We will store our tools and materials in the church parking lot all week and would appreciate if a patrol could drive by during the late evenings.

I will serve as the Camp Director for the 130 youth and adults during the week. If you have any questions before camp, you can reach me at work at (713) 222-3333.

Respectfully,

Cynthia Harvey
Camp Director

SUPERVISING DURING CAMP

SAFE SANCTUARY

The U.M. ARMY Safe Sanctuary Policy is designed to be proactive in protecting our youth and adults by helping to prevent the opportunity and/or the appearance of abuse of youth and to protect workers from false accusations and/or suspicions. You will receive a detailed description of the program under separate cover as well as training in the area.

Introduction to Policy

The purpose of this policy is to address the safety of our youth and leaders at all U.M. ARMY events and mission weeks. The United Methodist Church and U.M. ARMY recognize the need to have a formal, written policy with procedures in place (1) to help prevent the opportunity for the occurrence and/or the appearance of abuse of youth and (2) to help protect workers from false accusations and/or suspicions.

Scope of Policy

This policy and its provisions shall apply to all persons including all paid and unpaid leaders, whether lay or clergy, who have any direct or indirect contact with youth and who participate in any activities or events sponsored by U.M. ARMY.

Definition of Youth, Young Adult and Adult

- Youth are U.M. ARMY participants registered as youth.
- Young Adult is someone 18-20 years of age with a high school diploma or equivalent.
- Adult is someone who is twenty-one (21) years of age or older.
- Young Adults and Adults are, collectively, Leaders.
- Nothing within this policy shall be interpreted as an obligation of U.M. ARMY to accept the registration of an adult as a Youth. -U.M. ARMY reserves the right to refuse any registration of any individual.

Supervision

Recognizing that there is safety in numbers, youth will be instructed to use the “buddy system.” Conceptually meaning, Youth should consciously avoid situations where they are separated one on one with anyone. It is also strongly encouraged that there be present at least one leader who is trained and certified in First Aid and CPR at each mission week.

Supervision for Youth:

- U.M. ARMY leadership shall observe the “2 Deep Rule” when Youth are present, where possible (2 Adults per room, 2 Adults within line of sight when outdoors). For example, where Youth are present at a client’s home, the 2 Deep Rule shall apply. The client shall not serve as a Leader unless that client has undergone the same screening and approval process required of participating Leaders.
 - Exception to allow 1 Adult/1 Young Adult may be made with the approval of the Director on a case by case basis.

- Exception to allow second Leader to float between work sites that are closely situated, e.g., within the same neighborhood
 - Exception to allow 1 or no Leaders in a confined room on a worksite (e.g., painting a small bath), in which case, the door shall remain open and the Leader(s) shall be within the line of sight/ear shout.
 - Any one-to-one mentoring or consulting with a Youth shall be conducted in sight of another Leader.
- Adults, Young Adults, and Youth shall not provide supervision for children and other youth who are members of the local community

Overnight Accommodations

- At least (2) Leaders shall be present in every room where possible.
- Where it is impossible to have two (2) Leaders present in each room, Leaders shall sleep in separate rooms from Youth.
- Sleeping accommodations shall be separated by gender. In the event a participant (Youth, Young Adult or Adult) requests an alternative accommodation, the Director shall call the U.M. ARMY Executive Director for guidance.

Transportation

- All Youth shall be transported by a licensed Adult in a registered and insured automobile and shall wear seatbelts at all times.
- One (1) Adult may provide transportation for two (2) or more Youth. An Adult may provide transportation for their son or daughter without other Youth being present. One Youth may be transported by one Leader if emergency circumstances warrant.

Definitions of Abuse

- Verbal Abuse– Any verbal act that humiliates, degrades or threatens any child or youth.
- Physical Abuse– Any act of omission or an act that endangers a person’s physical or mental health. In the case of child or youth physical abuse, this definition includes any intentional physical injury caused by the individual’s caretaker. Physical abuse may result from punishment that is overly punitive or inappropriate to the individual’s age or condition. In addition, physical abuse may result from purposeful acts that pose serious danger to physical health of a child or youth.
- Sexual Abuse– Child or youth sexual abuse is the sexual exploitation or use of same for satisfaction of sexual drives. This includes, but is not limited to: 1) incest, 2) rape, 3) prostitution, 4) romantic involvement with any participant, 5) any sexual intercourse, or sexual conduct with, or fondling of a Youth, 6) sexualized behavior that communicates sexual interest and/or content. Examples include but are not limited to: displaying sexually suggestive visual materials, making sexual comments or innuendo about one’s own or another person’s body, touching another person’s body, hair or clothing, touching or rubbing oneself in the presence of another person, kissing, and sexual intercourse.

Screening for Leaders

Careful screening is one way to prevent the abuse of children and youth. Screening calls for a careful gathering and review of information in search of those who can provide safe and caring supervision in a safe environment.

- Each participating church is responsible for conducting references and screening applications for its Leaders. All screening and documentation shall be done in accordance with guidelines consistent with its respective United Methodist Conference.
- If the applicant is found to have been involved in, or credibly accused of, any activity in which the applicant abused or exploited children or youth, the applicant will not be approved. Any conviction of a crime against children or youth shall disqualify any applicant.
- Persons having a criminal history of any of the following types of offenses shall not be Leaders:
 - Child abuse, whether physical, emotional, sexual, or neglectful;
 - Violent offenses, including murder, rape, assault, domestic violence, etc.;
 - Persons having a Criminal History of DUI or DWI conviction within the five (5) years immediately prior to application shall not be allowed to act as a driver;
 - Persons having a Criminal History of a drug related conviction within the five (5) years immediately prior to application shall not be allowed to participate in the event.

Training

U.M. ARMY shall, through dependence on its participating churches, utilize Safe Sanctuary or equivalent trained Leaders. We recommend that at the beginning of each mission week a review of this policy be conducted by the Director.

Reporting of Incidents

1. When a Leader suspects that abuse or any suspected violation of the applicable laws is taking or has taken place, he or she shall immediately notify the mission week Director for consultation and collectively report the abuse to the appropriate local law enforcement agency and/or child protective services. The Director shall contact the Executive Director immediately, and Leadership cooperate fully with the investigation conducted by law enforcement officials or child protective services.
2. The Director shall address any needs the child or youth may have, medical or otherwise and report to the parent(s) and/or legal guardians(s) of the Youth.
3. The person suspected of abuse (respondent) shall, for the safety and well being of the Youth, be removed with dignity from further contact with the Youth until an appropriate investigation has taken place. The matter shall remain confidential. If the Director and or leader is the respondent, then the report should be made to the Executive Director.
4. Following the report of an incident, the Director shall document the report and cooperate fully with any investigation. Careful and confidential documentation is essential. The documentation should include the following:
 - a. The name of the individual observing or receiving the disclosure of abuse, including the date, time and place and any action taken by this person.
 - b. The alleged victim's name, age, and date of birth.
 - c. Any statement made by the alleged victim.
 - d. Name of the respondent, the date, time and place of any conversation or any statement made by the respondent.
 - e. Any action taken, i.e. suspension of the respondent.
 - f. Date and time of call to the appropriate agency, name of worker spoken to, content of that conversation and case number assigned.

- g. Date and time of call to law enforcement agency, name of officer spoken to and content of that conversation.
- h. Date and time of any other contacts made regarding this incident.

5. The Executive Director shall notify the pastor of the participating church for each of the involved Youth (with the permission of the parent(s) and/or legal guardian(s), unless the respondent is the parent or legal guardian) and respondent. Where the respondent is a pastor or church employee, the Executive Director shall notify the Conference/District authorities.
6. It shall be the goal to provide supportive care to both the victim and the respondent and to restore such persons to wholeness.
7. Confirmed reports of proven incidents of abuse shall be retained in a confidential file for future screening purposes.

Media Response

The Executive Director shall be informed of all investigations or allegations of abuse. If investigations or allegations of abuse should come to the attention of the media, all inquiries shall be referred to the Executive Director. No other Leader shall provide any information, and shall simply state that all inquiries will be answered by a U.M. ARMY spokesperson.

Appropriate Discipline

Youth should be made aware that appropriate behavior is expected at all times during a mission week. Gentle reminders may be necessary when dealing with Youth. When these reminders don't work, then discipline needs to move to the next step. In cases where behavior persists, the Director, Adult(s) working with the Youth during the mission week, Adult from the Youth's church and the Youth's parent(s) and/or legal guardian(s) should consult and develop an appropriate plan. In no case is physical discipline an appropriate measure to deal with problems. For serious offenses, the appropriate response will be to send the Youth home immediately. Parents and the Adult from the Youth's church shall make proper arrangements.

Local Policies

This policy was created with the intent to conform to safe sanctuary policies and guidelines of the United Methodist Church. Recognizing that U.M. ARMY is a national organization serving many United Methodist Conferences and that there may be diversity in the details of policies, where a mission week Director is given written notice reasonably in advance of a mission week that the local safe sanctuary policy of the local conference, a participating church or a host church has a more stringent requirement than what has been set forth herein, the Director shall take reasonable measures to comply with such policy. In the event that the Director believes that compliance with the policy is not reasonable given the circumstances, the Director shall present the issue to the U.M. ARMY Board of Directors. If the Director is provided notice of the policy without sufficient time to adequately adapt to the policy, the Director shall notify the Executive Director for guidance.

A NOTE TO DIRECTORS ABOUT SAFETY

It is your responsibility to ensure that safety is taken seriously, and does not become a 'game'.

Emphasizing safety and making sure each participant knows and agrees to abide by the health and safety guidelines is extremely important. Not only does it help ensure fewer injuries, but it helps ensure the future of U.M. ARMY as we are able to show we take consistent and reasonable measures to communicate and enforce safety.

The Safety Coordinator's handbook contains much more information about specific safety hazards and practices from the National Safety Council than is included here. You have general information about safety from their handbooks. It is highly recommended that you take time to look through the entire safety handbook.

HANDLING EMERGENCIES

ATTENTION: CAMP DIRECTORS

Each adult should have the Emergency Procedures form in his or her handbook. Your responsibility is to complete the form and include it in the Work Team Adult and Coordinator handbooks prior to camp.

Notice that the procedure states that only the Camp Director can comment about an emergency situation to the press. Neither adults nor youth who have knowledge of an incident need to be talking about what happened or how they feel about it to the press. Be aware that any comment, no matter how benign it may sound at the time, can be misconstrued and held against volunteers and U.M. ARMY later in placing blame for the incident.

Important: If anything occurs that requires emergency procedures, or concerns you in any way, call the U.M. ARMY office IMMEDIATELY. If possible, contact the appropriate adult church representative and have them on the phone with you when you call the family of the injured person - but make sure you make contact with the family promptly.

If a work team member must be taken to the emergency room or doctor's office, the wait can be long. You will need to make decisions regarding getting the remainder of work team back to base camp and assigning at least one adult to remain with the injured or sick team member at the treatment facility. In many cases, an adult from the base camp staff will be the one to remain with the person being treated – typically the camp director, administrative coordinator, or safety coordinator. Importantly, if the Work Team Adult or Color Group Leader is the one ill or injured, you will need to identify an adult to fill in for them in the interim. This requires that you “shuffle” camp assignments, but you will find that, in this situation, everyone is willing to pitch in and help in some way to keep things running smoothly.

As with any medical incident, emergencies should also be thoroughly documented on the Accident/Incident Form provided to each adult. The forms must be included in the end-of-week final report to the U.M. ARMY office.

See U.M. ARMY Camp Emergency Procedures Form.

DISCIPLINE - CAMP DIRECTOR

Young people need to know the boundaries within which they are to conduct themselves. It is very important that the Camp Director review the covenant, camp rules, camp guidelines, and any specific rules with all participants on Sunday night. The Director should also use the Sunday night adult meeting to discuss the importance of ALL adults are acting as good role models first and foremost and enforcing the rules as needed.

Efforts to nip any problem in the bud will prevent that problem from escalating to a bigger situation. The adult church representative of a *problem participant* can be a big help by giving you background or other pertinent information on the individual. Although the adult church representative is not part of the decision making group, they are an important resource in giving you information to make your decision. Discussion with him/her will make sure the true story goes back to the home church.

Another person to bring into the situation for advice would be your Program Coordinator. They probably have years of experience (especially with youth) in dealing with problem cases. They will probably have some insight on a way to modify the behavior of the problem participant that would allow them to stay in camp. The goal here is to fix the problem, without sending the camper home if at all possible.

Compassion is part of our faith, however there may come a time when you decide that the only appropriate action is to send someone home. This would include, but is not limited to, incidents involving drugs, alcohol, weapons, assault, blatant disregard of rules, and sexual matters. If at all possible, make sure you discuss the matter with the U.M. ARMY office (Executive Director or Camp Coordinator) before taking this action.

Please submit a written report on the Director Incident Report to the U.M. ARMY office regarding any individual sent home from camp or any major infraction of camp rules. Remember that any written document can be obtained by an attorney through a court order.

GENERAL INFORMATION DURING CAMP

IMPORTANT: Call the U.M. ARMY office Monday morning with the final number of participants, and notify of any changes.

Camp Staff

Every person at your camp is a member of the mission team, providing needed repairs for low-income, elderly, and disabled homeowners. Make sure all adults and college age assistants assigned to base camp have several opportunities to visit the work sites throughout the week so they can feel included in the mission experience. Additionally, these visits provide support and encouragement to the work teams, as well as give additional adult presence at the work sites.

Air Conditioning

The electric bill increase to the host church can easily reach \$1,000 for the week we are in their facility. Be considerate by turning off the air conditioning in the sleeping areas during the day when not in use. You can turn it back on around 4 PM.

Keeping Tabs On Pulse of Camp - You are responsible for being aware during the week. Exercise MWA, - Manage by Wandering Around.

- Be in the tool area in the afternoons when groups return. Observe how well people are getting along, youth reaction to the adult, etc.
- Talk to Color Group Leaders every day about the teams and staff support.
- Sit with different groups at each meal.
- Walk around and listen to work team and color group meetings.

Attendance Awards

U.M. ARMY discontinued giving four year attendance awards to youth at camp. Participating churches are encouraged to give these awards at church service when they return home.

If your area has a gang problem, do not allow color groups or teams to wear colored articles such as bandanas.

If a work team reports suspected child abuse at a work site, contact the Camp Director or Executive Director concerning local and state laws before proceeding geographic location in the Northeast Jurisdiction may have different processes.

If you receive a request for a client to share with the camp, remember that we are guests in the home church facility and should never invite anyone without clearing with the Host Church Pastor and your Program Coordinator. If the decision is made for the client to visit, **no** U.M. ARMY participant should provide transportation to the client due to liability issues. In any case, this should never be scheduled for Friday evening. The same rules apply for a Client Night.

DAILY SUGGESTIONS FOR DIRECTORS

SUNDAY

- 1 Speak at host church Sunday worship service.
 - A Thank them for allowing use of their facility.
 - B Brief description of what will happen during the week.
 - C Invite members to drop by.
 - D Present Pastor token of appreciation (provided by U.M. ARMY).

- 2 After lunch
 - A Mark restrooms as men/women according to sleeping areas.
 - B Make map of furniture layout in sleeping rooms for Saturday set up.
 - C Host church youth may help move furniture, etc. to corners of rooms and cover windows.
 - D Put "Off Limits" signs in appropriate areas (i.e. Parlor, playground equipment, etc.).
 - E Set up table for church check in and T-shirt distribution.
 - F Post sleeping room assignments, check for materials delivery, check for dumpster delivery, and ice box delivery.
 - G Have participants put their gear in their rooms.
 - H Have everyone help unload tool truck and warehouse tools.
 - I Review with Host Church Coordinator the location of mops, breaker switches, thermostats, telephone system, light switches for sanctuary, etc. Get keys to the facilities you will be using.
 - J Make arriving participants feel welcome.
 - K Make sure Coordinators get help to set up their areas.
 - L Make last minute adjustments to teams, badges, etc. based on no-shows, change in Work Team Adult vehicle size, etc.
 - M Give team assignments to Color Group Leaders so they can review names (remind them not to share with anyone else until announcements are made).
 - N Identify area outside for group picture. Make sure there is no shade over the group. If the church has some outside steps, this makes a good area.
 - O Post daily schedules in dorm area and fellowship hall.

- 3 Gathering
 - A Welcome everyone to camp. Call out participating churches and let them know from tonight through the rest of the week they cease being that identity and become a part of the camp.
 - B Introduce Host Church Coordinator, Host Pastor, and other guests.
 - C Give T-shirts to these people.
 - D Host Church Pastor welcomes and gives invocation.

- 4 Eat dinner.

- 5 Acknowledge who provided dinner and give thanks. Briefly explain camp structure, layout of church, off limits areas, and schedules.

- 6 Announce group assignments.

Note: check with the Program Coordinator to see if they have incorporated a fun way during the mixer for teams to learn their team assignments. As an example, participant names and team assignments can be put on ping pong balls and during the mixer dropped from a basket and campers must scramble to find their ping pong ball and then their team members.

- A Administrative Coordinator to assist by giving out name tags (see note above).
- B Introduce base camp staff.
- C Introduce Color Group Leaders and have them call forward the work teams in their color.

7 Group picture

Outside pictures are best if it is still light outside, it is not raining, and you can find an area which is not shaded. Everyone should be wearing his or her T-shirt with no hats. Take both prints and slides or digital photo (for Friday slide show).

8 Mixer (Conducted by Program Staff)

Make sure it is lively but under control.

9 Orientation

Give rotation schedules to Color Group Leaders; announce areas and times get 'em going.

10 Announcements

- A If any youth has keys to a vehicle at camp, they have to give the keys to their parent or check them in to the Administrative Coordinator.
- B Review process of assigning daily work team responsibilities: team leader, safety, lunch, tools and materials, devotion leader.
- C No hats are to be worn in the sanctuary, during prayer, or during worship service.
- D After lights out, be respectful of those who want to sleep. Stay in your room and follow instructions of the adults assigned to the room.
- E Drink plenty of water during the day but do not drink water from the client's home.
- F Make an effort to sit with new people at every meal and make as many new friends as you can.
- G No fireworks allowed at camp.
- H Tell the camp about encouragement books/posters that will be available and be sure they understand that it should be used to encourage one another
- I Cover camp rules and guidelines.

11 Site reviews

Have teams review their site sheets and plan for Monday.

12 Adult meeting

- A Read policy on adult conduct at camp.
- B Discuss challenge in dealing with teenagers.
- C Discuss role of adults in rooms at night.
- D Ask Work Team Adults and Color Group Leaders to welcome staff members as they sit with groups during the week.
- E Cover tobacco policy.
- F Remind people to wear name tags at all times.
- G Sit with new people at meals - set example for youth.
- H Receipts are required for refund. Cover what will be reimbursed and what will not
- I Have Coordinators make any announcements they have.

- J Watch the heat - drink plenty of fluids. Stress safety at all times.
- K Work teams stay together - showers, night trips, etc.
- L Go over emergency procedures.
- M Leave the church, community and client homes in better condition than you found them.
- N Discuss adult role at job sites.
- O Objective is to touch lives for Christ, however quality work must be done.
- P Discuss general problem resolution at job sites.

MONDAY THROUGH THURSDAY GENERAL SUGGESTIONS

- 1 Make sure everyone is awake and out of bed before morning devotion and breakfast.
- 2 Be out in the parking lot and tool area as groups are loading up and leaving for work sites.
- 3 Turn down air conditioning in sleeping areas.
- 4 Help Site Coordinator if additional pre sites are needed.
- 5 Visit at least two sites each day. Ensure the “two adult rule” (2 male, 2 female) at showers each day.
- 6 Visit with host church office staff and custodian.
- 7 Have camp staff meeting each day. Go over how noon meals will be handled for base camp staff, set up schedule for staff to make visits to sites, have staff spend time at meals and group sharing times in evenings with different groups each day, open prayer box and go over prayer requests, make any announcements, open forum for questions and needs, and do daily devotional.
- 8 Go over timing for evening activities with Program Coordinator.
- 9 Check with Coordinators to find out if they are having any problems.
- 10 Check weather report.
- 11 Turn up air conditioning in rooms around 4 PM and open showers.
- 12 Take walking tour of entire church to make sure everything is in order.
- 13 Try to be in the tool area when teams are returning each day to observe.
- 14 Inspect and lock up showers.
- 15 Talk to Color Group Leaders about their observations of how work teams are going and any problem areas they are having.
- 16 Have adult meeting and get feedback.
- 17 Remind everyone to write notes to each other when they have spare time.

MONDAY SPECIFIC SUGGESTIONS

- 1 Check out locations for any outside evening activity such as swimming pools, etc. and make sure everything is in order.
- 2 Set up day and time to take host church Pastor and Host Church Coordinator to visit some of the sites during the middle of the week.
- 3 Make sure you have key to showers, check them out, and put up shower curtains in shower areas if needed.
- 4 Make contact with local media to set up visits, interviews, etc.
- 5 Ensure that encouragement books/posters will be ready by the time campers return in the evening. Ask base camp staff to start the process of writing in books/on posters.
- 6 Have administrative coordinator get 4x6 or 5x7 copies made of the camp picture. If software is available, insert the camp location and camp date on the picture before it is taken for printing. Print enough for every camp participant. These will be distributed at the close of camp on Sunday.

TUESDAY SPECIFIC SUGGESTIONS

- 1 Do the midweek evaluation sometime in the evening. This is an easy way to find out about problems going on or developing and gives you time to make adjustments for the rest of the week. A copy of the evaluation can be found in the Forms booklet.

WEDNESDAY SPECIFIC SUGGESTIONS

- 1 Check in with U.M. ARMY main office if you have not already done so and let them know how your camp is going.

THURSDAY SPECIFIC SUGGESTIONS

- 1 Go over how Friday afternoon and Saturday will be done.
- 2 Remind Color Group Leaders if they need gas receipt reimbursement, they need to get with Administrative Coordinator.
- 3 Coordinate with Color Group Leaders on their Saturday clean-up assignments.

FRIDAY SPECIFIC SUGGESTIONS

- 1 Remind Tool Coordinator about returning left over, unused materials.
- 2 Make sure all finances are in order. Receipts are in and entered, and there are no outstanding amounts due to any vendor.
- 3 Step in Friday afternoon if car wash/tool loading is not going smoothly.
- 4 Check showers for final cleaning, bring back shower curtains if they belong to you, and lock school.
- 5 After dinner, clear fellowship hall of tables and chairs to be ready for share time. Ask adults to turn in their manuals and repair books to Administrative Coordinator on Saturday morning.

FRIDAY EVENING SHARE TIME

If the Camp Director and Program Coordinator are in agreement, we suggest that the Director lead the share time. Since the Director has had to play the “heavy” all week, this gives the Director the opportunity to show their spiritual side.

It is important to set an atmosphere in which the participants will respond appropriately to the share time. It is suggested that the lights be turned down, and candles (representing the light of Christ in our lives) be placed in the center of the room. The candles, cross, or other alter decorations used throughout the week are good to have as a central focal point.

It is best to find a place within the church that will allow for ALL participants to sit in a big circle, preferably on the floor. Each participant can be allowed to bring ONE pillow to sit on if they wish. Lying down during share time should not be permitted, as well as multiple pillows, blankets, and sleeping bags.

At the end of Friday night worship, and again just before share time, the leader needs to set the tone and expectations. Share time is an opportunity for each participant to tell everyone else how they have seen God at work during the week, and how they have experienced God as a result of camp. It is an opportunity to share stories of how they have seen God through U.M. ARMY, their clients, their work team, and themselves. Remind the camp that share time is not a time for saying how much you are going to miss your friends (there are posters and booklets for that), not a time to say goodbyes (plenty of time on Saturday for that), and not a time to tell funny stories (done that all week). Share time is a time for sharing God’s presence with one another.

For a large camp, a microphone is recommended (cordless if possible), to be either placed in the center of the circle, passed around the circle (once around is enough), or passed to those who wish to speak by the leader. Smaller camps may not need a microphone. Each person will have only one chance to share (5 minutes maximum per person).

The leader will open with a prayer, and then share a story or personal experience to set the tone and focus everyone’s attention. Tell the camp how you have seen God working through each one of them as they have been the hands and feet of Christ, and how they can be the lips of Christ as they share their experiences.

It is a good idea to have a few youth that are willing share their experiences with reverence and humility in a position to speak after the leader finishes. This will help ensure that the tone of share time will be focused on God and how He has touched lives.

The Program Coordinator is the last to share, often closing the share time by leading the camp in the Lord’s Prayer. Be sure you have an effective closing, focusing on why you participate, why U.M. ARMY is so important, why being a Christian is important to you, and how faith can bring meaning to our lives.

Do not start share time too late, set an ending time and stick with it.

After share time concludes, if time permits, you may want to allow a 15 – 20 minute grace period for hugs, visiting and writing last minute notes on encouragement posters/books. At the end of the grace period, herd everyone back to their dorm rooms. **No one** spends the night in the Fellowship Hall! Have patience getting everyone in their rooms but be **firm**.

SATURDAY

1. At breakfast, explain how clean up will work.
 - A. Pack up belongings and load in vehicles.
 - B. Get their posters and put in vehicles.
 - C. Report to your Color Group Leader for assignment.
2. Make sure Coordinators get their final reports to the Administrative Coordinator.
3. Remind adults to turn in their manuals.
4. Have Color Group Leaders report to you when their area is finished. Have them help any other group who is not finished.
5. Make sure furniture is put back according to the room map (pre-camp pictures).
6. Begin closing worship when all jobs are complete.
7. Closing worship:
 - A. Have participants complete evaluation.
 - B. Have adults fill out Future Leadership / Adult Evaluation Form and supplemental adult evaluation.
 - C. Hand out camp roster and camp group picture
 - D. Invitations by participating churches to their U.M. ARMY celebrations.
8. Give back keys to shower and church. Make walking tour of church with Host Church Coordinator to make sure they are happy with the way it looks.

SUNDAY SCHEDULE RECOMMENDATION

| | |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4:00 PM | Registration |
| 5:00 PM | Group Picture/Gathering |
| 6:00 PM | Dinner |
| 7:00 PM | Celebration |
| | Orientation / Rotations |
| | <ul style="list-style-type: none">▪ Camp Director▪ Safety & First Aid▪ Sites▪ Kitchen▪ Tools/Materials▪ Programs & Pictures |
| 9:30 PM | Site Review |
| 9:45 PM | Snack |
| 10:15 PM | Worship |
| 11:00 PM | Adult Meeting |
| 11:30 PM | Lights Out |

MONDAY - THURSDAY SCHEDULE RECOMMENDATIONS

| | |
|------------|---------------------------------|
| 6:50 AM | Rise and Shine |
| 7:15 AM | Devotional |
| 7:30 AM | Breakfast |
| 8:00 AM | Gather Tools/Materials |
| 8:15 AM | Leave for Work Site |
| 12:00 Noon | Lunch and Devotion at Work Site |
| 4:00 PM | Pack Equipment & Clear Worksite |
| 4:30 PM | Return to Base Camp for Shower |
| 6:00 PM | Supper |
| 7:15 PM | Evening Program |
| | Site Assignments |
| | Reports |
| | Snack |
| 9:30 PM | Worship |
| 11:00 | In Dorms |
| 11:30 | Lights Out |

FRIDAY SCHEDULE RECOMMENDATION

| | |
|------------|--------------------------------------------------|
| 6:50 AM | Rise and Shine |
| 7:15 AM | Devotional |
| 7:30 AM | Breakfast |
| 8:00 AM | Gather Tools/Materials |
| 8:15 AM | Leave for Work Site |
| 12:00 Noon | Lunch and Devotion at Work Site |
| 3:00 PM | Return to Base, Unload Tools, Wash & Vacuum Cars |
| 5:30 PM | Showers |
| 6:30 PM | Dinner |
| 7:00 PM | Group Activity |
| 7:30 PM | Final Reports |
| 8:00 PM | Program |
| 8:45 PM | Slide Show |
| 9:00 PM | Snack |
| 9:30 PM | Worship |
| 10:15 PM | Share Time |
| 12:30 AM | In Dorm |
| 12:45 AM | Lights Out |

SATURDAY SCHEDULE RECOMMENDATION

| | |
|----------|----------------------------|
| 8:00 AM | Wake-Up |
| 8:30 AM | Breakfast |
| 9:00 AM | Church Clean-Up |
| 11:15 AM | Evaluations and Devotional |
| Noon | Leave Camp for Home Church |

SUNDAY NIGHT ORIENTATION & ROTATION SCHEDULE

As part of the evening activities on Sunday night, the groups will visit each area of leadership. They will learn about the expectations of each leader and the responsibilities of the group when working with that area. The rotations should last about 15 minutes and the color groups should rotate as a team. Each color group should start in a different area.

The rotations should include:

- Camp Director/Administrative Coordinator
- Safety and First Aid
- Sites
- Kitchen
- Tools/Materials
- Programs & Pictures

The schedule should be given to the Color Group Leader and might look like the following:

Blue Group:

| | | |
|--------------------|------------|---------|
| Camp Director | Sanctuary | 8:00 PM |
| Safety & First Aid | Chapel | 8:15 |
| Sites | Office | 8:30 |
| Kitchen | Kitchen | 8:45 |
| Tools/Materials | Tool Shed | 9:00 |
| Programs/Pictures | Fellowship | 9:15 |

Green Group:

| | | |
|--------------------|------------|---------|
| Safety & First Aid | Chapel | 8:00 PM |
| Sites | Office | 8:15 |
| Kitchen | Kitchen | 8:30 |
| Tools/Materials | Tool Shed | 8:45 |
| Programs/Pictures | Fellowship | 9:00 |
| Camp Director | Sanctuary | 9:15 |

Similar for remaining color groups.

SMALL WORK TEAM BASE CAMP WORK ASSIGNMENTS MONDAY-FRIDAY

Each small work team should have a camp work assignment each day (depending on the number of teams). The Kitchen Coordinator will ensure that a poster will be put up telling teams what chore they have for that day, and when they have to be present to do it. The schedule will be explained to the teams during the Sunday night rotations by the Kitchen Coordinator.

A sample work team assignment matrix can be found in the Kitchen Coordinator manual. Directors must tell the Kitchen Coordinator the color groups and teams so that the posters can be prepared before camp.

SATURDAY WORK ASSIGNMENTS

On the last day of camp, the schedule will be different. Each color group should be in charge of a single work area and clean that area completely. Their assigned area and check list should be given to the Color Group Leader on Friday night. You should have sorted and loaded the tools and tool truck on Friday afternoon so the real hot and sweaty chores have already been done. As each color group finishes their area, they should help other teams until all color groups are done.

A sample schedule might be:

| | |
|--------|--------------------------------------------|
| RED | Kitchen |
| BLUE | Dorms |
| GREEN | Fellowship Hall and Sanctuary |
| YELLOW | Restrooms |
| ORANGE | Tool Area, Church Grounds, and Parking Lot |

A good idea is to assign any college assistants to the program staff to help them with their equipment since it typically requires more caring hands.

The checklist should include:

- _____ Get cleaning supplies from kitchen
- _____ Get brooms and mops from the tool shed
- _____ Discard all trash
- _____ Vacuum or sweep and mop floors
- _____ Replace all furniture in its proper place
- _____ Remove all U.M. ARMY flyers from walls
- _____ Clean all counters
- _____ Take any left over items to the tool truck
- _____ Return cleaning supplies to the kitchen
- _____ Return brooms and mops to the tool truck

KEEPING TRACK OF FINANCES

Directors and Administrative Coordinators

- Log all receipts by budget (and therefore by vendor based on how theumarmy.net system is set up)
 - Segregate receipts into envelopes/paper clips to be sent back to our office(address below):
 - McCoy's
 - Lowes
 - Home Depot
 - Other lumber
 - WalMart/Sam's
 - Purchases on the travel card (regardless of vendor)
 - Purchases that are to be reimbursed to a person or church should have that detail written on the individual receipt and recorded in the .net system
 - Organize receipts in order of purchase (date) within the above subcategories
 - Travel Cards and all credit cards are checked out to your U.M. ARMY—it is your responsibility to get them mailed back to the U.M. ARMY office.

Anything U.M. ARMY pays for must be accompanied by a receipt. This is the only way to complete an audit every year and be eligible for funding without which U.M. ARMY cannot continue to exist!

U.M. ARMY will reimburse gas receipts only for the Camp Director, Color Group Leaders, and area Coordinators for travel during camp. Fuel expense is reimbursed only for actual gasoline receipts. It is the responsibility of the participating churches to cover travel costs for Work Team Adults.

REIMBURSEABLE EXPENSES

U.M. ARMY does not reimburse Work Team Adults for fuel at camp. If an adult needs financial help in this area, talk to the adult church representative for that person about help from the home church.

U.M. ARMY desires that camp fees be used for the benefit of the mission of the camp. It would be impossible to develop a complete list of what is and what is not acceptable to be paid out of camp funds but the following should give you an idea of acceptable reimbursements - if you have a question, call the Executive Director for your U.M. ARMY Region or your national board Region liaison.

Yes

Camp First Aid kit
Camp office supplies
Food shared by all participants
Program materials and activities
Dumpster, ice and land fill fees
Host church reimbursement (damage, etc.)
Travel expense for pre-site visit
Travel at camp for CGL (or other base camp staff who travel a lot of miles at camp)

No

Medicine, doctor's visit, etc.
Replacement or repair of tools
Travel between home and camp
Meals at restaurants
Gifts for camp participants
Rental vehicles not provided by UMA

IN-KIND DONATIONS

Donations of varying kinds are often received both before and during camp. As an example, the hosting church will often supply an evening meal. This would constitute a donation in-kind and should be tracked. In the forms packet on the Camp Director CD, you will find a form that should be filled out to track donations. Please track ALL donations from cookies to lumber.

Everything will be assigned a value when we receive your final report. We don't ask that you decide the value of each item, only that you list everything that you are aware of, for instance, 12 plates of cookies, 4 dinners for 100 people, 20 pieces of sheetrock, etc. The information you supply on the Donation Report is used to apply for grants as well as track which vendors are offering us discounts.

When we apply for grants, one of the items they ask for is how much (dollar value) in donations we have received in the past years. This goes beyond actual cash donations. Every item we receive has a cash value assigned to it and this in turn is included in the amount we report. It is very important that we have accurate accounting of these items so that we can qualify for grants.

By knowing which vendors are offering us discounts we can be better stewards of our money by making sure that all camps know which vendors they can go to for materials and services to make our budget dollars stretch.

If you have any questions when you are filling out this report, please do not hesitate to call the U.M. ARMY Region or national office. We will be happy to assist you in any way we can.

Top 10.... 15 Administrative Concerns (Disregard references to checks if using credit cards)

1. Make sure that the payee, date and amount of the check are written clearly on the stub that you retain and the receipt is stapled to it.
2. Use the Check Register and return it with your camp report.
3. Return "void" checks... do not throw them away. Write "void" across them and return them with the rest of the check stubs.
4. Return any extra checks. Do not void them.
5. Double check to make sure that the amount of the check equals what is owed. Do this BEFORE reimbursing someone. (Receipts=Check)
6. If there is not a receipt for a check (should not happen) then write an explanation and attach it to the stub. If you are paying the DJ, for example, and they do not offer a receipt, either write one out yourself and have them sign it or get one of their cards and write it on the back. There should not be any checks without some sort of receipt attached to it.
7. Petty cash limit is \$200. Make sure that all petty cash is accounted for by either a receipt or a check for the remaining balance. Clip all petty cash receipts and check together when you turn it in.
8. Pay attention to items that are NOT reimbursable. Read all receipts carefully. If you are not sure if something is reimbursable, call the U.M. ARMY office.
9. Set up all accounts that U.M. ARMY is responsible for under the U.M. ARMY name (See SETTING UP ACCOUNTS).
10. The Statistical Report is very important. Please make sure that it is filled out completely and accurately.
11. Any cash collected at camps is NOT to be used as Petty Cash.
12. Use the Tax Exempt certificate! Make copies and give them to anyone making purchases for camp. We are paying significant sums in unnecessary sales tax each year... it all adds up. Note: in some states (such as Connecticut or Massachusetts) the state may require evidence of tax exemption on state forms and may not accept the Federal form or may require the state form in addition. Check with the Executive Director for the U.M. ARMY Region office to confirm whether or not additional forms are required. Texas does not require a special state form.
13. If there will be any unpaid bills sent to the U.M. ARMY office, please send a list of expected bills to the office with your camp report.
14. Make sure that the camp roster only includes those participants who were actually present in your camp and it includes the church name for each participant.

REPORTING AFTER CAMP

Use this form as a checklist and include it with your report. All forms and formats are provided to both the appropriate Coordinator and the Administrative Coordinator. If at all possible use the umarmy.net system.

Your report should include the following:

- _____ 1. Financial records
 - expenditures and receipts
 - income from U.M. ARMY items (if none, so state)
 - donations and donations report
- _____ 2. Statistical information
- _____ 3. Lists
 - participants
 - clients and work performed
- _____ 4. Medical incident forms
- _____ 5. Handbooks and checklist
- _____ 6. Evaluation forms
- _____ 7. Future Leadership forms (with your comments and recommendations)
- _____ 8. Media report
 - newspaper articles
 - list of radio or TV coverage
- _____ 9. Recommended changes and additions to next year's guide
- _____ 10. Director's summary Form

Turn your report in to the U. M. ARMY office within two weeks of the last day of work camp. These documents and materials are of vital legal and financial necessity to U.M. ARMY.

The Camp Director is responsible for working with the Administrative Coordinator to complete this report. The best method is to work on it from the first day of camp and have it ready to turn in as you leave