

MISSION WEEK DIRECTOR MANUAL

(Revised 2023)



**Providing Christ-centered missions
that serve people in need and
promote spiritual growth and
leadership development in youth and young adults**

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Mission Week Leadership/Adult Roles

DIRECTOR: Carries out the preparations for the week-long mission; during the week, oversees the operations and leadership; has final authority for all aspects of the mission program.

PROGRAM COORDINATOR: In conjunction with the Programs Team, responsible for the spiritual and recreational parts of the week. This includes worship, fellowship times, and recreation activities. Some Program teams will also include a Worship Coordinator and/or Events Coordinator.

ADMINISTRATIVE COORDINATOR: Assists the Director and provides administrative support. This includes managing the paperwork, collecting receipts, and entering financial data. May also assist with other roles prior to or during the mission week.

SAFETY COORDINATOR: Instructs and reminds participants of safety practices and general safety awareness; monitors safety at the work site and at the host church during the week

KITCHEN COORDINATOR: Feeds the “ARMY”; oversees the kitchen; purchases and prepares the food with a team of 2-4 assistants, depending on the size of the work camp. Responsible for the mission week duties chart/chore chart.

SITES COORDINATOR: Responsible for all aspects of the home repair activities for the week. This includes assessing work sites prior to the week and coordinating the work during the week through Color Group Leaders and work teams.

COLOR GROUP LEADER (CGL): Facilitates the work of several work teams, which together make up a color group (i.e. Red or Blue color group). This person also transports large materials to the work site for the team and encourages the team when they need a little extra help or direction with a project.

TOOL COORDINATOR: Manages the tool inventory and construction/building materials.

WORK TEAM ADULT (WTA): Working with at least one additional adult, co-leads and works with a team of 4-8 youth and is responsible for their transportation and safety. They are an equal working member of the team.

Mission Week Director Responsibilities

The most important responsibility of an adult serving the youth in mission is to represent the ideal Christian role model. The moral, spiritual, psychological and physical safety of our youth is of highest importance.

The role of the Director has often been described as the resident cheerleader, disciplinarian, coach, jack-of-all trades, and a variety of additional titles. As Director, you set the tone for the week with your leadership team and all participants. The Director must wear many different hats as they prepare for the mission week, run the week, and complete their post-week documentation. The role of the Director can be categorized into three broad groups:

Preparation Before Mission Week

Many of the detailed tasks associated with the Director role are performed before the week even begins – starting approximately six months before. Timelines are provided in this manual to assist you with the items that must be completed prior to the program. If you do everything on those timetables before the mission week, you will be able to focus on key decision-making and problem-solving activities, which will be a good portion of your time during the mission week. Regular communication with your Church Coordinators, Host Church, and key leadership roles will ensure a more successful mission week.

Oversight During Mission Week

You will be looked upon as the leader and facilitator of the mission week. On a daily basis, you will be the key communicator between all the major functions. These will include the Programs, Kitchens, Sites/Tools, Color Group Leaders, Safety, and the work teams. You must make sure that the daily schedule is followed and that each person on the leadership team contributes. Your attitude and actions as the Director have a direct impact on the overall tone of the mission week. If needed, you will address conflict resolution. Lead by serving (as Jesus did) with love and compassion, while all the time enforcing the guidelines so that everyone will have a wonderful experience.

Reporting After the Mission Week

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. *The financial information is extremely important. WE*

NEED ALL THE MISSION WEEK CLOSE OUT INFORMATION within 2 weeks. We are always looking for ways to improve and the best way for us to accomplish this is to know the details of each mission week. If possible, we recommend these reports be completed before the mission week ends.

Mission Week Preparation

As Church Groups are Assigned by Regional Director

- Contact each Participating Church Coordinator (PCC)
 - Introduce yourself and welcome them to the U.M. ARMY experience
 - Provide your contact information, including email address and phone number
 - If this is a new church, make arrangements to visit with them (in person or virtually) prior to the mission week. Offer to meet with the entire group, especially the adults, to share information about U.M. ARMY, the mission week and help them prepare.
 - Inquire about any special needs for their group
 - Ask about what roles each adult might want to undertake. Please do not make any promises at this point. You need to assess all participants and church needs before finalizing roles.
 - Review the following requirements. (NOTE: all PCC's have agreed to these items when their group registration was submitted online)
 - Each church is asked to have at least two (2) adults/young adults for every five (5) youth attending
 - All adults/young adults (18 and older) must have completed a criminal background check
 - All adults/young adults must be approved by the senior pastor of their church (Pastor Sign Off Sheet)
 - All adults/young adults must be physically able to perform their duties during the mission week
 - Every adult (21 and older) may need to bring an insured vehicle for use during the week. These vehicles will be used to transport team members and/or supplies. (NOTE: you, as Director, can work with groups on exceptions to this requirement based on the needs of your specific mission week)

- Every church will need to bring kits and tools, as outlined in the U.M. ARMY Travel Guide. (NOTE: you, as Director, can work with groups on exceptions to this based on the needs of the mission week)
- Continue to communicate regularly with your PCC's; keep the lines of communications open so that you can review things such as training, dress code, safe sanctuary policy and other policies, tool needs, vehicle needs, participant needs, etc.
- Begin identifying leadership team members, even before all the individual registrations are complete in the system.
- If possible, identify an Adm Assistant to help with paperwork, receipts, reports, pre-camp activities, etc. Consider leveraging another leadership position or leadership team member who may have extra time during the week (i.e. Kitchen team member, Safety, Program team member)

90 Days Prior to Mission Week

- Review all leadership manuals to ensure you are prepared to answer questions and conduct applicable training/communications for each leadership position
- Contact the Host Church to introduce yourself and plan for an on-site visit. During the visit:
 - Review the Host Church Manual (NOTE: make sure your Regional Director has already provided this document along with the Host Church Covenant)
 - Meet with Host Church staff and begin establishing a strong partnership; obtain contact information for the Host Church contacts
 - Encourage the Host Church to be a true partner in missions. Encourage them to participate in pre-site activities, provide support in reaching out to local community service agencies for site referrals, provide other key local contact information, help with securing permits, help with any pre-mission week activities that are easier to be done with someone locally, and provide some meals during the week such as Sunday night and/or Community Celebration Night)
 - Take pictures of the church facilities, especially the potential sleeping areas. (NOTE: rule of thumb for sleeping areas – divide the square footage of the room by 32 to determine the number of people that will fit comfortably in each room)
 - Obtain a copy of the church floor plan/map, including fire escapes

- O Inquire about the church calendar during the mission week. Request the Host Church clear the calendar as much as possible for the week you will be there. If they can't clear everything, discuss how to ensure clear communication on ways to work around these events.
- O See if the pastor wants you to speak at the Sunday worship service on your arrival date
- O Check on process to acquire keys to all facilities during the mission week
- O Ask about the opportunity to utilize the church copier, if needed
- O Conduct fire safety and kitchen safety audits
- O Make note of any off-limit areas
- O Discuss internet access; obtain wireless access codes/passwords. (NOTE: you will need to make alternative arrangements for internet access if the church does not have a wireless or strong connection throughout the facilities)
- O Explore options for dining area, program area, worship area, and tool area
- O Review overall grounds usage, including outside areas such as parking lot and grassy areas
- O Discuss trash pickup and container placement; check on possibility of donated service for waste disposal
- O Ask about donations or discounts on materials and food
- O Compile a list of local emergency contacts
- O Ask about potential local activities, such as swimming, parks, etc.
- O Discuss options for shower facilities
- O Discuss how to handle large quantities of ice during the week and the possibility of a donation from the Host Church. Explore options for a local convenience store or gas station that has an ice machine, as an alternative to renting an on-site ice machine. Purchase gift cards or make arrangements with the store to pay for ice at the end of the week. Have each team stop at the store on their way to their work site each morning for their ice supply.
- O Identify local stores of one-hour photo development
- O Identify local stores for building supplies
- Contact local officials (via email, phone call, or in person)

○ Mayor's Office and/or City Council

- ○ Introduce U.M. ARMY (use brochures, marketing materials, etc.)
- ○ Discuss the dates we will be onsite
- ○ Discuss building permits and other fees such as landfill. Ask if these fees could be waived for our organization.
- ○ Discuss the idea of declaring your week "U.M. ARMY WEEK" in their town; invite officials to your opening events Sunday night, including dinner, to speak to the group

● ○ Building Inspector and Landfill Offices

- Introduce U.M. ARMY and make them aware of when we will be in their area
- If fees have been waived, present documentation
- If landfill will be used, discuss the process U.M. ARMY will need to follow
- Inquire about requirements for permits and the associated processes

● ○ Police Chief

- Introduce U.M. ARMY and discuss dates we will be in their area
- Discuss any neighborhoods/areas that might be dangerous for our teams to be in
- Ask for extra patrol in the church area, especially at night, for the week we will be there

● ○ Shower Facility

- Introduce U.M. ARMY and discuss the dates we will be in their area
- Review the needs of your group, along with the schedule (time of day, how many people at a time, etc.)
- Review Shower Policy with them to ensure this facility can honor this policy; inquire about private showers for people who might need them

● ○ District Superintendent of Host Church

- Contact this individual to introduce yourself and U.M. ARMY
- Discuss when U.M. ARMY will be in their district
- Invite this individual to visit during the week, especially at Community Celebration Night

● ○ Ensure your Sites Coordinator has begun working with local referral agencies/service organizations

- Conduct training/communication with all participating adults and young adults
 - Provide respective role manuals to all adults and young adults
 - Utilize training documents created by U.M. ARMY National for each role to conduct training/information sessions
 - Provide budget to Adm, Kitchens, Sites, Tools, Safety and Programs, Coordinator
 - Provide a copy of Safe Sanctuary Policy to all participants
 - First time adult participants should attend Adult Training; check with your Regional Director for schedule
- Continue to work with PCC's to ensure they have the information they need and understand what they need to be doing to prepare for the mission week; make sure they have enough Travel Guides for their group; review the Travel Guide with them, if needed

60 Days Prior to the Mission Week

- Continue communications with PCC's
 - New churches should receive an in-person visit (or virtual) from you or a member of your region's Board of Directors to review key points in preparation for the mission week and to answer questions. This will help the group feel welcomed into the U.M. ARMY family and to review guidelines, etc.
 - Review Tool and Safety Training requirement with each participating church
 - Confirm assigned color for each church's tools. If duplicate colors exist within the same mission week, recommend adding a color to one of the churches (i.e. one will keep orange; the other will be orange/red)
 - Confirm the list of tools you need from each church
 - Ask about potential donations from their church (food, supplies, gift cards, cash) to help defray costs
 - Review important guidelines, such as:
 - Adult to youth ratio
 - Minimum grade requirement, if applicable
 - Vehicle requirements
 - Safe Sanctuary Policy
 - Kits need: Cleaning, Tool, First Aid
 - Other supplies needed, such as water jugs

- Expectation of participation for the entire week
- How to handle substitutions, dropouts, etc.
- Continue any applicable training/communications with all adults
- Finalize leadership roles; continue communication and planning with all key leadership roles
 - Graduating seniors (18 and older) and college age young adults can be utilized as a second adult on a work team. In addition, you can utilize graduating seniors (18 or older) as in leadership roles during the mission week.
- Visit Host Church with Leadership Team
 - This can be combined with Pre-Site Day
 - During visit:
 - 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
 - Color Group Leaders and Work Team Adults can participate in pre-site activities
 - Plan out sleeping arrangements
 - Note: be mindful of the cost for all leadership to visit prior to the mission week. This expense comes out of your mission week budget.
- Coordinate schedule and activities with Program Coordinator/Team
 - Review your philosophy, all plans, how morning and evening worship will be conducted, who will be responsible for each activity, and the need to watch time in the evening and cut things short in order not to rush worship and to *get to bed on time!*
- Complete Director Box Checklist from National

30 Days Prior to Mission Week

- Confirm receipt of supplies from U.M. ARMY National office
 - Normally between 60 and 30 days prior to the mission week, you should receive all program supplies from the National. This includes site signs, name tag buttons, program t-shirts, program coordinator giveaways (if ordered), prayer journals, host church thank you plaque, etc. You will also receive U.M. ARMY credit and debit cards at this time. It is the Director's responsibility to inform the U.M. ARMY office if additional cards or financial arrangements must be made.
- Contact local media; ask your Regional Director for sample press release wording

- Conduct Pre-Site Day (sooner, if possible)
 - Refer to Site Coordinator Manual for specifics
 - Plan to attend to support your Site Coordinator
 - Ask the Host Church Coordinator to secure drivers from their congregation as they will be more familiar with the area. Also, ask for pre-site participants from participating churches who are close to the mission week site. This provides them an opportunity to take part in the planning and preparation of the mission week.
- Confirm shower arrangements
- Confirm trash arrangements
 - Specific requirements of landfill
 - When and where the dumpster will be placed and pickup times.
 - Confirm all required vendors/city offices have received information.
- Validate group rosters and individual registrations with participating churches
- Send a Welcome Letter to all participants; ask your Regional Director for sample letter
- Confirm ice arrangements, grocery store accounts, meal donations, lumber/tool charge accounts, and city building requirements
- Arrange for a base camp first aid kit; coordinate with your Safety person
- Validate final daily schedule and duty assignment roster with Programs and Kitchens
- Secure construction permits
- Purchase the following items, if needed
 - Power strips for dorm rooms and other base staff areas
 - Rolls of brown paper for dorm windows and doors if the church doesn't have curtains on windows
- Confirm there are no conflicts on the Host Church calendar for the week

Two Weeks Prior to Mission Week

Two weeks before the program, you should be tying up loose ends and rechecking your lists. On more than one occasion, a 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 participating churches
 - Check on any last minute drops or substitutions so you can begin to make team and color group assignments. Call each PCC to learn as much as you can about every participant to help make informed decisions. Ask about medical and/or emotional needs, as well as any other special situations you may need to be aware of.
- Create work teams
 - Pray for God's guidance, wisdom, and discernment
 - Keep boyfriends/girlfriends on different teams and, if possible, different color groups
 - Keep parents/children and siblings in different team and/or 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
 - In Mixed Age Programs, determine if you will create separate middle school and high school work teams or combine age groups
 - Balance churches in work teams
 - Balance male/female ratio
 - Keep in mind the total number of people each vehicle can hold
 - Discuss any special needs of youth or adults from each participating church to determine team assignments
- Confirm the following:
 - Media coverage
 - Showers
 - Meals that other groups are providing during the week
 - Adult cell phone numbers
 - Adult vehicles from each church

- o Receipt of all U.M. ARMY supplies
- o Receipt of U.M. ARMY credit cards and tax exempt forms
- o Government officials and District Superintendent
- Coordinate final details with your leadership team:
 - o Sites: status of sites for the week
 - o Tools: status of supplies for the week
 - o Programs: status of all program supplies and activities; provide final head count
 - o Kitchens: status of meal supplies and preparation; provide final head count
- Assemble vehicle packets for all adults
- Create Director's Emergency file/notebook
 - o The Director is responsible for collecting Individual Medical and Liability Release Forms and Pastor Sign-off Sheets from all church coordinators upon check in. The director should prepare a file or notebook that can be accessed in an emergency, which contains the following:
 - The registration form of each participant including medical information
 - The signed medical/liability waiver for each participant
 - The signed pastor sign-off sheet for each participating church

One Week Prior to Mission Week

- Finalize color group and work team rosters
- Set Sunday Night Orientation/Rotation schedule
 - o Assign teams and times. Decide where the rotation begins and where each station will be. At a minimum, every rotation should include safety, kitchen, tools, sites, and programs.
- Take care of any last-minute Host Church details
 - o Host Church: arrange for key pickup, who to call for maintenance problems, invite the Host Church Pastor to Sunday night dinner and invite him/her to welcome the group Sunday evening.
- Make name tags/buttons using the preferred name of the participant

- Organize t-shirts, water bottles, name tags, etc. by church group for distribution Sunday night
- Confirm participants to help with Sunday afternoon set up (i.e. Program team, Adm Coordinator, young adults)
- Finalize purchasing procedures
- Assign sleeping rooms
 - Make sure there are at least two adults (18 and older) assigned to each sleeping room. If two adults are not able to be in each room, adults and youth need to sleep separately. Keep in mind any special needs/situations.
- Set shower schedule and procedures, following the showering policy
- Create base camp office supply kit and emergency supply kits

During the Mission Week

SAFETY

It is your responsibility to help ensure that safety is taken seriously. Emphasizing safety and making sure each participant knows and agrees to abide by the health and safety guidelines is extremely important. It is your role, along with the Safety Coordinator, to 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.

EMERGENCIES

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 the mission week. No comments should be made at any time by anyone to the local press concerning an incident or perceived incident occurring at or during a mission week.

If a work team member must be taken to the emergency room or doctor's office, the Director or other mission week leader, chosen by the Director, should meet the team at the medical facility with the signed medical/liability waiver for the participant seeking treatment.

You will need to make decisions regarding getting the transportation of remainder of the work team back to the host church 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 program staff will be the one to remain with the person being treated – typically the Director 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” program 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. The forms must be included in the end-of-week final report to the U.M. ARMY office. See U.M. ARMY Program Emergency Procedures Form. Communicate to the entire camp that all incidents involving medical attention must be communicated immediately to the Director and to the Safety Coordinator.

DISCIPLINE

In matters where a participant has violated the rules of U.M. ARMY and disciplinary action is warranted, disciplinary action decisions reside with the Director. The applicable Participating Church Coordinator should be involved in any disciplinary action. They can be a big help by giving you background or other pertinent information on the individual.

Other resources, depending on the offense, are the Youth Director of the participant and Pastors. This group will have had years of experience dealing with youth. They may have some insight as to a way to modify the behavior of the participant that would allow them to stay. The goal is to fix the problem, not eliminate it, if possible.

If a participant is being sent home, contact your Regional Director. Only the Director should call the emergency contact person when sending a participant home. The Director should limit the number of people involved in the process. The CGL and WTA will be notified as well as the participant’s team. The students don’t need to know the reason the participant is going home. Be respectful of the privacy of those involved.

All disciplinary discussions require the completion of an Accident/Incident Form. The Director must retain a copy and submit a copy to your Regional Director along with the Director’s report. A copy

should be given to the Participating Church Coordinator and the pastor of that church as well and reported to National.

GENERAL INFORMATION

Program Staff

Every person at your program 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 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/Fans

The electric bill increase to the host church can be substantial for the week we are in their facility. Be considerate by turning down the air conditioning and turning off fans in the sleeping areas during the day when not in use. You can adjust everything later in the day, closer to when everyone is returning to the Host Church.

Keeping Tabs on the Pulse of Group

You are responsible for being aware of the tone and dynamics during the week. The best way to ensure you have this pulse is to be visible throughout the week.

- Be available when groups return. Observe how well people are getting along, youth reaction to the adult, etc.
- Talk to Color Group Leaders and Work Team Adults 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.

Daily Responsibilities/Tips

SUNDAY

- Attend worship at the Host Church. If arrangements have been made ahead of time, speak to the congregation for about 5 minutes to thank them, provide a description of the upcoming activities for the week, invite them to visit and present the thank you plaque (provided by U.M. ARMY).
- After worship, set up camp

- o Mark restrooms as men/women according to sleeping areas.
- o Take a picture of the furniture layout in sleeping rooms for Saturday to ensure rooms are put back as they were.
- o Ask for assistance in moving furniture and covering windows
- o Put “Off Limits” signs in appropriate areas (Parlor, playground equipment, etc.).
- o Locate breaker boxes
- o Locate smoke alarms, AED (defibrillators), carbon monoxide detectors, and emergency exits
- o Set up table for church check in and T-shirt distribution
- o Post sleeping room assignments, check for materials delivery, check for dumpster delivery, and ice box delivery
- o Review with the 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.
- o Identify the area outside for a group picture.
- o Post daily schedules in dorm area and fellowship hall
- As churches arrive:
 - o Have participants put their gear in their rooms.
 - o Have everyone help unload tool trucks and warehouse tools.
 - o Make arriving participants feel welcome; tell them their room assignment when checking in.
 - o Collect meds and give them to the Safety Coordinator or designated person. (NOTE: U.M. ARMY leadership is not allowed to dispense medication. Each participant is responsible for taking their own medication. We can remind them of anything that requires a daily/time schedule.)
 - o Collect signed waivers and pastor sign off sheets from Church Coordinators. Waivers should be kept in a folder or notebook with the Director at all times. If you have an Administrative Coordinator, ask them to assist.
 - o Make sure Coordinators get help to set up their areas. (Sites, Tools, Programs, etc.)
 - o Make last minute adjustments to teams, badges, etc. based on no-shows, change in Work Team Adult vehicle size, etc. NOTE: If an individual arrives and has not registered, you must get them registered immediately. Our insurance company will not cover unregistered participants.
 - o Distribute T-shirts, water bottles and name buttons at check in. (Unless the program team has a plan for distributing these later during icebreakers.)

- Conduct Rotations, Overall Communication Meetings and Adult Meetings
 - Dinner/Initial Gathering
 - Welcome everyone. Encourage participating churches to transition from their small church group to one of a total program group.
 - Introduce Host Church Coordinator, Host Pastor, and other guests.
 - Give T-shirts to the guests.
 - Ask the Host Church Pastor to give the invocation.
 - Take group picture (either before or after dinner)
- Director Announcements/Rotation Talking Points
 - Welcome the group and share with them your enthusiasm for the week; talk about how God has called us together for His purpose
 - Review process of assigning daily work team responsibilities: team leader, safety, lunch, tools and materials, devotion leader.
 - Remind them that, after lights out, be respectful of those who want to sleep. Stay in their rooms and follow instructions of the adults assigned to the room.
 - Remind them to drink plenty of water during the day but not to drink water from the client's home.
 - Encourage them to make an effort to sit with new people at every meal and make as many new friends as they can.
 - Tell the participants about encouragement books/posters that will be available and be sure they understand that it should be used to encourage one another.
 - Remind people to wear name tags at all times.
 - Cover rules and guidelines (dress code, cell phone, Safe Sanctuary, etc.)
- Adult meeting talking points
 - Read policy on adult conduct
 - Review Safe Sanctuary policy
 - Discuss role of adults throughout the week, including at night
 - Discuss cell phone use
 - Cover tobacco policy
 - Discuss covered expenses and reimbursement process
 - Have mission week leadership introduce selves and make announcements for each of their areas of accountability

- o Discuss how work teams stay together throughout the week (showers, evening activities, off site trips, etc.)
- o Review emergency procedures and hospital/urgent care locations
- o Discuss security at the Host Church
- o Discuss general conflict resolution tips

MONDAY THROUGH THURSDAY-GENERAL

- Make sure everyone is awake and out of bed before morning devotion and breakfast.
- Announce Daily Duty Roster (recommend at evening worship to remind people for next day and/or morning worship)
- Be out in the parking lot and tool area as groups are loading up and leaving for work sites.
- Turn down air conditioning and turn off fans in sleeping areas.
- Help Site Coordinator if additional pre-sites are needed.
- Visit at least two sites each day.
- Visit with host church office staff and custodian.
- Have Base Camp leadership meetings each day. Set up a schedule for staff to make visits to sites, go over prayer requests, make any announcements, open forum for questions and needs, and do daily devotional.
- Go over timing for evening activities with the Program Coordinator.
- Check with Coordinators to find out if they are having any problems.
- Check the weather report.
- Turn up air conditioning in rooms around 4 PM
- Take a walking tour of the entire church to make sure everything is in order.
- Ensure showers are inspected and locked, if applicable
- Talk to Color Group Leaders about their observations of how work teams are going and any problem areas they are having.
- Conduct an adult meeting each evening to get feedback and help resolve any issues/concerns

MONDAY-SPECIFIC

- Be sure all signed waivers and pastor sign off sheets are in order and accessible in a notebook or folder. Keep them with you at all times in case of emergency.
- Check out locations for any outside evening activity such as swimming pools, etc. and make sure everything is in order.

- Set up a day and time to take the host church Pastor and Host Church Coordinator to visit some of the sites during the middle of the week.
- Make sure you have a key to showers, check them out, and hang shower curtains if needed.
- Encourage the Program Team to get the encouragement books/posters ready by the time participants return in the evening. Ask program staff to start the process of writing in books/on posters.
- Have the Program team get 4x6 or 5x7 copies made of the group picture. If software is available, insert the location and date prior to printing. Print enough for every participant. These will be distributed at the close of the mission week on Sunday.

THURSDAY-SPECIFIC

- Go over Friday afternoon and Saturday procedures with the entire group.
- Coordinate with Color Group Leaders on their Saturday clean-up assignments.

FRIDAY-SPECIFIC

- Remind Tool Coordinator about returning left over, unused materials.
- Make sure all finances are in order. Receipts are in and entered, and there are no outstanding amounts due to any vendor.
- Step in Friday afternoon if car wash/tool loading is not going smoothly.
- When loading tools into vehicles for return home: **BE SURE TO LEAVE CLEANING KITS OUT SO THEY CAN BE USED FOR SATURDAY CLEAN UP.**

FRIDAY EVENING SHARE TIME

- If the Director and Program Coordinator are in agreement, we suggest the Director lead and/or conclude the share time. Since the Director may have had to play the “heavy” all week, this provides an opportunity for that individual to show their spiritual side
- It is important to set an atmosphere in which the participants will respond appropriately to the during 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 altar 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. 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 group 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.

- A cordless microphone is recommended and should be passed around the circle (once around is enough) or passed to those who wish to speak.
- The leader will open with a prayer, and then share a story or personal experience to set the tone and focus everyone's attention. It is a good idea to have a few youth that are willing to 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.
- 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 his or her dorm rooms. No one should spend the night in the Fellowship Hall! Have patience getting everyone in his or her rooms but be firm.

SATURDAY – SPECIFIC

- At breakfast, explain how clean up will work. Emphasize that we have one more site to complete – the Host Church.
 - Pack up belongings and load in vehicles before clean up; clear as much out of the church as possible
 - Report to your Color Group Leader (CGL) for assignment. Color Group Leaders should have a copy of the clean-up assignments and expectations.
 - Have each CGL report to you when their area is finished; recommend you conduct an inspection of each area; if groups are done early, have them assist other teams
 - Ensure all furniture is put back according to room pictures
- Make sure final reports are submitted by all leadership roles
- Ensure all receipts have been submitted and all credit cards have been collected
- Ask adults to return manuals/binders
- Begin closing worship when all jobs are completed
 - Complete evaluations and Future Leadership forms
 - Recognize seniors; talk about their role as young adults in future mission weeks. We need and want them back!!
 - Thank leadership team for their work and passion
- Return keys to Host Church contact
- Take a walking tour of the facility with the Host Church Coordinator to ensure everything is in good condition. Rule of thumb: leave things better than we found them!
- As Director, be the last person to leave

Important Things to Keep in Mind

- Only an elder or ordained minister of the United Methodist Church may consecrate Holy Communion. If you do not have one attending the mission week, check with the host church pastor to see if he/she might be willing to consecrate the elements for Saturday communion services. Be sure you offer a gluten-free alternative if needed for your participants.
- 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, 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 mission week T-shirts.
- 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). The U.M. ARMY National Board of Directors must approve use of the trademark. Be sure that all adult leaders understand the U.M. ARMY trademark policy.
- As the Director, you are expected to be familiar with and uphold all U.M. ARMY policies and procedures. You are also responsible for helping to ensure all leadership roles have completed training (i.e. applicable U.M. ARMY policies/procedures, role expectations, etc.) and received documentation related to their area of accountability (i.e. manuals, checklists, etc.). In addition, you are to help ensure that all participants receive applicable documents and training prior to and/or during the mission week.

U.M. ARMY Finances

U.M. ARMY OPERATIONS BUDGET

The participant fee is set each year while considering the historical and projected cost of operating the mission work and covering the annual organization expenses, offset by projected fundraising and grant funding. 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 sources, etc. Expenses will vary based on host location. While some groups may have services donated in their town (i.e. waste management), others may incur significant charges in their town. Keeping this in mind, you will find the approved budget for your camp week (on a per person basis) in umarmy.net under the “Director” tab in “view/edit budget.” While we encourage you to be prudent in your spending, please do not cut corners. A great number of donations are required to work within your budget. One area that normally receives the greatest amount of donations is food. Please work with your Kitchen Coordinator in asking for donated meals, staples, and paper products.

Expenses for your week will typically include:

- Food
- Construction Materials
- Curriculum/ Programming
- Ice
- Leader Travel
- Office Supplies (please communicate with us if you are in need of these - U.M. ARMY typically has them in stock and can provide them in your director boxes)
- Waste Management
- Host Church Reimbursement
- Showers
- Safety

U.M. ARMY CREDIT ACCOUNTS SHOULD BE USED FIRST IN ALL SITUATIONS WHEN MAKING PURCHASES. **RECEIPTS ARE REQUIRED FOR ALL PURCHASES.**

U.M. ARMY ACCOUNTS

1. The process of establishing necessary lines of credit begins in the spring as the Accountant and Executive Director contacts each Mission Week Director to determine their credit/ purchasing needs. Corporate lines of credit are available to all Mission Weeks, however, in some cases, a local vendor relationship may need to be established.
2. Corporate Cards / Lines of Credit

a. Physical Cards

- i. Chase Credit Card - A Chase credit card will be provided for all camps incurring food costs. This card should be provided to your Kitchen coordinator and used to purchase food only! This card will be turned on at the beginning of your camp week and turned off after the close of the week. Should you need to purchase ahead of time, please contact Kiren Coleman Campbell, Accountant, at kiren@umarmy.org. The zipcode for this card is 77842.
- ii. American Express Card - An American Express credit card will be provided for all camps incurring food costs. This card is for general camp expenses (excluding food and building materials.) This card will be turned on at the beginning of your camp week and turned off after the close of the week. Should you need to purchase ahead of time, please contact Kiren Coleman Campbell, Accountant, at kiren@umarmy.org. The zipcode for this card is 77842.
- iii. Home Depot – Please notify the Executive Director or Accountant to inform them of who will need authorized access to our Home Depot account.
- iv. Kroger – we have two accounts with Kroger, one based in Dallas, one in Houston. Each account has their own cards available. Please indicate on your Director Order Form if you will need this card for camp and which location.
- v. HEB (Texas only) – account available. Please indicate on your Director Order Form if you will need this card for camp
- vi. Prepaid Visa cards – each group will receive a prepaid Visa card. **Please use this card first (for general camp expenses, other than materials!)** To avoid paying fees on this card, it is important we fully utilize its funds first.

Some key instructions:

1. You may check your card balance by calling customer service (800-995-3065) or online at www.awards2go.net. You will need to enter the 16-digit card number printed on your card.
2. You do not need to activate these cards.
3. At the time of purchase, choose “**CREDIT**” not “debit”
4. You may NOT use the card to obtain cash via an automated teller machine
5. When using your card at a gas station do not swipe at the pump; you will need to go inside to pay
6. Additional funds CANNOT be loaded onto the card
7. When entering these transactions into .net, please indicate “Visa”
8. The zip code for the card is 77845

b. Line of Credit

- i. Lowes – our LAR (Lowes Account Receivable) account is an online account which means that the Executive Director will work with the Director to identify the list of participants who will be authorized to use this line of credit. The names provided will be added to the online system by the Executive Director or Accountant. Individuals will be added to the LAR and Lowes4Pros. This process will give users the ability to order supplies in advance online and/or through the Pro Desk at a retail store. Utilizing the online system or Pro Desk method will allow your camp to achieve the greatest discount. With this method, authorized users will not need a physical card. They will just need to give their name and U.M. ARMY's name and phone number (281-479-0103.) Be sure your volunteers indicate that this is a LAR/ Lowes4Pros account.
 - ii. McCoys - 4 weeks before your camp begins, I will request a list of authorized buyers. McCoys uses this file to create an account that is unique to your camp location and week. This helps me track invoices for each camp. The process to set up your account typically takes 2-3 business days, so if you need to add participants late in the process, keep that in mind.
3. As we are a 501 (c) (3) non-profit corporation we are not obligated to pay state sales tax. The corporate accounts have the necessary paperwork to ensure that these taxes are not incurred – however, it is often helpful to remind the cashier when checking out. Sales Tax exemption forms for all host states can be downloaded from the “Director’s Downloads” on www.umarmy.net. A copy will also be provided in the Director Box. Where applicable, the tax-exempt number will be noted directly on the credit card.
4. Approximately two weeks prior to the Mission Week, the U.M. ARMY office will provide credit cards for purchases from approved vendors to the respective Directors. Should you need to begin purchasing sooner, please contact the Executive Director, Scott Atnip (office@umarmy.org.)
5. Directors are responsible for scanning and submitting receipts for all purchases made with U.M. ARMY credit cards and lines of credit on umarmy.net.
6. Prior to the mission week, Directors may request checks from the U.M. ARMY office to be sent directly to suppliers to reserve services such as ice and dumpsters or for payment to specific vendors for the week’s activities. Contact Kiren Coleman Campbell, Accountant, at kiren@umarmy.org or call 281-479-0103.
7. Program staff are discouraged from using personal funds for expenses. However, reimbursements for such purchases will be reimbursed after the mission week is closed and ONLY with the submission of a receipt. Receipts should be scanned into .net before any reimbursement checks are issued. We recommend directors keep the hard copy of the receipts until all reimbursements are properly made.
8. PLEASE do not use cash donations as petty cash!

9. Follow the procedures for submitting expense receipts as outlined on the information on the following pages.

REPORTING FINANCES

U.M. ARMY credit accounts should be used in all situations. If you need an additional line of credit, please reach out to the Executive Director, Scott Atnip at office@umarmy.org.

Receipts are required for all purchases. 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 Director, Color Group Leaders, and Coordinators (Safety, Site, Tool, Kitchen) for travel during the week. Fuel expense is only reimbursed for actual gasoline receipts submitted. It is the responsibility of the participating churches to cover travel costs for Work Team Adults.

DO NOT USE CASH DONATIONS AS PETTY CASH! Please write a personal check for all cash donations and send it to U.M. ARMY along with the donor receipt copy when returning the Director's Box. Please do not mail cash.

RECEIPT PROCEDURES

Keeping track of expenses is one of your most important roles as Director. Some groups will have an administrative coordinator who can assist with the bookkeeping but it is the sole responsibility of the Director to ensure that financial records are accurate and complete.

All receipts should be scanned and submitted through umarmy.net in the "view/edit budget" section under the Director tab. If for any reason you are unable to scan the receipts, please contact the Executive Director, or the Accountant, for further instructions.

The U.M. ARMY office will have a huge number of receipts to process at the end of the season. Please follow these procedures for submitting receipts to expedite accounting and reimbursements.

Expenses should be entered into the on-line system daily. This will help you keep track of your budget and will make the end of week accounting easier. When using the prepaid Visa cards, please note in .net as "Visa Gift Card". When using all other U.M. ARMY payment methods indicate "U.M. ARMY" in the "UMARMY Account or Personal Expense" drop down menu. Examples would include but are not limited to:

1. Home Depot
2. Lowes LAR/ Lowes4Pros
3. McCoys LOC

4. UM ARMY Chase card for Food expenses
5. UM ARMY American Express card for all other expenses.

When a credit card is used:

- Scan the receipt into umarmy.net and record the expense in the “View/ Edit Budget” dropdown menu.
- Each individual receipt should note what budget account to which it applies. For example, food or programs
- For all hard copies of the receipts, please keep vendor credit receipts together – place all Amex receipts together – staple or place in an envelope.
- The Accountant will notify you once all camp expenses have been reconciled and personal reimbursements have been made after the camp season, after which you can destroy the receipts.

When a reimbursement is requested:

- Scan the receipt into umarmy.net and record the expense in the “View/ Edit Budget” dropdown menu.
- Each individual receipt should note what budget account to which it applies. For example, food or programs
- The person who will receive the reimbursement should sort receipts submitted for reimbursement. (For example, all receipts submitted for reimbursement by Tim Toolman should be stapled or paper clipped together with Tim’s name on each.)
- The name of the individual and the appropriate budget category should be written on each receipt. (For example, within the stack of Tim Toolman’s receipts, one receipt may note “building materials” while another notes “Leader Travel.”)

REIMBURSABLE EXPENSES

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

U.M. ARMY desires that registration fees be used for the benefit of the mission program. It is impossible to develop a complete list of what is and is not acceptable to be paid out of these funds but the following should provide an idea of acceptable/non-acceptable reimbursements. If you have any questions, please call the U.M. ARMY office at: 281-479-0103.

Acceptable

First Aid Kit for entire group
Office supplies
Food shared by all participants
Program materials and activities
Dumpster, ice and landfill fees

Host church reimbursement (damage, etc.)
Travel & film expense for pre-site visits
Gas for CGL during the mission week

Not Acceptable

Replacement or repair of tools
Travel between home and the host church
Meals at restaurants
Gifts for participants
Rental vehicles not provided
by U.M. ARMY
Medicine, doctor's visit, etc.

IN-KIND DONATIONS

Donations of varying kinds are often received both before and during the mission week. As an example, the hosting church will often supply an evening meal. This would constitute an in-kind donation and should be tracked. Please track ALL donations from cookies to lumber. Use your best judgment when assigning a value to these donations if an amount is not provided by the donor(s).

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 year(s). This goes beyond actual cash donations. It is very important that we have an accurate accounting of these items so that we can meet these grant qualifications.

By knowing which vendors are offering us discounts, we can be better stewards of our money by making sure that all groups 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 office (281-479-0103). We will be happy to assist you in any way we can.

Please track ALL donations in the on-line system at www.umarmy.net. In the director's dropdown select "view/edit budget". Scroll down toward the bottom of the page and select "Program Donations" to enter all donations, both cash and in-kind.

Finally, we ask that notes of thanks be sent to vendors/everyone that made a donation; in-kind or cash. (Note cards and envelopes have been provided where requested.)

REPORTING CHECKLIST

Use this form as a checklist and include it with your report. All forms and formats are provided to the appropriate Coordinator and are also available on-line at www.umarmy.net. We ask that you complete this checklist **within two (2) weeks of the last day of your mission week**. **These documents are of vital importance to the organization, both legally and financially.** We recommend you work on completing these items as they occur so you are ready to turn this in when your week is over. The Director is ultimately responsible for these items; however, as Admin Coordinator, you may be asked to complete them.

ONLINE:

- _____ 1. Financial records should be completed in on-line system www.umarmy.net
- _____ 2. Statistical information such as Site completions should be completed in the on-line .net system
- _____ 3. All expense receipts scanned into umarmy.net (see above for receipt procedures)

SCAN AND EMAIL to Executive Director (scottatnip@umarmy.org):

- _____ 1. Director's Report Form completed by the Director
- _____ 2. Media reports
 - Newspaper articles - send clippings if available
 - List of radio or TV coverage (link if available)

SHIP to UM ARMY; PO Box 7546 Huntsville, TX 77342 (pay for shipping using AMEX before shipping back #5 below):

- _____ 1. Unused UM ARMY supplies
- _____ 2. Waivers and code of conduct forms signed by all participants/parents and Pastor
Sign off sheets collected prior to or upon registration check-in
- _____ 3. Press and media releases signed by each client if applicable in your region
- _____ 4. Accident /Incident reports properly documented and signed
- _____ 5. **ALL CREDIT AND PREPAID CARDS IN THE PRE-ADDRESSED and PREPAID BUBBLE ENVELOPE PROVIDED.**

National Policies

Policy and Procedure Number: CLDR 1- Selection of Mission Leadership and Adults

Volunteer, adult leadership will be selected based on an individual's demonstrated integrity, leadership traits, people skills, common sense, maturity, wisdom, and Christian faith. Each leadership position candidate (director and all coordinators) must be approved by the Region before the appointment is final.

The most important responsibility of an adult serving the youth in mission is to represent the ideal Christian role model. The moral, spiritual, psychological and physical safety of our youth is of highest importance. An adult whose criminal background, core beliefs, maturity level or known actions would place that safety at risk, does not meet the criteria for participation in the U.M. ARMY program.

U.M. ARMY participants come from a broad range of political and theological backgrounds. While we celebrate the compassionate discussions in love, U.M. ARMY is not the place for adults to encourage or discourage hot button political or theological conversation. Every adult must uphold the best interests of U.M. ARMY youth, the clients and the organization as their top priority.

Sexualized behavior or language on the part of any participant is inappropriate and unacceptable and shall be subject to disciplinary action. Such disciplinary action shall be determined by mission, and in extreme cases, Regional, leadership.

Prior to mission week, the senior minister of each participating church shall attest to the screening of all their participants and to each adult's character and fitness.

Policy and Procedure Number: CLDR 2- Mandatory Training

Mission Directors and Program Coordinators will complete a mandatory training session each year. Other adults attending mission week will complete a training session each year that is provided by the Region. The Region and/or the Mission Directors will direct attending churches to the training session and/or information. Prior to mission week, the senior minister or participating church coordinator of each participating church shall attest to the completion of the training by their adults attending mission week.

Policy and Procedure Number: CLDR 3: Worship and Program Staff

All adult worship and program staff will conduct worship services and spiritual matters in accordance with Wesleyan Tradition and United Methodist practice. The serving of the Sacrament of Communion will be in accordance with the accepted policy of the United Methodist Church.

Policy and Procedure Number: CLDR 4-Adult Volunteers

With the exception of employees of U.M. ARMY, 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 the 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.

Policy and Procedure Number: CMP 1-Location of Mission Weeks

To optimize the youth experience while minimizing personal risk and distractions, host facility selection will meet the following criteria:

Host facilities will not be located in close proximity to a resort or destination location for purposes that would detract from the mission of U.M. ARMY.

Host facilities will normally be located in an area able to accommodate the needs of the participants, including but not limited to areas which offer:

- * Adequate work sites within a reasonable distance
- * Convenient locations for groceries and building supplies
- * Convenient and appropriate shower facilities
- * A reasonable level of safety and security

U.M. ARMY Host facility will be large enough to accommodate the group at a location which will meet the following guidelines:

- * Adequate dormitory space for the separation of genders
- * Adequate bathroom facilities
- * Adequate kitchen space for food preparation and an eating area which will accommodate the entire group.
- * Adequate and appropriate space for worship services.
- * Adequate outside area to manage the storage of tools and building materials and the dispatching of work teams.

Policy and Procedure Number: CMP 2-Printing Shirts

No additional lettering or printing, other than that provided by National, shall be permitted on mission T shirts.

Policy and Procedure Number: CMP 3-Offsite Program Activities

Program activities outside the host facility should be balanced during the week. Due to the fatigue of the participants in the evening, many problems associated with transporting large groups, and the additional exposure on the highway, the evening activities should be done at the host facility as much as possible. Outside evening program activities would include such things as swimming, picnic at a park, dance, etc.

Policy and Procedure Number: CMP 4-Sleeping Arrangements

The Mission Director, for sleeping area control, participant safety, protection of church and personal property, and avoidance of harassment situations, should make sure that there are at least 2 adults in every room of the dormitory area. If two-deep leadership cannot be met in every sleeping room of the dormitory area, the mission week director will arrange to have adults posted in the hallways or common areas of the sleeping quarters. Harassment may include, but is not limited to sexual harassment, hazing, and peer abuse situations.

Policy and Procedure Number: CMP 5-Showering Arrangements

Coordinating the logistics of daily showering for mission week participants is a necessary task for mission week leadership. Directors and/or host coordinators may utilize public facilities such as school, YMCA, health club, state park or similarly situated facilities and/or private homes for participant showering. Regardless of the type of shower arrangements, the following shall apply:

1. A minimum of two participating adults shall be present at the showering facilities while they are in use
2. Youth and Adults shall shower at separate times or in separate rooms
3. All participants shall be encouraged to shower and exit the shower facility in a timely manner
4. Loitering and horseplay shall not be allowed

The following shall apply to public facilities:

1. Mission week leadership shall meet with appropriate facility personnel in advance of the mission week to inspect the facility and ensure it can accommodate the mission week
2. Separate men's and women's facilities must be made available

The following shall apply to home showering arrangements:

1. The host church shall recruit host families from its congregation to provide home showering facility for mission week participants. Host church senior pastors shall provide mission week leadership with written confirmation that host showering family adults have been screened in accordance with Policy and Procedure Number: R/D4 of these U.M. ARMY Policies and Procedures.
2. Host showering family adults may count toward the two adult requirements above if the host church signs off of these adults.

Policy and Procedure Number: PAR 1-Participant Guidelines – U.M. ARMY Mission Weeks

U.M. ARMY is dedicated to youth ministry. Current programs offered under the U.M. ARMY model are:

- High School Aged Programs – completed 8th grade thru completed 12th grade
- Mixed Aged Programs – completed 6th grade thru completed 12th grade
- BASIC by U.M. ARMY / Middle School / JUMMP– completed 5th grade thru completed 8th grade
- College/Young Adult – participants 18-24 years of age.

Young adult participants who have completed their first year of college or who are at least 1 year past high school are welcome to attend High School, Basic, or Mixed Age programs at the discretion of the Mission Director who will assign them supporting roles assisting adult leaders.

Each Region and the Mission Weeks they hold are located in a specific geographic area of a United Methodist Conference or Jurisdiction defined by their Region. Each Region must uphold the Safe Sanctuary policies of their specific conference and program location as well as the Safe Sanctuary Policy provided by U.M. ARMY.

For all High School, Middle School or Mixed Age programs the National policy defines the eligibility age of an adult participant, in a support or leadership role, to be 21 UNLESS it conflicts with the local United Methodist Safe Sanctuary policy, or is otherwise defined herein. If such a conflict arises the local conference policy must be followed by the Region.

Adults serving in support or leadership roles in young adult /college programs must be at least 25 years old.

Due to the team concept of U.M. ARMY, all participants are expected to arrive when the Mission Week begins and will stay until the week closes. No one may arrive late or leave early. Any deviation from this National policy must be discussed and sanctioned by the Mission Director prior to Mission Week.

Policy and Procedure Number: PAR 2-Assignment to Mission Weeks

Participating churches will be assigned to individual host facilities on a first-come, first served basis upon the submission of the registration and required deposit. Churches will be assigned to host facilities at least a one hour drive from their location where possible.

When possible, every effort should be made to assign churches to host facilities where they are similar in participant numbers so there is a balanced group and no single church has an overwhelming presence in a mission week.

Registrations will be accepted from churches in the Region's UMC Conference geographic area. For churches wishing to register in an area outside their Region's geographic area a dialogue and discussion between Executive Director and the respective Regional Director must take place.

Policy and Procedure Number: PAR 3-Adult Church Representatives

At the time of registration, each participating church will designate an adult church representative who will attend the mission week. This individual will be the focal point with the Mission Director for any problem or concern which arises before, during, or after the week. The adult church representative will be notified and consulted on issues of health, discipline, safety, or other serious matters concerning any participant from their church.

Policy and Procedure Number: PAR 4-Denial of Registration Request

Each Region reserves the right to deny any registration request if they believe it to be in the best interest of U.M. ARMY.

Policy and Procedure Number: PAR 5-Adult Conduct

Adults are expected to conduct themselves in a manner which serves as a positive, Christian role model for the youth and which affirms and supports the core values of U.M. ARMY. They should be relaxed and supportive of the youth. They should allow the youth to assume leadership roles and responsibilities on the team, advise when appropriate, ensure all work is safe, and exert authority when common sense requires. Adults should not dominate the team nor should they allow conduct which is unsafe, irresponsible, or unbecoming to U.M. ARMY. Adults are also expected to adhere to and enforce all U.M. ARMY policies and procedures.

Adults are expected to exhibit the highest standards of respect to individuals and should not tolerate degrading actions of any kind or for any purpose.

Policy and Procedure Number: SAF 2-Vehicle Safety

No passengers are allowed to ride in the bed of pickups or in trailers. No youth participant may ride as a passenger in a vehicle driven by anyone under the age of 21.

At the discretion of the Mission Director, college age participants may drive themselves.

Seat belts will be worn by all drivers and passengers.

All drivers must have a current driver's license and proof of valid automobile insurance.

Policy and Procedure Number: PAR 6-Adult to Youth Ratio

In order to provide sufficient adults, each participating church must provide a minimum number of adults for the number of youth participating based on the following ratio:

Minimum of two (2) adults for every five (5) youth for all High School, Middle School or Mixed Age Mission Weeks.. Young adults or college age persons do not count when determining the number of adults needed.

Minimum of one (1) adult for every 3 young adults or college age youth for Young Adult weeks with fractional values being rounded up to the nearest whole number.

Policy and Procedure Number: R/D 1-Mission Week Rules and Discipline

1. U.M. ARMY proudly defines its Mission weeks as a smoke-free, drug-free environment. All participants, adult and youth, are asked to adhere to the no smoking, no use of drugs, and no weapon policy.*
2. Participants are expected to abide by the U.M. ARMY Covenant of Conduct and safety guidelines.
3. Participants are expected to adhere to thoughtful, safe behavior in every aspect.
4. Everyone participates in all events unless physically or mentally unable.
5. No one may leave the host facility without permission of the Mission Director.
6. Dress will be modest and appropriate for a prescribed church related event. No T-shirts advertising alcohol or other objectionable material are allowed. Shirts must be worn at all times.
7. No one may enter the dorm of the opposite sex.
8. The use of personal electronic entertainment technology is strictly prohibited.
9. Cell phones and cell phone use by youth is prohibited
10. Cell phone usage is permitted for adult roles. Adults are expected to use their phones ONLY for the purposes of supporting U.M. ARMY activities. We ask that you respect our policy, as it pertains to our youth, and not use your cell phone for personal use.
11. Awards, skits and presentations should be in keeping with spirituality and not demeaning, crude or offensive in nature.
12. "Paint Fights" will not be allowed due to environmental concerns, the cost of paint, and the negative perception by the public.
13. Non-registered youth, including the host church youth, may not participate, as participants, in mission week activities. Host church youth are encouraged to register and participate in a U.M. ARMY mission outside of their home base. Youth and Adults in the host church and community

are able to attend an event or function provided they are doing so as a member of the church group or community organization acting as that specific group and not as a U.M. ARMY participant. This policy is specifically set in place as our liability insurance only covers registered participants in any U.M. ARMY Mission.

U.M. ARMY reserves the right in discipline cases to send a participant home.

*We acknowledge that law enforcement agents sometimes participate within their jurisdictional boundaries and are compelled to follow laws governing their service weapons. We ask that all law enforcement agents discuss this, at length, with the Mission Director prior to participation. This policy will be incorporated into the Mission Director manual and related adult training materials.

Policy and Procedure Number: R/D2-Misconduct of a Sexual Nature

U.M. ARMY affirms the United Methodist Church current Book of Discipline, Sexual Abuse within the Ministerial Relationship and Sexual Harassment within the Church, which states that sexual abuse within the ministerial relationship and sexual harassment within the church as incompatible with biblical teachings of hospitality, justice and healing. As the promise of Galatians 3:26-29, states all are one in Christ, we support equity among all persons without regard to ethnicity, situation, or gender. While the *Book of Discipline* is written for the church, we adopt paragraph 161i, as the model that U.M. ARMY is seeking to achieve in its operations.

Sexual abuse within relationships occurs when a person in a leadership role engages in sexual contact or sexualized behavior with a participant, client, employee, youth or volunteer.

Sexual harassment is any unwanted sexual advance or demand, either verbal or physical, which is reasonably perceived by the recipient as demeaning, intimidating, or coercive. Sexual harassment includes, but is not limited to, the creation of a hostile or abusive working environment resulting from discrimination on the basis of gender (the *Book of Discipline*, 161i).

Sexual abuse within a U.M. ARMY relationships involve a betrayal of sacred trust, a violation of the Christian role and exploitation of those who are vulnerable. Similarly, sexual harassment must be understood as an exploitation of a power relationship rather than as an exclusively sexual issue.

Misconduct of a sexual nature within U.M. ARMY interferes with its moral mission. U.M. ARMY stands in opposition to the sin of misconduct of a sexual nature in U.M. ARMY operations and society at large and commits itself to fair and expedient investigation of any charge of sexual misconduct within U.M. ARMY and to take action deemed appropriate by the Mission Directors as guided by U.M.

ARMY procedures and the principles set forth in the *Book of Discipline*. Further, U.M. ARMY seeks to create a nurturing environment of hospitality for all persons, male or female, which is free of misconduct of a sexual nature and encourages respect, equality and kinship in Christ.

Policy and Procedure Number: R/D 3-Discipline Procedure

In matters where a participant has violated the rules of U.M. ARMY and disciplinary action is warranted, disciplinary action decisions reside with the Mission Director. The adult church representative of the participant should be involved in any disciplinary action. They can be a big help by giving you background or other pertinent information on the individual.

Other resources that could be involved depending on the offense are the Executive Director, Regional Director, Program Coordinator, the Participating Church Coordinator of the participant and participating Pastors— Most of these people have had years of experience (especially with youth) of dealing with problem cases. They will probably have some insight as to there being a way to modify the behavior of the participant that would allow them to stay in Mission. The goal here would be to fix the problem, not eliminate it if possible.

Regardless of the incident or whether any actions have been taken or not, all disciplinary discussions require the completion of an Accident/incident form which must be filed. The Mission Director must retain a copy and submit a copy to the Regional Director with the Mission Director's report. A copy should be given to the Participating Church Coordinator and the pastor of that church as well and reported annually to the Executive Director.

Policy and Procedure Number: R/D4-Safe Sanctuary Policy – Reducing the Risk of Abuse

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 recognizes 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 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.
 - Exceptions 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 seat belts 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 will 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 adults 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.

Policy and Procedure Number: SAF 1-Use of Hand Tools and Power Tools

Work Teams will be encouraged to use hand held power tools such as electric drills, saber saws, or circular saws where labor laws allow.

The use of power hand tools and manual labor rather than more sophisticated hydraulic or pneumatic tools is purposeful and planned. Teams must rely upon each other and learn to work together to implement solutions for the client on their worksite with the tools at hand focusing on time with each other and the client rather than speed to complete the work.

As an example, adults and youth working side- by-side to scrape paint from homes builds team unity, sharing and strengthens the team. Some of these specialized tools can also pose a significant safety hazard; may require skilled adult operators and should not be operated by any of the youth participants.

Safety glasses or goggles shall be worn by anyone using power tools or while work is otherwise being performed on a worksite.

The safe use of hand tools and power tools should be instructed by each participating church prior to the Mission Week. It is the responsibility of each participating church to ensure that all of their participants have had instruction in the safe use of tools.

Tool Training is ongoing throughout the Mission week. Participants are encouraged to ask for training on the use of any tool they are not familiar with before they use it.

Policy and Procedure Number: SAF 3– Accident and Incident Reports

The Mission Director will ensure that Accident and Incident Reports are completed for every injury. These reports will be included in the final report mailed to the Regional Director. Injury Reports shall be reported to the Executive Director annually and will be reviewed and used to enhance the safety guide procedures. Each accident, injury or incident will be investigated to determine the root cause and recommended preventive actions.

Accidents and incidents requiring treatment at a medical facility shall be reported as soon as practicable to the Mission Director, Regional Director and Executive Director.

Policy and Procedure Number: SAF4-U.M. ARMY LEAD PAINT HAZARD SAFETY PROCEDURE

There is a possibility that some of the older homes may have existing paint, which contains an inorganic lead additive. This inorganic lead additive can cause health problems if a significant amount is allowed to get into your body. Inorganic lead can only get into your body by breathing dust particles or swallowing it. Keeping dust levels to a minimum, wearing dust masks and following good hygiene practices will protect ***you, your client, the local community and the environment.*** Paint that is produced and used today does not contain inorganic lead additives. If you suspect that the client's

home you will be painting contains an inorganic lead additive, then are the basic lead protection procedures to be followed:

1. Exterior Paint: Wear gloves, masks and safety glasses at all times. Remove loose peeling paint with a high pressure nozzle on a garden hose, or pressure washer. If scraping is necessary, ***make sure the surface is damp***. Spread drop cloths and dispose of them when you are done. Do not leave paint chips on the ground or around the house.
2. Interior Paint: Wear dust masks, gloves and safety glasses at all times. Clean surface with a damp rag prior to painting. Do NOT sand or scrape. Be especially careful on doors, door frames, and window sills and frames
3. *Always wash your hands* and face before leaving the work area, eating, drinking, or using the restroom.
4. Pick up and properly dispose of as much of any scraped paint as possible.
5. Place disposed paint pieces in a plastic garbage bag, seal garbage bags and place them in the trash can. If possible, sweep and mop flooring after cleaning up. Wash hands and face *after cleaning* up and before leaving work area, eating, drinking or using the restroom.
6. Reapply lead-free, paint to scraped areas.

Policy and Procedure Number: SAF5-U.M. ARMY ASBESTOS HAZARD SAFETY PROCEDURE

Asbestos is a mineral fiber that was used extensively in older homes in a variety of products and applications such as floor tiles, ceiling tiles, exterior siding, and attic insulation. It is the microscopic fiber that, when inhaled, poses a significant risk factor, especially in large quantities. As long as the fibers are locked into their product and not airborne, they pose no risk.

For our purposes we should avoid removing or handling any asbestos product in a manner that would release fibers into the air. Standard dust masks offer no protection from these fibers. It is not uncommon to encounter asbestos on an older home. This product is typically 12'x24', about 1/8" thick, and installed on the exterior sides with pieces lapping over the top of each other similar to roof shingles. They are very brittle and often the bottom pieces are chipped or cracked. For missing pieces a replacement product is available that does not contain asbestos.

Asbestos siding can be safely water cleaned and painted with no health risks. **DO NOT** sand, scrape, or use a wire brush on asbestos siding.

Policy and Procedure Number: SAF6-U.M. ARMY BIOHAZARD SAFETY PROCEDURE

Latex gloves, or similar, are required when cleaning the inside of a client's home, garage or storage area of debris and refuse. U.M. ARMY participants shall not handle medical equipment and/or medical supplies under any circumstances where a risk of exposure to biohazards exists. In certain situations, masks should be worn to protect from dust and allergens that are in the air. Latex gloves

and masks will give added protection from unknown hazards and unsanitary conditions. Avoid picking up hazardous materials such as hypodermic needles, sharp objects, old car batteries, animal carcasses or any unquestionable object.

Policy and Procedure Number: WS 1-Type of Work at Sites

U.M. ARMY limits itself to the minor repair of homes, maintenance, and modifications for handicap access and weatherization. Typical work would include painting, screen replacement, replacement of broken glass, repairs or replacement of porches, new steps and handrails, wheel chair ramp construction, roof patching and/or new roll roofing, replacement of sheet rock, replacement of rotten wood, and yard work.

Work Teams will not do electrical repairs, plumbing repairs, or build additional rooms to a home. Because of the legal and liability issues NO participant in a U.M. ARMY Mission is allowed to make repairs or do work on the following:

- Electrical components; including but not limited to wiring, plugs, wall outlets, switches, etc.
- Plumbing: including water, waste water, heating or natural gas.
- Major roof repairs.

Work Teams will be assigned to residential home repairs where there is permission from the property owner. The property designated as a U.M. ARMY work site must be owned by the current resident.

In some cases, work at a non-profit, church or local community site is appropriate. This should be discussed with the mission leadership and if needed the Regional Director.

Policy and Procedure Number: WS 2-Radius Limit of Work Sites from Host Facility

When establishing work sites, it is encouraged that all work sites should be selected within a 20 mile radius of the host facility.

