

# PROGRAM COORDINATOR 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

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**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:** 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:** 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

## **Program Coordinator Responsibilities**

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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 Program Coordinator is the person primarily responsible for BUILDING COMMUNITY and facilitating SPIRITUAL DEVELOPMENT during the U.M. ARMY week. This is completed by:

- Creating meaningful worship experiences (morning and evening) and relationships each day and throughout the week
- Attending Program Coordinator training prior to the mission week is strongly encouraged. It is a great opportunity to discuss upcoming Program planning across various mission weeks and share best practices
- Utilizing the Program Toolkit provided by U.M. ARMY. These materials provide a wealth of information and resources that will minimize the work you need to do prior to the mission week.
- Distributing and participating in U.M. ARMY devotions
- Coordinating daily schedule with Director
- Providing team building and recreation time throughout the week
- Coordinating music throughout the week
- Creating Personal Encouragement Books
- Decorating the altar and/or the other facilities to reflect the weekly and daily themes
- Developing the end-of-week video presentation
- Planning for and facilitating share time
- Planning for, setting up and overseeing Prayer Journey stations
- Assisting the Director in various activities, especially the planning and execution of Community Celebration

### **Celebration**

Celebration is the glue that sticks the participants together, the bonding, and the energizing fluid that fuels the program. The spirit is very important. We are able to make this happen with prayer before and during the week, solid planning and your creativity! It is up to you and the Director to agree on the schedule for the week. Remember; be flexible because things happen during the week, which may require you to have to alter the schedule. Encourage small work groups to share with their color groups if something happened at their work site, which was special. You may also have one story shared from each color group with the whole program. You can mix things up every day or you can have a color group of the day, which helps you with everything that day. Some programs have glass

chalk they use to mark up the small work group car windows on Monday morning. Display all the print pictures on the wall every day - everyone likes to see themselves in pictures!

Other suggestions are using a top 10 format in the evening based on events that happened during the week, placing a “news scoop” box out and then having an evening “News Report” using what everyone submits to the box each day. Make sure that these stories get screened before they are read to the entire group.

When you visit the sites throughout the week, take snow cones, popsicles, ice pops, ice-cold watermelon, frozen grapes or something else and make it fun.

Music is key to celebration. Bring good music. You can play it in the morning at breakfast, in the evening as you wait for dinner, during leisure time, etc. Check to see if any of the participating churches has any musicians who can play during the week - bands are great if they want to bring their instruments. You can also use music for wake-up time - not a pleasant chore! If possible, have one person on your team be responsible for all music.

## Recreation

Recreation is an important part of U.M. ARMY. After a hard day out on a work site, it will be time for some recreation, fellowship, and fun. Each evening an activity should be planned which encourages a time of active release. The activities should not be complicated. They should be relaxed times of fun. Activities might include swimming, square, line, or fun dancing, funny talent shows, games night. Also, short periods of free time should be observed for relaxation and maintenance of personal relationships. If possible, a brief period of free time should be allotted before lights out each evening. It is also good to know that after people have showered, some may not want to get hot and sweaty again. Check with the Host Church Coordinator for any ideas they may have for things in their local community. Remember - you don't have to go somewhere or spend a lot of money to have fun!!

## Worship

Program Teams are strongly encouraged to utilize the program materials created by U.M. ARMY National Programming staff. Time, effort, money and prayer have been poured into these materials to create theologically sound worship materials that tie into the overarching theme for the week. The program resources provide scripture readings, prayers, music, videos, message blocks and prayer journey content that makes planning worship much easier for your team.

Worship for each U.M. ARMY community should be a time of creation, reflection, renewal and peaceful celebration. In establishing the proper atmosphere, worship leaders would do well to avoid two opposite and equal dangers. On the one hand, the service should not be so rigid that all spirit and enthusiasm is doused. On the other hand, too much informality will decrease the likelihood of a fully meaningful worship experience. Participants should be able to engage in spirit filled exciting/reflective service, while also enjoying the love and companionship of friends. The spiritual message should always be positive and not too lengthy. Worship leaders can provide the best experience by doing two things: plan ahead and practice. Know ahead of time where worship will be, which songs will be sung, who will read, who will lead prayers, where to stand, etc. Walking through the service beforehand is a good idea. Try to incorporate the theme throughout the service.

## Worship Elements

### ● Gathering

Having a worship area separate from all other activities is helpful. The worship area should be prepared before participants enter. Low lighting and candles are appropriate, and guitar music or taped music should be going. Seat everybody as close together as possible and as close to the front as possible. Leaders may decide that it is not necessary for work groups to sit together so let everybody know the rule before you go in. Included in the program materials for the week is a journal. Sufficient copies will be available so every participant will receive a journal and use it to record their own thoughts and reflections throughout the week. Then, give them about 10 minutes to work their way through the questions and reflections given for that day. Anyone who does not wish to journal could be encouraged to simply sit quietly while everyone else journals.

- Traditional Greeting and Opening Prayer

Keep the greeting simple such as: The grace of our Lord Jesus Christ be with you! (they respond: And also with you!) Let us pray... The opening prayer should be brief and preferably composed and read by one of the participants. This prayer should be an expression of gratitude and praise, and an enthusiastic anticipation of events ahead.

- Hymn/Song

Any number of hymns or songs would be suitable for worship. Be sure that participants have an opportunity to learn unfamiliar music sometime before worship. Don't be afraid to open the hymnal. You will want to make your worship slides or presentation in advance. This will be helpful to all participants.

- Scripture

Select from among the group a different reader for each service. Spread the wealth among the youth, adults, work groups, leadership and different participating churches. Be sure and give the reader plenty of advance notice so he/she may have time to practice. Use the U.M. ARMY provided daily theme

- Sermon/Message Blocks

A sermon, in the simplest sense, is an interpretation of the Scripture previously read. At their best, sermons answer the question, So what? And joyously proclaim good news. Sermons at U.M. ARMY may be presented in a variety of ways including, but not limited to, a skit, a dramatic reading, a parable, or a story. Perhaps someone would like to explain the meaning and power of the scripture reading in their life. The sermon may be presented by you, a worship leader, an individual, or by a work group. In any case, the sermon should be brief and to the point. Five-ten minutes should be about right. If you ask an individual to speak, please be sure that it is not someone likely to ramble, or who might be painfully shy. As always, notify people in advance so they have time to prepare.

Sermon blocks are included in the Program material you will receive from National. These are very helpful to whoever is giving the message/sermon. It is not recommended that the sermon block be read exactly as written. It's provided as recommended wording and to help the speaker prepare his/her own thoughts. Personal stories, object lessons, and other personal touches to the provided wording adds a deeper dimension to the sermon.

- Prayers

This time can provide a good opportunity for participants to pray aloud for clients, friends, family and global concerns. Some explanation will be necessary, however, prior to the first session. This style of prayer requires one person to be the leader, acting as a kind of moderator (you may have to repeat into a microphone if it is hard to hear). The pattern is like this:

Leader:	Let us offer up our concerns to God.....
Participant:	For our client Mr. Green .....
Leader:	Lord, in your mercy,
All:	Hear our prayer.

The leader may ask some people to be prepared to call out a prayer request. Once everyone becomes accustomed to this, the number of prayers may increase significantly. For this reason, the leader needs to keep things rolling quickly.

- Dismissal with Blessing  
Any blessing will be appropriate. You can hold hands and sing a blessing if you wish. Extend an invitation to come to the rail for a silent prayer or leave quietly. If some come to the rail, you (your team) should be standing by in case they need someone to pray with.
- Holy Communion  
Holy Communion can be held at any worship service you select during the week. Some believe it is more effective later in the week. Please remember that United Methodist policy states that ***only an ordained elder may bless (consecrate) the elements***. If one is not available, you may ask the host church pastor to preside. This sacrament is the highest expression of unity with Christ in the Christian worship, and since participants in U.M. ARMY have united themselves with Christ by working on behalf of God's children, no program should miss out on an opportunity to celebrate the Eucharist.

## Mission Week Preparation

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- Prepare and organize as much as possible ahead of time. Communicate regularly with every member of your Program Team.
- Planning and preparation tasks are key to this role and team. It is expected that you utilize the Program materials created by the National Programs Director. Certainly, adjustments can be made to meet the needs of the group, etc.; however, the expectation is that the National materials be utilized as fully as possible.
- Attend the U.M. ARMY Program Coordinator (also called "Program Reveal") training meeting and get the program packet. Start building your Program Team and include them in the planning and execution processes.
- Visit the Host Church; include your Program team if possible
  - Meet the pastor, church staff, and Host Church Coordinator.
  - Tour the facility
  - Identify areas for all your program activities – worship, recreation, prayer journey, etc.
  - What worship systems and equipment will you have access to throughout the week
  - Wifi – assess the strength of the internet connections in the sanctuary and any other room. Consider hot spots to ensure you have the necessary connections.
  - Are communion service materials (goblets, etc.) available from the church for use by U.M. ARMY? Be sure to have gluten-free options during communion.
  - What altar items are moveable?
  - Are there particular things or areas that are off limits to U.M. ARMY?
  - Determine the location for the Program "Office"



- With the help of your Host Church Coordinator and Director, line up evening recreation. Leverage your Programs Team to assist. It is recommended that you try not to leave the church more than one or two nights during the week.
  - Recommend you avoid activities that limit the number of participants at one time, or that hinder group dynamics/interactions, such as going to the movies.
  - If you go somewhere which charges a fee, try to get a discount (free would be even better!).
  - Be sure to check with any facilities, including parks, ahead of time to ensure a large group can gather
  - Some ideas for activities:
    - Swim night/water games
    - Luau
    - Volleyball
    - Family Feud
    - Movie Night (outside or inside)
    - Bible Jeopardy
    - Skit Night
    - Frisbee Golf
    - Square Dancing
    - Tool Olympics
    - Whose Line is it Anyway
    - Lip Sync Battle
    - Minute to Win It
    - Cookout
    - Talent Show
    - Bowling
    - Escape Rooms (create your own at the church)
    - Game Night
  
- Make plans/arrangements for Personal Encouragement Books
  - Participants have the opportunity to give each other encouragement and appreciation notes throughout the week. There are three options:
    - Poster boards in color of the respective color group. Pictures and names are put in the middle of the poster and everyone can write on the poster.
    - White bags can be used with the picture and name applied to the color group color border glued to the bag. You would need to supply colored note sheets (with the theme on it) for people to write on and stick in the bag.
    - A simple booklet with the theme and their picture on the front with blank pages inside to sign. An 8.5" x 11" folded in half works well.
  
- If you are going to present your slide show digitally, i.e., with PowerPoint®, secure the use of an LCD projector, movie screen, digital camera, and/or scanner, along with a computer capable of handling those peripherals. U.M. ARMY may have projectors and portable sound systems available. Also, be sure to test all of the equipment out before the mission week to be sure that you (or someone on your Program Team) knows how to use and connect all of the equipment. Use several digital cameras.

- Develop a plan for rainy day activities in case a day's work is interrupted by heavy, constant rain. It can be something like singing and games at a senior citizens center or a nursing home. Encourage the Director to work with the host church contact and/or pastor to seek community options that will aid your group in meeting the U.M. ARMY goal and also facilitate the mission of the local church.
- Validate with the Director the number of participants, number of color groups, and the colors designated for the color groups. Include the base camp team, which can be a separate color group or may be split up among the other color groups.
- Work with your Program Team to create a worship plan for each day that incorporates youth, young adults and adults in various aspects of each worship service.
- Ensure Lunch Devotions are printed for each team
  - Lunchtime is an important part of the day. Each person in a small work group takes a noon devotional to share with each other and their clients. This helps the youth get to know one another better and keeps them focused on the importance of the work they are doing that day. This can also help the client to feel a part of the group — allowing for greater learning and sharing to take place. The work team and the client can learn from each other. Lines of communication are opened, and a sense of trust and bonding takes place.
  - Daily Lunch Devotionals are provided in your Program Coordinator materials. The noon devotionals can be placed at the end of the table where lunches are made, or they can be included in the vehicle packet for each work team.

## **During the Mission Week**

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- Stay on schedule by encouraging everyone to adhere to the printed and posted schedules. We highly encourage you and your team to get as much rest as possible at night. Do as much as you can during the day throughout the week, so you are not staying up all night working on Programs for the next day.
- The daily preparation activities for evening activities and worship will be very busy! Divide and conquer by assigning tasks across your team that allow for parallel activities. Try not to have the entire program team doing everything together – you'll find yourself short on preparation when that happens!
- Build Community! Set a positive Spiritual Example! Be your BEST!

## Sample Daily Schedule

Program schedules will differ slightly, depending on location and/or facilities. The Program Coordinator and Director work together to determine the schedule for each individual day prior to the mission week. The following is a **sample** schedule.

6:50 AM	Rise and Shine	
7:15 AM	Morning Worship	Lead morning worship
7:30 AM	Breakfast	Distribute devotions
8:00 AM	Group's load tools	Be in the parking lot spreading good cheer; solicit prayer requests
8:30 AM	Leadership Meeting	Ensure at least one member of your team attends. Bring prayer requests so the Leadership team can pray for the teams.
9:00 AM	Preparation Time	Begin your day by having a Program team meeting and making preparations for your evening program and worship. Visit work groups at the sites during the day. Take cold towels, ice pops p/or candy to hand out. Feel the pulse of the groups and adjust the evening program accordingly. Take digital/slide pictures.
12:00 PM	Lunch	If possible, join a work group or the leadership team for lunch and devotion.
2:30-4:30 PM		Showers according to the director's schedule. Have options available as teams return from the work sites for free time (table games, music, etc.)
6:00 PM	Supper	Meal blessing
7:15 PM	Recreation/Activity	Lead evening fun activities.
9:00 PM	Worship	Lead worship, incorporating youth and adults into the service.
10:00 PM	Adult Meeting	Help adults process and solve team problems/concerns. Your team may be asked to supervise youth during this time.
11:00 PM	Lights out	

## Sunday Afternoon (before participants arrive)

- Set up Program area(s)
- Set up altar and worship area
- Determine where to have group pictures (outside if possible, inside as a weather back-up)
- Hang banners/decorations.

## Sunday Evening

- Group Picture: Arrange for someone outside your group of participants to be the photographer. Check out the best site, outside steps are great if possible (do this during your pre-site visit). Everyone should be in their U.M. ARMY shirt; no hats or sunglasses should be worn.
- Group Mixers and Team Building Games: This is the energizing time - fun, relaxing, loosen up and start meeting one another. Bring many ideas for games, supplies for each, and solicit help

with the games. Remember, a good beginning on Sunday makes for a great week. Celebration is an important part of all we do at any U.M. ARMY work program. Building community as participants arrive and throughout the week helps create a sense of family, acceptance and fun.

- Orientation/Rotation Time: On Sunday, each area of responsibility takes turns explaining their role to all participants. The Program Team is involved in this activity. Programs typically have two stations: one for picture taking and reviewing the Personal Encouragement Books and another to review worship plans for the week, solicit speakers/participants and musicians in worship, discuss lunch devotions, and answer any program-related questions.

#### Station 1

- Take individual pictures for personal encouragement posters/bags.
- Explain personal encouragement posters/bags/booklets
  - Only positive and supportive notes.
  - The more you write on others, the more others write on yours!
  - Anything written or drawn which is in poor taste or would cause embarrassment will result in the poster being destroyed and replaced
  - As a member of the program team to be looking for inappropriate comments in any of these mediums.
  - Have FUN. *It is contagious!*

#### Station 2

- Discuss daily devotional and how to use them.
  - Discuss morning devotional.
  - Discuss the program theme and daily themes.
  - Discuss evening activities.
  - Get volunteers to help with worship, morning devotion, skits, singing, etc.
  - Cover the rules and program expectations.
  - Have FUN. It is contagious!
- Sunday Night Worship: conduct opening worship

#### Monday

- Make sure lunch devotionals are distributed each morning.
- Take print pictures to be developed for personal encouragement posters/books.
- Create and hang personal encouragement posters/books.
- Get out to sites and start taking pictures. During the morning leadership meeting, coordinate with other leaders as to who will be taking pictures at which work sites.
- Emphasize a Color Group of the day - visit, take pictures, show pictures in the evening, and get them to help lead worship. Make their sites a priority for the day.

- Visit your recreation site to be sure everything is ready for the evening.
- Check your supply needs for recreation – get any last-minute supplies.
- Lead evening recreation activities.
- Review the evening worship schedule with the program team. Ensure the elements of the evening worship are well coordinated and organized.
- Lead evening worship
- Set up an online place for everyone to share photos with you (Google drive) and make sure all adults know where to find it and how to use it. Recommend photos be taken horizontally for use in the slide shows.

### Tuesday through Thursday

- Make sure lunch devotionals are distributed each morning.
- Have your program team visit teams at work sites for encouragement and to take pictures (keep up with who you visit to make sure you visit all the teams the first two-three days).
- Emphasize a Color Group of the day - visit, take pictures, show pictures in the evening, and encourage them to help lead worship.
- Visit your recreation site to be sure everything is ready for the evening.
- Check your supply needs for recreation – get any last-minute supplies.
- Review the evening worship schedule with the program team. Ensure the elements of the evening worship are well coordinated and organized.
- Be ready to roll with recreation, celebration, and worship each evening.
- Create a community. Evaluate each team's teamwork and small group relationships.
- Check with the Director on who will be leading prayer; including any prayer requests; remember confidentiality
- Tuesday: Dinner Out for Wednesday – work with your Director to coordinate restaurant choices for dinner out on Wednesday
- Wednesday: Dinner Out and Prayer Journey
  - Work with your Program Team and other base camp team members to set up Prayer Journey
- Thursday: Community Celebration Night (NOTE: your mission week may have this on an alternative night). Work with your Director to coordinate Community Celebration activities, including slide show, worship (if applicable), music, and decorations.

### Friday

- Assemble the video or slide show presentation that will feature the entire week's activities. Include music with your slide presentation
- Work with the Director to coordinate Share Time
  - Do not start the share time too late, set an ending time and stick with it.
  - If the Director and Program Team are in agreement, we suggest the Director lead the share time. Since the Director has had to play the "heavy" all week, this gives the Director the opportunity to show their spiritual side.
  - It is important to set an atmosphere in which the participants will respond appropriately to the share time. It is suggested that the lights be turned down, and candles (representing

the light of Christ in our lives) be placed in the center of the room. The candles, cross, or other altar decorations used throughout the week are good to have as a central focal point.

- o 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 a pillow to sit on if they wish. Lying down during share time should be discouraged, as well as multiple pillows, blankets, and sleeping bags.
- o At the end of Friday night worship, and again just before share time, the leader needs to set the tone and expectations. Share time is an opportunity for each participant to tell everyone else how they have seen God at work during the week, and how they have experienced God as a result of this week. 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.
- o For a large group, a microphone is recommended (cordless if possible), to be placed in the center of the circle, passed around the circle (once around is enough), or passed to those who wish to speak. Each person will have only one chance to share (5 minutes maximum per person).
- o The leader will open with a prayer, and then share a story or personal experience to set the tone and focus everyone's attention. Tell the group how you have seen God working through each one of them as they have been the hands and feet of Christ, and how they can be the lips of Christ as they share their experiences.
- o It is a good idea to have a few youths 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.
- o The Program Team is the last to share, focusing on why you participate, why U.M. ARMY is so important, why being a Christian is important to you, and how faith can bring meaning to our lives.
- o 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 posters. At the end of the grace period, have everyone go to their respective dorm rooms for the night. back to his or her dorm rooms.

#### Program Supply List

- P.A. system(s), connectors and microphone (3). Check with the U.M. ARMY Regional Director if you need these items.
- Portable sound system and mic for Community Celebration Night presentation.
- Computer, video projector and screen, check with the U.M. ARMY office if you need these

items.

- Printer, printer ink and required cables, blank CDs and/or DVDs
- Extension cords (several lengths), power strips, and 3 prong adapters
- Digital photo paper
- Digital camera(s)
- Poster board, bags, or a combination for personal encouragement (in colors of the color groups)
- Fine line markers for encouragement books/posters and colored note sheets if using bags
- Tape (masking, duct, and clear), tape or other sticky element that can be used safely on walls
- Scissors
- Pens and pencils
- Push pins
- Clothesline for hanging if you can't put things on the walls
- Worship supplies (candles, candle lighter, altar items, etc.)
- Prayer Journal Books - supplied by the U.M. ARMY office
- Communion juice and bread
- Flash drives or other ways, such as a Google shared drive, to share pictures with participating churches and your regional office
- Recommend you use a scanner and/or a digital camera along with presentation software and a projector to create and present the daily and end-of-week slideshows.

## Reminders

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- Holy Communion can only be consecrated by an elder of the United Methodist Church. If you do not have one on the program team, check with the host church pastor to see if they might be willing to consecrate the elements for Sunday communion services.
- All U.M. ARMY participants are volunteers. This precludes the hiring of any team members, program or otherwise, either using U.M. ARMY funds or money from participating churches. This does not preclude the paying of an honorarium for a one-time event such as a square dance caller for one evening, but rather applies to hiring someone for multiple day occurrences.
- No additional lettering or printing, other than that provided by the National U.M. ARMY offices shall be permitted on program 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). Use of the trademark must be approved by the U.M. ARMY National Board of Directors. Be sure that all adult leaders understand the U.M. ARMY trademark policy.

- Program activities outside the host church should be limited during the week. Due to the fatigue of the participants in the evening, issues with transporting large groups, and the additional exposure on the highway, try to do as much of your evening activities as possible at the host church.
- U.M. ARMY work teams never accept compensation in any form of payment from clients.
- Plan for some down time each day for adults and youth to provide some free time and time for rest.

## **NATIONAL APPENDIXES**

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### **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 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:** 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 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.

1. Reapply lead-free, paint to scraped areas.

## **REGIONAL APPENDIXES**

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- **Regional-specific information applicable to this role**