

SITE 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

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

Site Coordinator 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 Site Coordinator is critical to the success of any mission week. Preparation is the key and requires close coordination with the Director, Host Church Coordinator, and referring agencies. With the addition of the new on-line system in 2013, the Site Coordinator's role is now easier to manage and more efficient.

Quality of work is important. The work we do, we do for Christ. "Whatever you do, work at it with all your heart, as working for the Lord (Col 3:23a)... "It is the Lord Christ you are serving (24b)." "Serve wholeheartedly, as if you were serving the Lord..." (Eph 6:7a) "...I tell you the truth, whatever you did for the least of these brothers of mine, you did for me." (Mt 25:40) The painting, the porch, the yard work, it is as if we are doing it for Christ, it is Jesus' house. Christ does not demand perfection in what we do, but He deserves our very best, and excellence should be our goal. Once again, the key to success in this role is to be totally prepared.

Referring agencies are a primary source of referrals, which then become work sites during our mission week. The responsibility for contacting the referral agencies and working directly with them to obtain referrals is the responsibility of the Site Coordinator with support from the region.

In either case, it is your responsibility to:

- Work with referring agencies regarding site inventory
- Arrange pre-site visits for at least 75% of the referrals prior to your mission week
- Locate and mark sites on the local map
- Input and update data into the on-line system
- Assign work teams to work sites based on input from the Director
- Keep current with Color Group Leaders and Teams during the week
- Complete required documentation prior to leaving for the week

Once again, the key to success in this role is to be totally prepared before your mission week begins. Communication with the Director and taking ownership will assure a great week for the youth.

The main activities of your role can be broken down into the following categories:

- Preparation – includes contacting referral agencies and conducting pre-site visits to potential work sites.
- Organizing Site Materials – includes assembling work team site packets, mapping sites, and preparing materials lists for the Tool Coordinator.
- Assigning Work to Teams – delegation of the work sites to specific teams for completion of the work to be done.
- Monitoring – involves keeping track of teams and their progress on work sites. May also include assessment of materials required and obtaining additional work sites.

Mission Week Preparation

Preparation is the first step for success at the work site. Thorough pre-site visits that produce detailed work write-ups are a key tool that will help you reach the goal of being totally prepared. To prepare for these pre-site visits, the Site Coordinator will:

Contact referral agencies for work site referrals.

Gather and manage referrals using the on-line system

Gather a team of people, preferably representatives from each participating church, willing to spend some time prior to the mission week to:

- o Identify work sites that are suitable for our work teams
- o Produce a detailed work write-up of each site that includes a materials list of building supplies

Assemble necessary packets for pre-site visits, work teams and Color Group Leaders.

Recommend organizing these in a box, crate, or file folder.

From these detailed work write-ups and materials lists will come a complete list of building materials to be ordered by the Tool Coordinator and available the first day of the mission week.

ONLINE SYSTEM for SITES

- U.M. ARMY provides an online system for Site Coordinators to track, monitor and finalize information about referrals and work sites.
- Once contact has been established with an agency, you should enter the agency information into the on-line system using the “Manage Referral Agency” option.
- This will generate a link that is unique to that agency. A representative from that agency can then click on that link to enter client information. You will have immediate access to that information.
- Use the “Create a Site” option to enter site information manually yourself.
- Use the “Manage Sites” option to keep track of how the site is progressing from pre-site, to ready to dispatch, to active, to completed.

CONTACTING LOCAL REFERRAL AGENCIES

- Contact local service (referral) agencies. Work with your Mission Week Director and/or Regional Director for possible contact information. As soon as you know the area in which you will be working, and the approximate number of work teams participating in your program (this should be around three months prior to mission week) contact the State and Local Agencies on Aging, State Department of Health, and any other local agencies to inform them that U.M. ARMY will be volunteering in their area. Be sure this contact is coordinated with your Director and Host Church Coordinator. Often local churches, shelters, and support agencies locally will know of those in need of our services.
- Explain that U.M. ARMY stands for United Methodist Action Reach-Out Mission by Youth and that we are a group of volunteers that expresses God’s love by assisting those who are in need by:
 - o Repairing and /or constructing porches, steps, handrails, wheelchair ramps, windows, floors, walls, ceilings, etc.

- o Painting and yard work
- o Visitation
- Explain that we will be in their area for a week. We will arrive Sunday and stay in a church. We usually depart on Saturday morning. Our actual work days will be Monday through Friday. We will accomplish as many projects as we can based upon prioritized needs. Be sure not to promise that we will get to all the sites or be able to complete all the work they need done. We prayerfully consider all the needs, the number of volunteers, the skill sets of the adults, the urgency of each request, along with other factors.
- Explain the number of people participating in the mission week and the approximate number of sites we hope to accomplish. Typically, there is one site for every 2-3 participants, depending on the difficulty of the project. Also be sure to indicate that we may not be able to help everyone. Please keep in mind that the number of sites is not the most important aspect of the U.M. ARMY experience. We are there as Christians to help others, to learn the true meaning of love and respect for others and ourselves, and to grow spiritually. Also inform them of the types of projects we don't undertake.
- After the agent understands our organization, they will need to make a list of possible clients in the area and the needs that exist. The Referral Agency should be given their link and a separate referral should be filled out on-line for each homeowner. They will usually supply the name, address, phone number, medical consideration and work to be done. It is recommended the work sites be kept within a 20-mile radius of the host church.
 - o Be sure the agency is aware of all critical dates including:
 - deadline for referrals
 - The deadline for ramp referrals will often be sooner than other projects to allow time for design, permitting etc.
 - pre-site date
 - dates of mission week
 - client night - date and time
 - o It would be helpful if the agent would organize the clients by quadrants in the region. This will greatly assist the pre-site inspection team in planning their trip. You can then assign 2-3 teams per quadrant and the time spent traveling/searching for these clients will be reduced.

PRE-SITE INSPECTIONS

- Pre-site visits are an extremely important first step for a successful, rewarding, and meaningful experience in the mission field. A thorough and complete pre-site visit is one of the most important aspects of making the "work" part of our mission week go smoothly and efficiently. Although this is a time consuming, and seemingly thankless task, it pays big dividends in the end.
- The purpose of these pre-site visits is to identify appropriate work sites and produce a detailed work write-up with an accurate building materials list for each work site

- Assemble Pre-site Inspection Teams
 - A pre-site inspection team consists of at least 2 people; one experienced U.M. ARMY person and a driver. (A driver from the Host Church is ideal; contact the Host Church Coordinator for help finding drivers.) The number of teams depends on group size, available volunteers, and amount of time available. Teams should include people from all participating churches if possible. College youth with U.M. ARMY experience is an excellent resource.
 - It is highly recommended that all of the Color Group Leaders be part of the pre-site inspection teams. Check with your Director to confirm whether or not these role assignments have been completed prior to the pre-site inspection day.
 - It is critical to recruit individuals who are familiar with construction and/or who have had the U.M. ARMY Ramp training, as they will be most helpful with ramp and construction referrals.

EQUIPMENT AND SUPPLIES

Each team should have the following:

- U.M. ARMY Site Referral Forms printed from the on-line system. Notes can be completed directly onto these copies.
- Clipboard with blank paper
- A 20 foot or longer measuring tape
- A digital camera or cell phone to take pictures of the home and work areas
- Large, pre-printed site numbers (these are included in the site pictures to make it easy to recognize the site from the picture and map it to the site packet)
- Maps of the town and County. A GPS is MOST helpful
- Insect repellent
- Water
- Copies of "Projects for U.M. ARMY"
- Copies of client handout with critical dates filled in
- An invitation to "client night"
- Photo Authorization Form
- Pens/pencils

HOW MANY SITES DO I NEED?

- As a general rule, figure 1 (one) site for every 2 – 3 participants. Also, expect that approximately 15 - 20% of the work at sites will not be suitable for a U.M. ARMY work site. Thus, a program size of 100 can be expected to complete 35 – 50 sites, depending on difficulty, selected from an initial list of at least 65 or more referrals.
- It is important that work sites be kept within a 20-mile radius of the host church.
- Your goal should be to complete at least 75% of the needed pre-site inspections prior to the mission week. A 100% completion qualifies you for sainthood and will make your mission week experience positively delightful!

CONTACT WITH HOST CHURCH COORDINATOR

- Contact the Host Church Coordinator to let them know when the pre-site inspection teams are coming. Depending on the distance traveled, you may want to spend the night at the host church.
- Explain to the Host Church Coordinator the purpose of your visit and the benefit of having drivers from the host church who are familiar with the area and ask if there might be any available on the day of your visit. Interaction with members from the host church is an excellent way to involve the church in U.M. ARMY.

CONTACT WITH POTENTIAL CLIENTS

- Although the referral agency may have informed the potential client of the pre-site date, it is important to call each referral the week prior to pre-sites to remind them what day we will visit. Elderly clients can sometimes be confused thinking the pre-site date is the date of the actual work so try to be as clear as possible that this is just a visit to evaluate if we may be able to help.

Pre-Site Day

- Assemble inspection teams at the host church. Pay close attention to teams who will be pre-siting ramp or construction projects. Make sure each team has adequate supplies. Review the following IMPORTANT GUIDELINES with your team:
 - o Never promise that we will work on a client's house. It is unlikely we will be able to work on every site, completing every task.
 - o Be selective. Choose sites and jobs that we can handle, finish, and accomplish with excellence. Do not choose sites that are beyond our limited capabilities and resources.
 - o Be as thorough as possible in your inspection. Every 5 minutes spent inspecting saves about an hour of wasted time at the work site.
 - o If possible, make notes of possible public restrooms near each site.
- When you reach the work site:
 - o Introduce yourself to the client, mention the referral agency, and that you are from the Methodist Church. Explain that there will be a youth work group in the area and that the house is being *considered* for minor repairs free of charge to the client.
 - o Check with the client to make sure that the house is not rental property. U.M. ARMY does not work on rental property.
 - o Inquire about any homeowner association restrictions, guidelines or approval process.
 - o Ask to see what their needs are, keeping in mind the things that we do, and do not do. All work must be *necessary*. Note jobs that you consider a priority.
 - o “Under-promise”, so the work team can “over-deliver”. You may need to explain that we are an all-volunteer youth mission organization, not skilled craftsmen. We are unable to take on extensive, complicated repairs. We cannot solve all of their problems, but we will do the best we can within our abilities.
 - o Ask if the client will be home during the mission week.

- o Explain that we will provide our own food and drinks.
- o Invite them to the Community Celebration Night

- o Spend enough time at the site to make a detailed description of the work, necessary tools for the job, and a complete materials list. Fill out the Pre-Site sheets completely, including driving directions. Take plenty of pictures; a picture is worth a thousand words.
- o When taking pictures ensure that you include a pre-printed site number sign in all pictures to help identify the client's home. This is a huge help when assembling site packets!

- Team Packets – assemble supplies and packets for each pre-site team

<ul style="list-style-type: none"> ✓ Pre-site forms and materials lists ✓ Clipboard with blank paper ✓ A 20 foot or longer measuring tape ✓ A digital camera to take pictures of the home and work areas. ✓ Photo Authorization Forms ✓ Pens/pencils 	<ul style="list-style-type: none"> ✓ GPS, maps and directions to each site ✓ Insect repellent ✓ Water ✓ Copies of client handout with dates filled in (English & Spanish if needed)
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- Never promise that we will work on a client's house. It is unlikely we can work on every site.
- Be selective. Choose sites and jobs that we can handle, finish, and accomplish with excellence. Do not choose sites that are beyond our limited capabilities and resources.
- Be as thorough as possible in your inspection. Every 5 minutes spent inspecting saves about an hour of wasted time at the work site

APPROPRIATE PROJECTS FOR U.M. ARMY

New Construction

Wheelchair Ramps
Steps
Handrails
Wooden Porches
Enclosed Porches
Small Sheds
New Doors (pre-hung)
Screen Doors
Shelving
Drywall

Repairs

Porches
Floor Boards
Saggy Floors
Window Glass
Stuck Windows & Doors
Window & Door Screens
Rotten Siding

Maintenance

Yard Clean Up
Yard Work
Painting Exterior & Interior
House Cleaning

PROJECTS WE DO NOT UNDERTAKE

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
Room Additions
3rd Story Painting
Appliance Repair
Work on Rental Pro

Organization Activities/Post Pre-Site

BUILDING MATERIALS

From your pre-site visits and work write-ups, compile a complete materials list for the beginning of the mission week. Give this list to the Tool Coordinator so these items can be purchased, delivered, and available for the morning of the first day.

Keep in mind that it will not be necessary to purchase all of the items for all of the sites, but enough for the first assignments so that each work team can get what they need Monday morning and “hit the ground running”. Additional materials can be purchased as needed throughout the week.

MAPPING SITE LOCATIONS

The on-line system will automatically map the route from the host church to the site using Google Maps. This map is printable for anyone wishing to drive to the site. But you may want to have an overview of all site locations. Get a good map of the area where you will be working. On the map(s) locate each site with a pin or dot, and identify these sites by number, color, or whatever works for you. Some have found it helpful to divide the map into quadrants, or zip codes, as a means of being better organized and keeping color groups together.

ASSEMBLE WORK TEAM FOLDERS

Each work site is assigned a number, and all pertinent information for that site is entered on-line. It can be printed prior to the mission week and put in a folder. The best folder for this is one with a 2-hole clip at the top to hold all the papers in place and in the folder.

Each folder should contain the following items that can be printed from the on-line system:

- Pre-site inspection information and materials list
- Pictures of work site from the pre-site visit
- Map
- Job Completion Report form
- Signed Photo Authorization Form
- Location of nearest hospital or urgent care facility
- Blank paper

In addition, each team will need these items when they are assigned to a site:

- Work Site Poster
- Client Thank You*
- Invitation to the Community Celebration *

* Note: You may choose to distribute these daily as teams leave for work sites

ASSEMBLE COLOR GROUP FOLDERS

Provide Color Group Leaders with a colored folder corresponding to their color and insert site information and other information for them to have throughout the week.

MASTER SITE FOLDERS

You will also need a Master Site Folder that has at least two copies of the pre-site sheet for each client and the client referral form. This folder, kept in the office, will be available for emergencies and staff use when they need to go to a site. You will also need a copy for the Color Group Leaders who will be visiting their assigned teams. You can either have additional copies of the site information in each respective file, or you can produce a daily list of the clients and their addresses and which teams are at each site. This information is critical to base camp members so they can visit teams and homeowners throughout the week. Also, it is helpful if we need to send additional help to a specific work site.

Assigning Projects to Work Teams

When assigning a work site to a work team, keep in mind the following:

- Keep work teams in the same color group as close together as possible.
- Try to match the difficulty of the job to the skill and experience of the work team.
- It is important that each work team has at least 2, preferably 3, different sites that they work on throughout the week and each of those assignments are different types of work, i.e. one is primarily carpentry, one painting, etc.
- Save some small ½ to 1-day sites for the end of the week.
- All sites must be completed by the end of the week. To accomplish this you may need to assign more than one work team to a site toward the end of the week.

MONDAY MORNING ASSIGNMENTS: TWO SCENARIOS

1. If you see that you are prepared, organized, and have all building materials available for Monday morning, start with sites that are located the farthest from the host church, and then as these are completed, work closer to the host church. With all materials on hand, you can also start with jobs that are difficult and somewhat time consuming.
2. Conversely, if you see that your group is not well prepared, and Monday looks to be the day when materials are delivered and things get organized, start with sites that are close to the host church and, when these are completed, work on sites that are farther away. As you wait for materials to arrive, you may want to start with some easier sites and sites with a lot of preparation before actual construction begins.

During the Mission Week

SUNDAY NIGHT ORIENTATION

Color Group Leaders

- Hand out copies of Monday's assigned work site folders to Color Group Leaders and have them distributed to each work team. Each folder should have all necessary information, map, and job site poster sign.
- Make sure Color Group Leaders have everything they need; maps, location of lumberyard, purchase procedures, etc.
- Make sure Color Group Leaders know their role, and what you expect from them with regard to information and feedback from the work sites.
- Be sure you have everyone's cell phone number, and they have yours. The cell phone list for all adults is available to you on-line. Select "Cell Phone List" from the Sites dropdown list.

Work Teams

- Explain to work teams how to use site sheets and work completion forms.
- Review "Projects for U.M. ARMY" so that teams understand which jobs to do and which to avoid.
- Place emphasis on interaction with clients - they are probably lonely and may be shy at first.
- Explain that there must be at least two youth together when working inside a home. This is for the protection of everyone.
- Discuss potential site situations and how to handle:
 - o Rain - Light rain and spotty showers are no problem, but don't use electrical tools outside or work on a roof. Don't leave the site unless heavy rain continues for more than an hour and there does not appear to be a break in the clouds. If there is inside work to be done, switch over to that. If only outside work is left, look to see if there is any pre-fab work which could be done back at the host church under cover (steps, screens, etc.), take measurements and come back to the host church.
 - o No one home - Stay around for an hour. Check with neighbors to see if anyone knows when they will return. Check with the Color Group Leader or call Site Coordinator for instructions. A good Site Coordinator can avoid this situation by phoning Monday clients a few days before we begin.
 - o Work already done or client changes mind - Sometimes things change between the pre-site visit and the mission week. If the work has already been done, check with your Color Group Leader or call the Site Coordinator for instructions. Check with the client about other possible work.
 - o Need additional materials or tools, etc. - Check with Color Group Leader or call base camp
 - o Unsafe and/or threatening situations:
 - ✓ Safety at the work site is a primary concern. Unsafe working conditions should be reported to the Color Group Leader or the Site Coordinator. An unacceptable risk of injury due to unsafe tools, unsafe ladders, or poor working conditions should be avoided.
 - ✓ On very rare occasions, a situation may occur that threatens the safety of the work team. If this happens, leave immediately. These situations include criminal activity, gang activity, anger/violence, inappropriate or threatening activity, presence of weapons, and other things, which threaten safety.

- o Bathroom - Everyone should make a “bathroom run” prior to leaving in the morning. If someone has to go during the day, the whole group goes to the nearest facility.
- o Remind the team that they are never to accept food or drink from a client.
- o Have a designated place for each team to return their paperwork at the end of each day. Remind them they cannot “complete” a site until the Job Completion form is signed and submitted.

MONDAY – FRIDAY

Every day the Site Coordinator must do the following:

- Know where each work team is throughout the day and record that information in the on-line system so it is readily available so that others can find it if needed.
- Decide where each work team will be the next day based on reports from Color Group Leaders.
- Enter sites assigned and completed into the on-line system every day so the records will always be up to date.
- Anticipate building materials needed for the next day and give that information to the Tool Coordinator.
- Make sure that incomplete sites passing to a new team have a new site sheet.
- Communicate with the Color Group Leaders and teams on the progress at the work sites, and the work team experiences and needs.

END OF WEEK RESPONSIBILITIES

- It is your responsibility, as Site Coordinator, to ensure you mission week database is closed out at the end of the week (or within two weeks post the end of the mission week). Make sure you have all information entered into the on-line system, including information on any sites that weren’t able to be completed and the rationale behind this decision. This information is extremely valuable to the U.M. ARMY office. It is used for reporting, fund raising, and future groups that may be in the area.
- If you visited a site and had plans to work there, but were unable to get to it, PLEASE follow through with a call or card explaining to the client that you were unable to get to their house. This is a courtesy that must be done so the client is not expecting someone to show up. Do not promise that another U.M. ARMY team or another agency will be doing the work. Do pass this information on to the U.M. ARMY office. If you do not have the time to do this, ask for assistance from the Administrative Coordinator or the Director. This simple act demonstrates our love and respect for the client.

NATIONAL APPENDIXES

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 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: 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 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, wheelchair 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.

REGIONAL APPENDIXES

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