

GenMin Handbook



*Strategic plan, core programs,
and operational policies for
GCI Generations Ministries*

Grace Communion International
USA Church Administration and Development

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Preface: Disclaimer

As a hierarchically governed church, Grace Communion International's (GCI's) denominational board and executives delegate certain operations to GCI chartered ministries. GCI has policies and procedures to direct these delegated operations, including, without limitation, those found in this handbook.

It is GCI's intent that all statements in this GenMin handbook are consistent with GCI's underlying governance, policy and procedural documents; however, GCI reserves to itself sole right to correct, interpret and/or decide the meaning or effect of all such statements.

Note as well that various decisions and determinations set forth in this handbook and elsewhere are ecclesiastical in nature, involving spiritual elements and considerations that require spiritual discernment and judgment. GCI governance has final authority to determine which decisions and determinations are ecclesiastical, whether or not they are expressly labeled as such in this handbook, or in any other church statement. GCI governance has final authority, in its sole and absolute discretion, to adjudicate any such decisions or determinations, notwithstanding the fact that some are provisionally delegated, in this handbook or elsewhere, to GCI's ministries, ministers or members in roles they now or may possess.

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Introduction

The United States is in the midst of a *massive cultural shift* on two fronts. First, it is transitioning from Christendom (a world where the Christian church was a major societal force), to a *post-Christian* world. Second, it is transitioning from modernity to a *post-modern* world. This shift is unseen by some and unwelcomed by many—but either way, we believe that Jesus is at work in the world *as it is* (not as it used to be). Our calling and challenge as the church is to participate with Jesus in the ministry that he, in the Holy Spirit, is doing in our time to fulfill the Father’s mission to multiply discipling followers of Jesus in the world.

Generations Ministries (GenMin) is devoted to helping the congregations, ministries, leaders and members of Grace Communion International (GCI) participate with Jesus in his ongoing ministry. GenMin’s principal focus is to meet congregations where they are, and then assist them in becoming communities of faith that are able to embrace the emerging world by being *Christ-centered, cross-generational* and *cross-cultural*.

GenMin components

GenMin provides this assistance through its three primary ministry components: camps, mission trips and young leader development programs (including *Journey with the Master* and *Converge* conferences). For details, see the Generations Ministries website at www.generationsministries.org/.

GenMin Handbook

The purpose of this handbook is to present GenMin’s strategic plan, core programs and operational policies. The goal is to inform the churches that GenMin serves and to equip the hundreds of volunteers who form GenMin’s ministry teams.

This handbook was written by GenMin leaders with input from GCI’s legal and finance departments. The latest version of the handbook is posted online at <http://www.gci.org/church/manual>.

Handbook applicability

The policies in this handbook are not directly applicable to GCI congregations. Congregational policies are found in the *GCI Church Administration Manual* at <http://www.gci.org/church/manual>. However, when a program or event sponsored by a congregation involves minors (children and/or teens) and is multi-congregational in scope, the relevant policies of this handbook apply. Note also that Church Administration and Development requires that any mission trips sponsored by GCI-USA congregations that involve travel outside U.S. borders must conform to the standards for such trips set forth in Appendix 12 of this manual.

Questions

Questions concerning the matters covered in this handbook may be directed as follows:

- General questions: Jeff Broadnax, GenMin national coordinator (Jeffrey.broadnax@gci.org)
- Camps in the eastern US: Jeff Broadnax (Jeffrey.Broadnax@gci.org).
- Camps in the western US: Mark & Anne Stapleton (Anne.Stapleton@gci.org)
- Missions ministry: Lee Berger (Lee.Berger@gci.org)
- *Journey with the Master*: Anthony Mullins (Anthony.Mullins@gci.org)
- Ministry coaching: Anthony Mullins (Anthony.Mullins@gci.org)
- GCI Intern Program: Anthony Mullins (Anthony.Mullins@gci.org)
- Church planting: Heber Ticas (heber.ticas@gci.org)
- Computer systems: Bret Miller (Bret.Miller@gci.org)
- Financial processing and accounting) Robert Meade (Robert.Meade@gci.org)
- Legal: Legal Department (legal.office@gci.org)

Chapter 1

GenMin Strategic Plan

This chapter sets forth the current strategic plan for Generations Ministries (GenMin).

GenMin motto:

Loving Kids. Developing Leaders. Sending a Generation.

GenMin core values:

The following principles help GenMin stay *on journey with Jesus*:

- **Christ-centered:** resting in Jesus, the Son of God incarnate, as he shares God's love and life with all humanity through the power of the Holy Spirit.
- **Cross-generational multiplication:** participating actively in what Jesus is doing to multiply his disciples within all age-groups, with an emphasis on multiplying young believers, workers and leaders.
- **Creative:** innovatively and flexibly stewarding the Holy Spirit's gifts for ministry with Jesus.
- **Advocates for local ministry:** seeking to connect all GenMin services to the life of local churches and ministries.

GenMin vision statement:

GenMin envisions GCI-USA churches and denominational ministries actively embracing and including young believers and leaders on journey with Jesus. We envision this progress transforming existing churches and ministries and leading to the starting of new ones, through which GCI will reach out with God's triune love and life to emerging generations.

GenMin mission statement:

As a ministry of GCI-USA Church Administration and Development, GenMin outfits churches for a cross-generational, mission-focused journey with Jesus.

GenMin services:

GenMin seeks to fulfill its mission through the following events and resources:

- **Camps:** recreational youth focused camps that share the love and life of God with campers, fostering development of older teens and young adults as ministry leaders in camps and local churches.
- **Missions:** domestic and international short-term mission trips that provide hands-on application of the gospel through assisting indigenous ministry workers in reaching out to indigenous non-believers and believers. Secondary benefits are the transformation of the worldview of participants, and the building of cross-generational ministry teams that participate actively in mission back home.
- **Converge:** an annual gathering of the leaders of GenMin camps and missions, and other GCI ministries and others who desire to get swept up in the mission of God. *Converge* is currently held in two regional locations (east and west) with a single national event every third year.
- **Journey with the Master:** a customizable journey of weekend retreats that help groups of teens and young adults learn how they may actively join Jesus in ministry.
- **GenMin Website:** a catalog of GenMin events and resources.
- **Children and Youth Ministry Consulting:** personalized consulting from GenMin specialists provided to churches to help them minister effectively to children, teens, young adults, married couples, seniors and families.

Chapter 2

GenMin Camps & Missions

www.generationsministries.org/camps.html
www.generationsministries.org/mission-trips.html

GenMin Camps & Missions ministry operates in accordance with the following mission statement:

GenMin Camps & Missions ministry provides camps and short-term mission trips that help churches foster cross-generational, cross-cultural, Christ-centered community.

GenMin camps (section 2.1) and short-term mission trips (section 2.2) are conducted by GCI as denominationally chartered *Generations Camp Ministry Organizations* (GCMOs) (section 2.3), each with a nationally appointed, trained and supervised director (section 2.4). Instructions for launching a new camp or mission trip are found in section 2.5.

2.1 GenMin camps

GenMin offers various types of camps. For a list see www.generationsministries.org/camps.html. Most GenMin camps minister directly to older children and teens, though some minister to pre-teens, adults and whole families. A secondary (though vital) ministry in all GenMin camps is the equipping of camp staffers—older teens and adults of all ages—for ministry to children, teens and young adults within their congregations and families “back home.”

GenMin camps are of various types: weeklong summer camps held in rural locations and short-term camps held at various times of year in both rural and urban settings. Whatever the type, all GenMin camps seek to provide “immersive” experiences where campers and staffers are taken out of their regular environments disconnected from much of the ‘noise’ of everyday life where they are helped to focus on their relationship with God and with people who seek to devote their lives to God.

In these places of refuge and renewal, participants are “baptized” in the life and love of the Father, Son and Spirit. This immersive, gospel-focused experience is a catalyst for significant life-change that continues back home.

2.2 GenMin short-term mission trips

In addition to camps, GenMin Camps & Missions Ministry offers short-term mission trips (see www.generationsministries.org/mission-trips.html). These trips give older teens and adults opportunity to participate together in reaching out with God’s love to various domestic and foreign communities.

2.3 GCMOs

Each GenMin camp and short-term mission trip is directed by a *Generations Camp Ministry Organization* (GCMO). Each GCMO is established by charter as a Grace Communion International ministry entity that is non-profit and tax-exempt, and thus able to receive and receipt tax-deductible donations in the name of the GCMO. In accordance with standard GCMO bylaws, each GCMO is led by a director who, in turn, leads the other GCMO officers (treasurer and secretary). The work of these officers is overseen by a steering committee.

The GCMO director is directly accountable to the Generations Ministries National Coordinator. The GCMO director then serves as director of the GCMO’s camp or event.

Details of GCMO operations are set forth in the GCMO financial manual, charter and bylaws located in **appendices 8-10** of this manual. A GCMO charter application is provided in **appendix 11**.

2.4 Camp and Missions directors

The GenMin Camp & Missions Ministry mission necessitates that leaders and other staffers be fully devoted to Jesus and to serving campers and missions participants and staffers in his name. The essential commitments and abilities of GenMin camps and missions leaders are discussed in **Chapter 5**.

Appointments of GCMO directors (who serve as directors of GenMin camps and missions) are made through a collaborative process that includes application to the GenMin national coordinator who involves in the approval process (as appropriate) the regional pastor (RP) of the region where the camp or event is held and neighboring RPs who work with congregations within the event's service area.

The camp/mission director application is found at http://www.generationsministries.org/uploads/2/5/2/7/25278738/genmin_camp-mission_director_application_fillable.pdf. By utilizing the process outlined in the application, it is GenMin's goal to provide for the multiplication of appropriately qualified directors who embrace the GenMin vision and have the support of area pastoral leaders who are key partners in the continuing life of the camp or mission event.

2.5 Launching new camps and missions

The launching of a new GenMin camp or mission follows essentially the same process as appointment of a new director (see 2.4). If a congregation, regional network, or an individual wishes to launch a new camp or mission that would be part of the GenMin family, the first step is to discuss the matter with local leaders and if there seems to be support, the next step is to consult with the GenMin national coordinator who will facilitate a discussion between the key parties concerning possible launch.

If the decision is made to launch a new camp or mission, the GenMin National Coordinator will assist in arranging for GCMO chartering, initial staff training, and related issues to help make the initial launch and early development a success. The GCMO charter application form is found in Appendix 11.

Chapter 3

GenMin Young Leader Development

www.generationsministries.org/leader-development.html

GenMin Young Leader Development operates in accordance with the following mission statement:

GenMin Young Leader Development develops young emerging leaders and their mentors to multiply cross-generational, cross-cultural and Christ-centered ministries and churches.

3.1 Journey with the Master

GenMin's primary Young Leader Development program is *Journey with the Master (JWM)*—a journey of discovery and development that helps older teens and young adults discover and live out their calling to share with Jesus in his disciple-making ministry.



JWM typically includes four weekend retreats. With the theme, “Epic Story” these retreats feature dialogue focused on discovering together the cosmic and holistic nature of the Epic Story (the gospel) and how our personal stories (past, present and future) derive their meaning and purpose from the gospel. Those who discover and decide to pursue a calling to deeper, intentional ministry may be invited to participate in additional Grace Communion International pastoral training and internship programs (see 3.2).

Most JWM participants are involved as staff members in a Generations Ministries camp, event or mission, though all older teen and young adult believers (typically age 15 to 25) are welcome to participate.

For more information about Journey with the Master, see www.generationsministries.org/leader-development.html.

To schedule JWM in your area, email Anthony Mullins at Anthony.Mullins@gci.org.

3.2 Ministry Development

GenMin partners with GCI Church Multiplications Ministries (CMM) and the GCI Intern Program to identify and help develop young men and women who exhibit a calling to and availability for ministry in one of GCI's local congregations.

Internships include ministry opportunities along with ministry coaching and mentoring while interns earn a master's degree in pastoral studies or theology through Grace Communion Seminary.

For more information about GCI ministry internships, go to www.gci.org/internprogram.

Chapter 4

GenMin health and safety policies

GenMin programs and events involve activities with inherent risk. While no event can perfectly ensure the health and safety of participants, event staff are to use reasonable care to protect participants from harm. That care is to include close adherence to the following policies.

4.1 Screen staff members

Before an adult (including an elder/pastor) or teen begins to serve as a staff member in a GenMin sponsored program or event where the position of service involves on-going and direct contact with a young person under age 18, the staffer must be pre-screened in accordance with section 4.4.2.5 (3). In addition, all staffers working in a GenMin program or event that includes one or more overnight stays must acknowledge in writing (using the Camp staff acknowledgement form in **Appendix 7**) their understanding and agreement to follow the policies set forth in this chapter.

4.2 Parental permission

Because GenMin events often involve under-age (minor) children, it is essential that their involvement be pre-approved by a parent or other legal guardian. When an event involves one or more overnight stays, such pre-approval is to be confirmed and documented in writing by including in the event application or in a separate parental permission form, the explanatory text followed by a line for parental signature (see **Appendix 1**).

NOTE: Under NO circumstance is a minor participant or minor staff member to be admitted to an event involving an overnight stay without parental permission given in writing and then kept in the appropriate camper's or staffer's file.

4.3 Health care protocols

When a GenMin sponsored event (such as a camp, event, mission trip or Discovery Weekend) involves one or more overnight stays, the following health-care protocol requirements apply:

4.3.1 A qualified nurse or other appropriately licensed health care professional is to be part of the event staff. This individual is to be responsible for administering prescribed medications for any minor participants or minor staff members at the

event. The need for the administration of such medications is to be noted in the event application, which must include signed parental permission (see section 4.2).

4.3.2 The event health care professional is to understand and comply with applicable state and local regulations related to the administration and/or management of medications and minimizing the spread of infectious diseases. Such regulations would include pharmacy regulations, nurse practice legislation, regulations of physicians' regulatory bodies, and regulations for ancillary providers used by the event. In addition, regulations associated with the licensing of the particular event facility may influence procedures.

4.3.3 In addition to the above requirements, each Generations Ministries camp, mission trip or event is to have on file a written health-care policy statement setting forth protocols concerning how the event health care professional and others under their direction will:

- Administer medications
- Respond to medical emergencies
- Handle other related health-care issues including taking steps to minimize the spread of infectious diseases (including cleaning up any spillages of bodily fluids).

For a sample American Camping Association camp healthcare protocol see <http://www.acacamps.org/resource-library/articles/risk-management-orient-health-center-staff>.

4.4 Prohibition of sexual harassment, sexual misconduct and improper discrimination

Special care must be taken so that GenMin participants or staff members are not subjected to sexual harassment, sexual misconduct and/or improper discrimination. These three forms of behavior will not be tolerated during any GenMin program or event (including travel to and from those programs or events when such travel is being supervised by a GenMin staff member).

These behaviors will not be tolerated between staff members, between staff members and participants, and between participants. This section defines these three types of prohibited behaviors and sets forth policies and procedures with regard to reporting and investigating such behaviors, and administering disciplinary action when warranted.

4.4.1 Sexual harassment

4.4.1.1 Definition

Sexual harassment can involve either a male or female harasser or either a male or a female victim. Moreover, the harasser and victim may be of the same or of the opposite gender. In all such circumstances, the common denominator is that the harasser's conduct is not welcomed by the recipient (victim) and/or creates a hostile environment which third parties should not be expected to endure.

Whenever unwelcome, the following conduct potentially constitutes sexual harassment (the list is illustrative only and not exhaustive):

- Physical contact of an inappropriate type
- Sexual flirtation, touching, advances or propositions
- Demeaning, insulting, intimidating or sexually suggestive comments about an individual's dress or body
- Demeaning, insulting, intimidating or sexually suggestive written, recorded, or electronically transmitted messages (including distribution of Internet pornography)

4.4.1.2 Reporting

It is the GenMin policy to inform participants that we do not permit any form of sexual harassment, whether specifically listed above or not, and that participants should report any such behavior according to the procedures outlined here. Anyone who believes that they see or are a victim of sexual harassment should report it to the program chaplain (if there is one, as in the case of a GenMin camp) or to the program director or other staff member. If any staff member receives a report of sexual harassment from a participant, the staff member must report it to the program chaplain or director.

4.4.1.3 Investigating

All reports of alleged sexual harassment will be investigated promptly with impartiality and sensitivity, and with as much confidentiality as possible under the circumstances. GCI prohibits any form of retaliation against a person who reports incidents of

sexual harassment. Immediately upon notification of any sexual harassment, the legal department is to be informed and consulted about how to proceed, including about the need, if any, to report the alleged conduct to authorities in accordance with applicable laws. In response to notification, the legal department in most cases will provide written instructions for conducting the investigation. In all such investigations, special care is to be taken to maintain as much confidentiality as possible; however, absolute confidentiality cannot be promised nor, as a practical matter, maintained in all cases due to the nature of the investigation process.

4.4.1.4 Disciplinary action

Any breaches to the policies noted in this section concerning sexual harassment are subject to appropriate disciplinary action as determined by appropriate officials of GCI.

4.4.2 Sexual misconduct

4.4.2.1 Definition

Sexual misconduct as defined within the context of a GenMin event or program is any type of sexual contact (including, but not limited to, all illegal sexual conduct) between non-married individuals (whether staff members or participants). Examples of sexual contact include prolonged hugging and/or kissing (sometimes referred to as 'petting' or 'necking') and other forms of intimate sexual contact including oral sex and sexual intercourse of any type.

4.4.2.2 Reporting

If an individual believes that they are the victim of sexual misconduct or otherwise are witness to an apparent act of sexual misconduct, they should report the misbehavior to the program chaplain, or if the program has no designated chaplain, to the program director. If the individual experiencing or witnessing the prohibited behavior is not comfortable reporting to the chaplain or director, the individual may report to any program staff member who then has a duty to immediately report to the chaplain or director on behalf of that individual.

4.4.2.3 Investigating

All reports of alleged sexual misconduct are to be investigated promptly with impartiality and as much confidentiality as possible under the circumstances. GenMin prohibits any form of retaliation against a person who reports sexual misconduct or otherwise provides information concerning alleged misconduct.

Immediately upon notification of any sexual misconduct, the legal department is to be informed and consulted about how to proceed, including about the need, if any, to report the alleged conduct to authorities in accordance with applicable laws. In response to notification, the legal department in most cases will provide written instructions for conducting the investigation. In all such investigations, special care is to be taken to maintain as much confidentiality as possible; however, absolute confidentiality cannot be promised nor, as a practical matter, maintained in all cases due to the nature of the investigation process.

4.4.2.4 Disciplinary action

Any breaches to the policies noted in this section concerning sexual misconduct are subject to appropriate disciplinary action as determined by appropriate officials of GCI.

4.4.2.5 Avoiding sexual misconduct

To avoid sexual misconduct, the following rules are to be adhered to in all GenMin programs and events.

1. Never alone. A staff member (who is not a parent or legal guardian of the minor being supervised) is NEVER to be alone (out of public view) with a minor (a person under 18) participant or staff member in the program. “Public view” means that the persons involved are never in a situation where they are not continuously being observed by other people. Being in an automobile without additional passengers is NOT considered as in “public view.”

2. Supervising groups. Though not required by GCI policy, it is *recommended* that more than one adult be present to supervise groups of minors when that group will remain for more than a few minutes outside of public view. If only one adult is supervising a group of minors for more than a few minutes, it is recommended that measures be taken to keep the group in public view, or if that is not possible, to frequently monitor the group through random ‘drop-in’ checks by another adult. The goal in these recommendations is to minimize the risk of one adult supervisor having opportunity to abuse one or more minors in a group. The danger of this happening increases as the age of the minors in the group decreases. Great caution is in order.

3. Exclude sexual offenders from participation. It is GCI policy to exclude from GenMin programs and events (in leadership, staff or participant roles) any person (of any age) who has:

- Been convicted of the abuse of a minor (either physical or sexual abuse) or any other civil or criminal offense that would make the individual unsuitable to be in close proximity to minors. To enforce this exclusion at the leadership and staff level, all first-time staff applicants, for events that include overnight stays, are to be cleared through use of a national criminal background check. Subsequent checks are then required every three years for returning, previously cleared staff members. Once every year, all staff members are to be cleared by confirming that their names do not appear on the national registry of sexual offenders (check online at <https://www.nsopw.gov/en>).
- Admitted prior sexual abuse of a minor (whether prosecuted or not).
- Received a diagnosis of pedophilia, exhibitionism or voyeurism as defined by the American Psychiatric Association (APA).

4.4.3 Improper discrimination

4.4.3.1 Definition

Improper discrimination involves words or actions that create a negative, improperly discriminatory environment or effect for the direct recipient of the discrimination and/or that create a negative, improperly discriminatory environment for onlookers. Examples of the words and actions that potentially constitute improper discrimination include (but are not limited to):

1. Racial or ethnic slurs
2. Inappropriate comments about people with a mental or physical disability
3. Offensive references to stereotypes

4.4.3.2 Reporting

It is GenMin’s policy to inform participants that we do not permit any of the forbidden discriminatory behaviors listed above and that participants should report such behavior. Anyone who believes they see or are a victim of discrimination should report it to the program director or another staff member. If any staff member receives a report of such harassment or discrimination from a participant, the staff member must report it to the program director who will investigate the matter.

4.4.3.3 Investigating

All reports of alleged discrimination will be investigated promptly with impartiality and as much confidentiality as possible under the circumstances.

GCI prohibits any form of retaliation against a person who reports discrimination. Immediately upon notification of any improper discrimination, the legal department is to be informed and consulted about how to proceed. Whether or not the circumstances indicate that further investigation is required, special care is to be taken to maintain as much confidentiality as possible; however, absolute confidentiality cannot be promised nor, as a practical matter, maintained in all cases due to the nature of the investigation process.

4.4.3.4 Disciplinary action

Any breaches to the policies noted in this section concerning discrimination are subject to appropriate disciplinary action as determined by appropriate officials of GCI.

4.4.4 Reporting abuse of minors

Any report of alleged or observed abuse of a minor received by a staff member of a GenMin program or event is to be immediately reported to the program chaplain, or in the absence of a chaplain, to the program director. The chaplain or director will then consult with the legal department for further directions. Different states have different statutes concerning reporting of abuse and the legal department will advise the chaplain or director of required next steps. It is essential that all staff members be briefed concerning this policy.

4.5 Substance abuse

Using, transferring, distributing, manufacturing or possessing alcohol, unauthorized drugs, intoxicants, drug paraphernalia, and illegal or inappropriate use of controlled substances or prohibited drugs, or any combination thereof, is prohibited at any GenMin camp or event. Controlled substances are medications prescribed by medical doctors, including narcotics, stimulants, and sedative hypnotics. Prohibited drugs include all street drugs, including marijuana, cocaine, heroin and all other illegal drugs. Use or possession of prescription drugs consistent with a physician's directions is not considered a violation of this policy.

Any staff member or participant at a GenMin event failing to conform to these rules will be subject to disciplinary action at the sole discretion of the program director with the review of GCI. GCI reserves the right to search and inspect staff members and participants on GenMin event premises, whether

those premises are owned, leased and/or rented. Attendance at such an event, as either a staff member or participant, constitutes consent to such searches and inspections, forgoing any expectations of privacy to the contrary.

4.6 Health of staff members

It is important that all staffers and participants be physically able to participate in the GenMin event. Though physical examinations before events are not required for staff members or for participants they are strongly recommended. Furthermore, it is required of all GenMin camp staffers that they fill out the health form that is a part of the staff application package. Note, however, that certain camps require health exams for staffers and/or participants in compliance with state statutes.

4.7 Firearms

Whenever firearms are present on site, they are to remain under the continuous, direct supervision of persons who are legally authorized to bear arms and are duly trained for the intended use of such firearms. This includes use of firearms in events (such as a rifle range), and the bearing of firearms by duly authorized security personnel. In the case of the latter use, firearms should be carried only by security personnel who are currently certified law enforcement officers.

4.8 Insurance

GCI has a group accident insurance policy (known as "gap insurance") that helps pay for medical expenses that arise from accidental injuries suffered by participants or staff members during GenMin events.

This coverage is secondary to family or personal insurance coverage and is subject to all of the terms and conditions of the policy. This coverage is also limited to accident-related medical expenses with no provision for expenses related to treating illnesses and there is no coverage for general damages (i.e. pain and suffering).

With respect to insurance coverage for camp staff members, all staff applications are to include a clause that reads as follows: "I understand that the church *does not* provide personal medical or health insurance, and that it is my responsibility to provide personal insurance."

4.9 Reporting accidents/ incidents

Whenever an accident or other incident occurs that results in injury to any camper, staff member or participant in a GenMin camp or mission trip, the nature of that event and the action taken is to be documented using the accident/incident reporting form: <http://www.generationsministries.org/uploads/2/5/2/7/25278738/accident-incident-report-form-fillable.pdf>. Copies of these reports are to be kept in the camp's or mission organization's files for no less than seven years.

4.10 Prohibition re: 15-seat passenger vans

Churches often use 15-seat passenger vans to transport people to church activities. There have been warnings in the last few years that these vans are dangerous. Their high center of gravity and relatively short wheel base make them susceptible to roll over, even at low speeds. There have been many accidents, including tragic deaths and injuries, arising from groups taking trips in these vans. Some states now require anyone who drives a vehicle that holds more than 10 passengers to hold a commercial driver's license because of these safety concerns.

Because of these concerns and requirements, GCI's liability insurance carrier recommends that their policyholders use small school buses or minivans for group transportation rather than 15-seat passenger vans. For all these reasons, GenMin camps and mission trips are NOT to rent or use 15-seat passenger vans for any camp/mission trip functions (and that includes not using 15-seat vans from which the back seat has been removed to make it a 12-seat van).

4.11 Staff training

A trained staff is essential for effective GenMin events. Staff training is a challenge due to limited time for staff training both before and during such events. Nonetheless, staff training is essential and all staffers are to participate in whatever training is provided unless excused by the program director. Staff training will often consist of a review of the policies set forth in this manual as well as a discussion of the tools and techniques that lead to successful events. For example, what happens if someone has a seizure or an allergic reaction, or suffers from hypothermia?

Camp directors are responsible to develop these procedures together with the camp nurse, facilities managers and other responsible and accountable persons. The plan should then be reviewed by local agencies, health care providers, etc.

4.12 Guests at events

Though guests benefit from visiting GenMin events, they can distract staff and participants. It is therefore the policy at GenMin events to limit guests. All guests must register upon arrival and staffers are to limit contact with guests to times when the staffer is not on active duty. Exceptions must be cleared beforehand with the program director.

4.13 Baptizing minors at GenMin events

At the program director's discretion, a baptism service may be provided at multi-day events (such as camps). If provided, the event chaplain is to see that all baptisms conform to the following requirements:

1. All those to be baptized at the event are to receive adequate pre-baptism counseling, which includes a clear presentation of the gospel (including explaining that salvation is a gift of God's grace, received through faith in Christ, not on the basis of personal merit or works) of any kind). The counseling is also to include a discussion concerning the meaning of baptism (a joyful, public response to the person's growing awareness of the Father's love and salvation revealed in Jesus Christ), along with a) the importance of active participation in a local church and b) the appropriateness and advantages of waiting to be baptized in the presence of that local church. If the candidate is not already connected to a local church, they should be counseled concerning this issue and assisted in getting connected when they return home.
2. If a minor (a person under age 18) is to be baptized at the event, the following procedure is to be followed in all cases:
 - Obtain *pre-approval* for the baptism from the candidate's parent or legal guardian. This pre-approval may be obtained verbally or (preferably) in writing (including email). The person receiving a verbal approval must make a written summary of the conversation noting the date, time, names of the parties to the conversation, and content of the conversation. This summary is to be kept on file with other camp records.

- If the baptism candidate is under age 12, at least one parent or legal guardian **MUST** be present at the baptism ceremony whether or not the parent would give permission for the baptism in their absence. This requirement is to help avoid accusations of undue influence in the life of a pre-adolescent child.

3. In the case of all candidates (of any age), the chaplain is to contact the candidate's pastor (or other local church staff member) to discuss the following issues:

- The appropriateness of the baptism. Individuals are not to be baptized at the event if their pastor (or other church staff member) feels it would not be appropriate.
- Participation by the pastor or staff member in the baptism at the event (they should be made to feel welcome to attend and participate).
- The content of the pre-baptism counseling and a recommendation that this counseling continue back home in order to take the newly baptized person through a membership class, basic discipleship training, etc. The reason for this is to help facilitate the transition of the newly baptized person into fuller participation in the local church where they will attend.
- Suggest that there be a celebration in the home congregation of the person baptized following the event. The purpose of this celebration is to publicly announce/celebrate the baptism and to encourage acceptance of the newly baptized person into full membership within the local church. Such celebrations could include presenting the person before the congregation, a time of prayer for that person, a recounting by that person of their faith journey, etc.

4. A certificate of baptism is to be given by the chaplain to all who are baptized at the event.

4.14 Record retention policy

Throughout this handbook various records are required in matters pertaining to financial records, staff applications, background checks, camp incident reports and the like. Here are requirements for the retention of these records:

- Donation records (envelope tabs, donation logs, deposit slips and donation reports) are to be bundled by month and kept for seven years and then shredded.
- Disbursement records (purchase orders, receipts, etc.) are to be kept for seven years and then shredded.
- Bank records (cancelled checks, bank statements and reconciliation reports) are to be kept for seven years and then shredded.
- Monthly and quarterly reports are to be kept for seven years and then shredded.
- Records relating to the acquisition and disposition of property (real and personal, including investments) are to be kept for seven years and then shredded.
- Staff and camper applications are to be kept for seven years and then shredded.
- The following are to be kept permanently: annual statement of financial position, background checks, camp incident reports involving serious injury or alleging abuse. Copies of these records should be kept by the camp or mission organization in perpetuity, stored in a confidential file and not shared with others beyond those with an immediate "need to know."

If a camp or mission organization closes, these records are to be sent to GCI's Legal Department at the denomination's Home Office for storage-destruction per GCI's corporate record retention policy.

Chapter 5

Responsibilities of GenMin leaders

While the focus of this chapter is on the responsibilities of leaders in GenMin camps, the principles are applicable to the leaders of most GenMin events including short-term mission trips.

Camps are vital tools for advancing the GenMin vision and mission. This chapter addresses the responsibilities of GenMin camp leaders including activity and service department managers and counselors. Most of these responsibilities are also applicable to all camp staffers.

5.1 Hear the call to leadership

GenMin is deeply grateful to those who volunteer to serve as leaders at GenMin camps. The calling to be a leader in this ministry is an important and influential one—affecting many lives for both now and eternity.

The adage “as go the leaders, so goes the camp” is true. Leaders set the tone for the camp. If they are enthusiastic, supportive, mission-focused, on time and on task, the rest of the staff and the campers will follow and will benefit. On the other hand, if a camp leader sees camp as personal vacation time, or in other ways has motivations inconsistent with a camp leader’s calling, bad results will follow.

Being a camp leader is not merely a job. It is a divine calling to ministry. It is essential to know the difference between a job and a ministry.

- If you are doing it just because no one else will, it’s a job. If you are doing it to serve the Lord, it’s a ministry.
- If you quit because somebody criticizes you, it’s a job. If you keep on serving, it’s a ministry.
- If you will do it only as long as it does not interfere with your other activities and interests, it’s a job. If you are committed to staying with it even when it means letting go of other things, it’s a ministry.
- If you quit because no one praised you or thanked you, it’s a job. If you stay with it even though nobody recognizes your efforts, it’s a ministry.
- It’s hard to get excited about a job. It’s almost impossible not to be excited about a ministry.

- If your concern is success, it’s a job. If your concern is faithfulness, it’s a ministry.

The lesson here is clear: effective camp leaders have heard God’s call to a God-sized ministry. With that awareness, the leader has a high level of commitment to whatever that calling entails, including the various essential tasks and responsibilities of camp leadership outlined in this chapter.

5.2 Embrace the mission

The point of beginning for a leader’s commitment to his or her calling at camp is devotion to the Lord and deep commitment to the GenMin camp mission.

In this focus on the mission, we are aware that the people coming to our camps represent the next generation of church leadership. Effective camp leaders therefore have a sense of ‘ownership’ and even urgency about helping them progress in their walk with Christ. They look at their ministry at camp as an opportunity to demonstrate, through what they say and do, that Jesus is the center of a Christ-follower’s life.

5.3 Advance the mission

With this strong spiritual emphasis for camp, a legitimate question is this: Why do GenMin camps not just provide ‘spiritual’ programs—chapels, Bible studies, prayer time, etc.? Why all the recreational activities? The answer is that God has made humans as a unity of mind, body and spirit, and GenMin camps seek to minister to young people at all three levels, providing a spiritually focused environment where Jesus is experienced and adored in a wide variety of settings including in worship gatherings and recreational activities. In this way, camp seeks to model living as a Christ-follower in all aspects of life.

With this approach, being a Christian is seen as not merely what one is while studying the Bible or attending church, but is also seen as what one is while sailing, swimming or playing a game of softball. It is a primary goal of camp that Jesus’ life and love be demonstrated and celebrated in every camp ac-

tivity. To advance this goal, leaders must embrace and work to advance the following objectives.

5.3.1 Help campers learn spiritual disciplines

Some campers have never prayed privately or publicly before. Some have little experience reading the Bible. Some are uncomfortable having a conversation about spiritual matters. Camp seeks to provide an environment where campers begin to see these disciplines as being part of everyday life.

5.3.2 Help campers experience and share the joy of knowing Jesus

As Jesus is encountered and his commands to love and to make disciples are embraced and obeyed, campers will be filled and will leave spiritually energized and encouraged. They will also leave with the ability to help their friends back home find the same source of joy, strength and hope.

5.3.3 Help campers live Christ's values

Are Christians different from non-Christians? The answer is both no and yes. No, because Christians are not cut off from the many hardships, tragedies and sorrows of life. But yes, because Christians share Jesus' life and love, which include Jesus' values. Christians are those who Paul says are "transformed, by the renewing of your minds" (Romans 12:1-2). At camp, we wish to begin to explore *how* Christians are differently minded.

5.3.4 Help campers conquer their fears

Many young people are slaves to their fears. Camp seeks to help ease this crippling burden by providing experiences that are both new and challenging and through which young people are helped to face their fears and learn to rely on God for help. Such transformative experiences have positively impacted all aspects of the lives of many campers.

5.3.5 Help campers develop healthy interpersonal relationships

At camp young people are able to learn to relate to others in new and healthier, Christ-centered ways. First, they learn, perhaps for the first time, that it's 'cool' to talk about God and his purposes for life.

Secondly, they learn to feel comfortable in relating with caring adults. It's essential that camp leaders make extra effort to show friendship and love toward the campers—such expressions may be the

first time some campers will experience the love of an adult and it will change their lives.

Thirdly, they learn to feel comfortable in relating with the opposite sex. Many campers have never learned to relate to the opposite sex in healthy, Christ-honoring ways. Camp seeks to remedy that deficit through modeling and instruction.

5.3.6 Help campers learn new skills

In our 21st century culture, many young people grow up mastering computers but being unfamiliar with the great outdoors. Many will never have been in a canoe, sailboat, or even on a softball field before. At camp, a completely new world may be unveiled to them. These new experiences help campers learn to appreciate their bodies and engage in activities that will promote physical health for years to come.

5.4 Promote loving relationships

Central to the GenMin camp mission is love expressed through Christ-centered relationships. A primary benefit of the camp experience is the development of relationships that endure for a lifetime. Many camp leaders continue for years to be positive influences in the lives of campers. This happens only when leaders make a special effort to build relationships with younger staff members and with the campers.

Such relationships start with acts of care—the establishing of what GenMin refers to as a 'wave of love' where every camper is made to feel special. Leaders play a key role in this by exercising discernment to identify those who feel left out or forlorn. In the midst of a busy schedule, leaders must take time to nurture relationships with those who may, for whatever reason, otherwise feel left out.

Ultimately, the most exciting transformation that occurs at camp is when campers say that they indeed have a new *best friend* in their Savior and Lord Jesus. Additionally, many will leave camp with scores of other friends who they didn't know existed just the week before. Leaders have the opportunity to be one of those friends.

5.5 Know and enforce the rules

Camp provides a safe and nurturing environment by administering clearly developed, well-articulated

and consistent rules. A GenMin camp often includes dozens of campers and staffers forming a community created virtually overnight. Without proper structure and well-defined rules, this is a recipe for chaos.

It is GenMin's goal that camp rules are fair, appropriate and lovingly and consistently enforced. All leaders must do their best to both understand the rules and work appropriately to ensure compliance. It is ideal, of course, that when a leader is questioned about a rule, they provide a clear answer with which they personally agree. Unfortunately, some answer such questions with words like, "I don't know why they have that dumb rule here—but they do!" Such an answer demonstrates a clear lack of full alignment with the Generations Camp Ministries mission.

Camp leaders are encouraged to seek answers to their personal questions about camp rules. If they feel there is a better rule, they are encouraged to discuss the matter with their supervisor. Such discussions will lead to one of three outcomes.

The first is that the questioner will better understand and thus come to agree more fully with the rule. The second is that the questioner will raise a point that has not been considered before and the rule will be altered. The third is that the questioner will continue to disagree with the rule but will yield to the established rule nonetheless. In any case, questions about rules should be expressed only to the questioner's supervisor, not to other leaders, staffers or to campers.

5.6 Stay close to God

Camp leadership is time-consuming and challenging. It is vital that leaders set apart time to nurture their personal relationship with God. Prayer should be a hallmark of camp leaders. Leaders must spend time in personal prayer and lead others in praying about issues as they arise. It is a beautiful thing to see young staff members and campers respond to difficulties as they arise by spontaneously huddling for prayer. They learn to do so by the example set by the leadership.

5.7 Develop your staff

A GenMin camp is, by design, a discipling, developmental culture. That development begins when young teens or pre-teens first come as campers. It continues as they then embrace the camp mission and return a second year. Our preference is that they return as campers where they can then serve as camper-leaders within their dorms. Those who wish to come to camp a third time often come as high school workers who begin by serving in a service department or a support role in an activity department. If they perform an outstanding ministry in that role and wish to return for a fourth year, they may be ready for a larger assignment in an activity department.

By the time these high school workers reach young adulthood, some will be ready to serve as camp counselors. This is the most significant position within the college/adult staff ranks because of the sustained contact with campers that provides the opportunity to be the most significant agents of change in the lives of campers. Other young adults will fill other leadership roles in the camp in either service or activity departments.

Whatever the leadership role, it is essential that existing camp leaders understand their responsibility to develop new (emerging) leaders. Camp leaders need to be on the lookout concerning the talents, gifts, and motivations of their junior staffers. In terms of priority, leaders should give a greater amount of time per person to emerging leaders than to any other staff members or campers.

5.7.1 Goals for staff development

The word 'development' implies growth and progress. As it pertains to the growth and progress of staff members, leaders must work with each staff member to help them grow in meeting the expectations of the camp and of the department within which they serve. A key concern of such development is growth in competency for the staff assignment. While it is often easier for a leader to do the job themselves, a leader who is a staff developer will spend the time to teach a developing staff member how to do the job. In this way, competent staff members are multiplied, and that is the goal.

For some younger staff members, camp is the first “job” they have had. Helping them develop a work ethic is a developmental opportunity, which may make a difference for the remainder of their lives. Providing them with clear expectations about their job requirements is essential. Sample ministry (job) descriptions are found in Appendix 5. Camp directors or department heads may augment these as needed.

Another concern of such development is growth in social skills. Perhaps some staff members are introverted or awkward in social settings. Leaders have the opportunity to help them grow in the ‘social graces.’

For those leading in an activity area, developing staff in their skill levels is important. How well do they communicate? How clearly? How engaged do they keep each person they are teaching? How well do they know what they are teaching? Have they modeled their teaching?

Finally, helping each staff member develop a spiritual focus is a vital dimension of camp staff development. More than anything else, we want camp to be a *spiritually enriching* experience for every member of the camp community. While we want to avoid force-feeding spiritual nourishment, we also want to be clear about the spiritual focus at camp. Ultimately, if you have staffers who are good workers, have excellent teaching skills, have developed social graces, and are competent but who have little or no passion for Christ, there is a disconnect that hurts both the staff member and the camp.

5.7.2 Strategies for staff development

Staff development in these areas occurs in at least three forms. The first is macro staff development. This occurs when the entire camp comes together for orientation or motivational sessions, which help to raise the level of understanding of the entire staff.

The second form is departmental staff development. This is the development that occurs when staff leaders have meetings within their functional departments. These meetings are used to discuss direction, purpose, and goals and to provide feedback on how the unit is performing as a team.

The third form is individual staff development. This is where leaders meet with each member of the staff privately to discuss issues or provide encouragement. Of course, this works best when time has been taken to develop relationships with each member of the staff.

Since there is often only a day or so of staff orientation prior to camp, it is hoped that camp leaders will start the relationship building process with their staff before camp begins. They can do this by obtaining the name and address of staff members from the camp director and then engaging in a relationship building dialogue.

5.7.3 Correcting staffers

Occasionally some staff members will not follow through on the directions they have received. In such situations, leaders will need to respond with appropriate corrective action. In taking such action, two common mistakes should be avoided.

The first mistake is creating the impression that correction is wholly negative. When this occurs, the person corrected will leave saying things like, “I got called in,” or “I got chewed out.” This mistake is avoided by focusing on the misbehaving staff member’s development—focusing corrective interventions on the person’s behavior, not their personal merit. The second mistake is taking little or no corrective action. The justification might be: ‘Well, because the camp is only a week long, perhaps it is best that I simply ignore the problem.’ Or perhaps the leader does take corrective action but it’s so unfocused that the person being corrected has no idea what the leader is talking about.

Appropriate corrective action is important. It begins by seeking to hear before being heard. With this first step, the leader is seeking to understand the perspective of the misperforming staffer. For example, if a staffer consistently reports to their assignment late, ask why in a non-accusative way.

The leader might ask, “Suzi, what time do you think you should be at our activity every morning?” If she responds, “I think I should be there at 9:45,” and yet you have told your staff to report at 9:30, you know there is a communication disconnect. At that point, you can say something like, “Suzi, we need to clarify that point. I need for each staff member to report

by 9:30. If I failed to express that to you clearly before, I am sorry about that. Hopefully, now you are clear on the expectation. Do you have any questions?”

This kind of conversation helps to minimize the confrontational nature of corrective action while being very clear about the expectations. It is not satisfactory to merely overlook the infraction (particularly if it is becoming a bad habit)—to do so is to establish a double standard that can demoralize the other staff members.

To be sure, there is no “one-size-fits-all” approach to such matters. Perhaps Suzi needs to discuss some troubling matters that are leading to her tardiness. We must be open to minister to such needs but we must also address the infraction. In doing so, we may be helping the staffer learn lessons that will benefit them for the rest of their lives.

It is also important to follow up after confronting the misperforming staffer. If Suzi has difficulty coming to work at the assigned time and you intervene, hopefully her behavior will change. If it does, the leader needs to offer praise to reinforce the changed behavior. If it does not, the leader needs to intervene again—both swiftly and in no uncertain terms. Often what is needed in such confrontations is to confirm that the offending staffer understands what the leader has said. An effective way to receive such confirmation is to have the staffer repeat back to you, in their own words, what you have said to them.

5.7.4 Evaluating staffers

Because GenMin camps emphasize staff development, leaders will often be asked to evaluate the staffers under their supervision. The goal of the evaluation is to document observable performance on the camp staff evaluation form found in Appendix 6.

Once the leader fills out the evaluation form, the leader should sit down with the staff member and review the form with them so that they can see clearly, from the leader’s perspective, how they have performed during camp. The value of these evaluations to camp administration is significant, in particular, they help camp directors make good staffing decisions.

5.8 Be a ‘situational’ leader

Ken Blanchard and Paul Hersey developed the “situational leadership model” that is quite effective in the camp setting. Camp leaders are asked to understand and apply the following principles of the model.

5.8.1 Sometimes we are leaders, and sometimes we are followers

If one is called to lead, it is best they do so in an area where they are gifted. When a leader understands their giftedness, they have no problem rising to the occasion to lead in that area. Conversely, when an effective leader realizes they do not have a gift in a particular area, they waste no time finding a member of their team who is gifted and ask them to lead in that area. This helps to get the most qualified people ‘out front.’ Additionally, it builds the confidence of the person who has been asked to lead. This strategy helps develop other leaders, by finding what it is that they are good at, and subordinating self.

5.8.2 The “one-size-fits-all” approach rarely works

Those who lead must avoid treating everyone in the same manner. Leaders need to be sensitive to where people are on their own “readiness” continuum (where readiness refers to how competent and motivated the person is for the job). Leaders need to be directive with those who have low levels of competence and/or motivation. Such individuals may be first-year staff members. The leader will need to invest far more time in first-year staffers than is needed in seasoned returning staff members

5.9 Be a good communicator

A common denominator in superior developmental leaders is outstanding, frequent and clear communication, where the message intended is the one received. The reason this is so important is that through communication, expectations are conveyed, and the best time to communicate expectations is early—otherwise significant realignment activity may be needed. This manual is an important tool to use in this early communication of expectations. Note also that communicating expectations early on is essential to meaningful and fair accountability. One can only be meaningfully accountable if the expectations are clear.

However, how can a leader ensure clear expectations? Perhaps the best way is to have a feedback loop. For example, if you were to have a staff meeting prior to the start of the camp and you were to lay out the ground rules, you might have a verbal test at the end of the meeting that might go something like this: “We’ve been talking about division of responsibilities this morning. Now, who is responsible for picking up all the life vests after each class? You Scott? Good. And what are you supposed to do with them once you have picked them up?” This kind of exchange can reassure the leader that what was intended is what the staff understands.

5.10 Be a ‘seed planter’

The seeds of personal development in the lives of many leaders were sown when they were young. The opportunities and guidance received when they were teens may have been particularly formative—thus the power and the importance of camp leaders being ‘seed planters’. The kinds of discussions leaders have with young staffers plant seeds that will reap a big harvest in years to come. The goal here is not to micro-manage the staff but to be a coach or mentor to the staffers—providing guidance, monitoring their progress, and giving course corrections along the way.

5.11 Be a servant-leader

Camp works because everyone pitches in to get the job done with little thought about personal comfort, position, or gain. While camp leaders are looked to for direction, they also model the spirit of service by getting in and helping where there is a need.

To be a servant-leader often means to forgo prestige to take the lowliest position. It may not be prestigious to help clean pots and pans in the kitchen, or to help a camper who may have vomited, but these things need to be done and servant-leaders are willing to roll up their sleeves and get to work.

To be a servant-leader means “being there.” Many leaders do an excellent job in their specific field of service, but there is more to servant-leadership than excellence in one narrowly defined area of responsibility. A servant-leader helps out in whatever is happening: at all camp parties, dorm get-togethers, dorm receptions, dances, chapel services—wherever there is camp activity and they can make

themselves available to help. Leaders need to be visible and involved in all camp activities to set the pace for the whole camp.

5.12 Be detail oriented

One of the great challenges of camp is to maintain continuity from one year to the next despite the turnover of campers and staff. In order to achieve this continuity, leaders need to keep good records of activity, resources, personnel, etc., in their area of responsibility so that these records can help inform camp operations in subsequent years. This attention to details, including supporting paper work, is essential.

5.13 Be flexible

Camp need flexible leaders who are willing to pitch in and help as called upon. There will be occasions when a leader must help out in an area completely different than the one to which they have been assigned. Leaders need to model and teach this value to their staff members so that flexibility is a characteristic of the entire camp staff. Some examples of areas where showing flexibility helps out are as follows:

5.13.1 Camp security

A particular area where flexibility is needed pertains to camp security. Camps look to adult staffers to be vigilant—sizing up situations that present a security risk and taking appropriate and measured action. For example, when a leader observes a person they do not recognize in camp, they should not hesitate to stop that person to ask if they can help them.

5.13.2 Dorm parent

Another area where adult staffers are often asked to help out is in serving as dorm parents—these individuals provide vital support to camp counselors and help advance GenMin’s value of cross-generational life. Typically, each camp dorm will be assigned one or more dorm parents who are selected from the adult staff members by the camp director. Note that not all adult staff members will be asked to serve in this role. Dorm parenting is an excellent way to tell campers they are loved. Many have said that one of the highlights of serving at camp has been the chance to serve as a dorm parent. It is to the counselor’s advantage to quickly develop a relationship with the dorm parents and call upon them

as often as needed. Though dorm parents have no direct authority over the counselors (i.e. counselors do not report to the dorm parents), they do serve alongside the counselors in the following ways: Toward the beginning of camp, the dorm will have a scheduled dorm orientation. The purpose of this meeting is to allow the campers to become more familiar with one another and for the counselor to establish ground rules for the dorm. The dorm parents should attend part of the meeting (or the entire meeting if the counselor is okay with this) and introduce themselves. They should also express their desire to get to know each camper.

Generally, before the dorm heads to the first activity, the counselor will wish to have a short meeting. In the meeting, it is common to pray that the day will be successful. Goals for the day will be reiterated, and the schedule of activities will be reviewed. Then, as the counselor desires, the dorm parent can provide a five-minute “motivational.” The purpose of the motivational is to assist the counselor with pertinent issues. For example, if the dorm is consistently late to activities, the counselor should discuss this issue with the dorm parent and the dorm parent should work this into the daily motivational.

The counselor should invite the dorm parents to as many dorm activities as possible. Cookouts, meetings, even activities throughout the day should be attended by dorm parents as they have the time and are invited. The dorm parent is not the counselor and thus will not lead the dorm, but the degree to which dorm parents can involve themselves with the dorm as an additional resource, the better.

Let’s say that a camper has a chronic problem of using foul language, and no matter what the counselor tries, the problem persists. How to proceed? The counselor should bring this problem to the attention to the dorm parent, seeking not only counsel, but where appropriate, intervention. Many times dorm parents can speak with campers and provide a different, yet supporting perspective, which will help solve the problem.

Often the last day of camp is the most difficult. By this time, campers may be getting restless and counselors are getting tired. The counselor is encouraged to ask dorm parents to assist in the dorm in whatever way possible as the camp is ending.

5.14 Teach effectively

Most camp leaders are called upon in their role to be a teacher. A few will conduct classes and deliver chapel messages, and most all will teach in some informal way related to a camp activity. However, whatever the setting, there are some principles that are essential for all such teaching.

5.14.1 Know your audience and teach accordingly

The first principle of effective teaching is to know your audience and how to connect with them. At camp, the primary audience is made up of campers who are older children and teens. Secondly the audience includes adults of various ages. The primary audience is made up of young people of the ‘Internet generation’ who are used to processing information in ways that are at once auditory, visual and kinesthetic (full of movement). Whereas many adults are used to processing information through lectures, this generation is not. Therefore, lecture style teaching is rarely effective.

What works with this generation is fast-paced, interactive, action-oriented teaching. Get them involved. Get them up and moving, engaging their whole bodies. Be fast paced. Allow them to explore and discover information, rather than giving it to them in pre-digested lists.

5.14.2 Have clear learning objectives

Less lecturing does not mean less learning. Actually, we want to teach more, not less and that is done by being clear and focused in our learning objectives. Learning objectives are specific, measurable demonstrations that campers take away from a class or other learning setting. For example, if you have a riflery class, perhaps you have three learning objectives. “The student will be able to identify and unlock the gun safety mechanism,” might be one. This objective is both measurable and observable.

Since the GenMin camp ministry mission is to love young people into a maturing relationship with Jesus Christ, most of our classes will want to have at least one objective about this relationship. For example, “students will be able to describe how the wind in the sail of a sailboat is like the Holy Spirit operating in their lives.” The point of all this is that we wish to have an overall spiritual curriculum in the camp that is expressed in and through all camp

activities. It's like a jigsaw puzzle: When all of the pieces come together, we will have provided campers with an excellent spiritual picture.

5.14.3 Have a lesson plan

Each activity may be able to utilize a set of teaching notes from the previous year. The purpose of these notes is to provide the current adult staff members with a baseline from the past. They are not given to leave current staffers asking, "Must I teach the class this way?" Rather they are given to assist teachers in developing their own lesson plans. A lesson plan form is located in Appendix 4.

In game-type activities, the idea is to have instruction for the first time you see the particular dorm. Every time thereafter, they may be engaged in a game. The point is, when they do come to class, do you and your staff have a clear, organized, action-packed learning plan for them? Do you have a lesson plan with clear teaching points? Does the class move along through the fundamentals? It would be most helpful for future years if you create copies of your lesson plans and hand them in to the camp director at the end of camp.

5.14.4 Tell and show

A common method for teaching a skill is the "tell and show" method. Using this method, instruction begins with a verbal explanation of how to engage in the activity or skill. This is followed up (usually very quickly and maybe simultaneously) with a demonstration of what you just told them. Then you ask campers to demonstrate the skill back to you.

During this phase, you and your staff serve as mentors and coaches who live out the principle of "personalized attention and individual instruction," thus avoiding a "one-size-fits-all" approach to teaching. When possible, have staff members take campers who may be struggling with a particular skill aside and have them coach the camper related to the particular skill deficit.

5.14.5 Make the point clear

GenMin camps are not basketball camps. They are not canoeing or riflery camps. Rather they are gospel-focused, Christ-centered disciplinmaking camps where the focus is on Jesus and living as his disciple. This is not to say that we do not want campers to learn new skills and acquire new knowledge in all sorts of areas of interest. We certainly do. However, our goal is not to make of each camper an archery expert or windsurfing champion.

We do want to teach the fundamentals of each activity, and we wish to teach them well. However, we should err on the side of getting the campers engaged in the activity and having fun with them as quickly as possible.

Finally, it is important that all staff members are engaged in instruction and participation. For classes that are focused on skill development, smaller activity "stations" are helpful in creating small groups of learners around one instructor who has only one learning objective for a 10-minute period of time

5.15 Be available for and responsive to staff training

Staff development is vital to the success of camp. All staff members, particularly leaders, must be available for this training and must be appropriately responsive to what is taught including to the policies set forth in this manual. Staff members will be asked to sign a form (see Appendix 7) stating they have read the policies set forth in Chapter 4 (Health and Safety Policies) of his manual.

Appendix 1: Parental permission form

When a Generations Ministries event involves one or more overnight stays, all staff members and participants who are under age 18 must submit a signed and dated copy of the following parental permission form prior to or at the start of the event. It is recommended that the wording of this form with the signature box included be incorporated into the event application.

As parent/guardian, I hereby give my permission for _____,
(full name of child)

who will be age ____ on the day the event begins, to participate in the _____,
(name of event)

which is to be held on ___/___/___ to ___/___/___. With my dated signature in the box below, I grant this permission and certify the statements and information provided in items 1 through 7 that appear below above my signature.

1. **GENERAL PERMISSION:** I understand and agree that this event is sponsored by Generations Ministries of Grace Communion International, and depending upon circumstances, and without limitation, may involve both: (a) physical/athletic activities such as sports, hiking, camping, arts & crafts and, (b) spiritual or religious activities, such as Christian living or education classes, religious worship services, and the like. I give my permission for my child to engage in all such activities.

2. **ACCEPTANCE OF EVENT CONDITIONS:** I understand and agree to the condition of the event venue as described in the information provided. I give permission for my child to participate under these conditions.

3. **DISCLOSURE OF SPECIAL HEALTH CONDITIONS:** The following is a list of my child's special health conditions and needs of which event staff need to be aware (list here such things as medications, history of seizures, motion sickness, allergies, etc.—use back side of this sheet if needed): _____

4. **RELEASE OF LIABILITY REGARDING SPECIAL HEALTH CONDITIONS:** I submit that the above mentioned special health conditions and instructions are needed for my child while at the event. I understand that, although event personnel will seek to help accommodate these special conditions, such as by giving medications and/or by seeking to take appropriate precautions, etc., nonetheless, by sending my child to the event with these special health conditions:

- I acknowledge that I understand the event is not equipped to monitor or supervise such special conditions or needs as would the parent if he/she were present.
- I certify it is safe for my child to participate in all event activities notwithstanding the special conditions, and notwithstanding any possible lapse in medication, or possible interaction with other people or circumstances that may affect the special conditions.
- I release and indemnify the event and its sponsor from all claims and liability stemming from the special conditions, including, without limitation, any claim, illness, or injury, resulting from the event's failure to properly administer medicines for the special conditions, failure to recognize a situation which might be potentially harmful to a person with the special conditions, or failure to recognize the onset of an episode of the special conditions.

5. **PERMISSION TO SECURE EMERGENCY SERVICES:** I give permission to event staff to secure usual and customary medical and/or legal services for my child if needed in an emergency circumstance at the event. I as parent/guardian will be responsible for the costs of such services if not covered by my insurance.

6. **INSURANCE COVERAGE:** My child is covered by medical insurance: ___YES___ NO
If yes, list the name of the insurance company: _____ and the policy number: _____.

I understand that if my child has no health/accident/medical insurance coverage, I will be responsible for the payment of all expenses, which may be incurred due to treatment at the event of an illness or injury.

7. **EMERGENCY CONTACTS:** During the event, I may be contacted day or night, as follows:

(name) () (night phone number) () (day phone number)

If I cannot be reached in an emergency, the following two individuals will know of my whereabouts and/or have my permission to represent my wishes regarding medical or other emergency care for my child:

(name) () (night phone number) () (day phone number)

(name) () (night phone number) () (day phone number)

Signed _____ Date _____
(signature of parent or legal guardian)

Appendix 2: Standards of excellence for camp counselors

Following are standards used to select and evaluate counselors for Generations Ministries camps.

A Jesus follower known for being...	A team player who helps create a camp environment characterized by...	A shepherd-leader who possesses the following attitudes, skills and related characteristics	A diligent servant-leader who will be consistent and persistent in accomplishing the following tasks during camp
Grace-based	An atmosphere of love	<ul style="list-style-type: none"> • Highly relational: accepting, approachable, humble and teachable • Able to lead, discipline and protect in a spirit of love • Able to foster an atmosphere of grace among campers and staffers • Able to identify the love language of each assigned camper and give attention accordingly 	<ul style="list-style-type: none"> • Care for assigned campers for the entire duration of the camp—be aware at all times of the location and well-being of assigned campers • Cooperate with oversight offered by camp leadership <p>Take appropriate actions and precautions to ensure safety of campers</p>
Christ-centered	The adoration of Christ	<ul style="list-style-type: none"> • Active worship participant • Embraces and models Jesus' method of ministry • A baptized and growing believer • A life centered in Jesus in an age appropriate way • Able to articulate the Gospel to seekers and assist them through the commitment process 	<ul style="list-style-type: none"> • Be present and worshipfully engaged in all worship events (including chapels) • Assume Christ-patterned discipling-making role by being consistently, actively and lovingly present with assigned campers
Spirit-formed	Prayerful dependence	<ul style="list-style-type: none"> • Devoted to personal prayer and able to lead others in prayer • Demonstrates whole life stewardship in the non-camp year • Participating in Camp doesn't negatively affect employment, education, or family responsibilities. • A self-starting ministry leader in home church 	<ul style="list-style-type: none"> • Model and lead in personal and group devotions • Practice personal spiritual disciplines during camp week • Be sensitive to the Spirit's lead in dealing with difficult issues and faithfully report those matters to camp leadership

A Jesus follower known for being...	A team player who helps create a camp environment characterized by...	A shepherd-leader who possesses the following attitudes, skills and related characteristics	A diligent servant-leader who will be consistent and persistent in accomplishing the following tasks during camp
Word-directed	Communication of the Word	<ul style="list-style-type: none"> • Understands Jesus to be the Living Word who is revealed in Scripture • Understands the Bible to be God's written Word • Demonstrates an ability to teach and lead using the Scriptures • Is ministry focused – able to create and use “teachable” moments • Is active in personal spiritual enrichment through the camp process • Is able to respond to camper questions and issues with Scriptural truths 	<ul style="list-style-type: none"> • Conduct debriefs and solo times based on Scripture • Answer questions and offer counsel in ways that are faithful to Scripture • Honor Jesus as Lord and Savior in all Discussions
Disciple-making	Commitment to contact	<ul style="list-style-type: none"> • Intentionally reaches out to the disconnected and disengaged • Intentionally forms communities of adoration and nurture based on Christ • Listens effectively and discerns where campers are in their spiritual journey • Able to clearly articulate the gospel and share personal testimony • Willing to pour life and energy into the campers • Able to engage in Christ-centered discipling (mentoring) relationships with all assigned campers 	<ul style="list-style-type: none"> • Be a relational discipling maker who, as a ‘friend to sinners’ reaches out actively to lead campers closer to Christ using eternal CPR: <ul style="list-style-type: none"> Cultivate personal relationships with campers through shared activity Plant into those relationships a discussion concerning the counselor’s personal faith story Reap by connecting God’s story (the gospel) directly to the story of the camper’s life • Identify and mentor potential camp counselors and staffers
Fellowship-building	A biblical church image	<ul style="list-style-type: none"> • Ability to serve as a small group shepherd as confirmed through meaningful service within a local church • Demonstrated willingness to follow through with all pre-camp requirements in a timely and responsible manner • Sets a tone of cooperation with the camp vision and rules at all times in both supervised and non-supervised settings 	<ul style="list-style-type: none"> • Create and sustain a bonded sense of community in the dorm for the entire duration of the camp • Contribute actively to a sense of community within the larger camp • Be fully responsive to and compliant with camp leadership, activity schedules and camp rules

Appendix 3: Standards of excellence for camp staff members

Following are the standards used to select and evaluate Generations Ministries camp staff members (other than counselors—see previous section).

A Jesus follower known for being...	A team player who helps create a camp environment characterized by...	A committed worker who possesses the following attitudes, skills and related characteristics	A diligent servant who will be consistent and persistent in accomplishing the following tasks during camp
Grace-based	An atmosphere of love	<ul style="list-style-type: none"> • Highly relational: accepting, approachable, humble and teachable • Able to serve sacrificially in a spirit of love in a camp setting • Able to foster an atmosphere of grace among campers and staffers 	<ul style="list-style-type: none"> • Places people above programs—emphasizing the building of loving relationships at all levels • Takes appropriate actions and precautions to ensure safety of campers
Christ-centered	The adoration of Christ	<ul style="list-style-type: none"> • Active worship participant • A baptized and growing believer • A life centered in Jesus in an age appropriate way • Open about their personal commitment to Christ 	<ul style="list-style-type: none"> • Be present and worshipfully engaged in all worship events (including chapels) • Contribute to whatever needs to be done at chapels so that they flow smoothly
Spirit-formed	Prayerful dependence	<ul style="list-style-type: none"> • Devoted to personal prayer and willing to pray with others • Demonstrates whole life stewardship in the non-camp year • Participating in Camp doesn't negatively effect employment, education, or family responsibilities. 	<ul style="list-style-type: none"> • Participate actively in personal and group devotions • Practice personal spiritual disciplines during camp week

A Jesus follower known for being...	A team player who helps create a camp environment characterized by...	A committed worker who possesses the following attitudes, skills and related characteristics	A diligent servant who will be consistent and persistent in accomplishing the following tasks during camp
Word-directed	Communication of the Word	<ul style="list-style-type: none"> • Understands Jesus to be the Living Word who is revealed in Scripture • Understands the Bible to be God's written Word • Demonstrates familiarity with the Bible • Is ministry focused – able to create and use “teachable” moments—including simple and relevant object lessons in their activity that point to Christ • Is active in personal spiritual enrichment through the camp process • Is able to respond to camper questions and issues with Scriptural truths 	<ul style="list-style-type: none"> • Bring personal Bible to all appropriate activities • Support counselor, solo time leaders and debrief leaders as requested • Demonstrate attentiveness in all worship gatherings (including chapels) and model use of chapel participants’ guide • Honor Jesus as Lord and Savior in all Discussions
Disciple-making	Commitment to contact	<ul style="list-style-type: none"> • Intentionally reaches out to the disconnected and disengaged • Intentionally forms relationships with other staffers and campers rather than focusing only on personal friends • Able to clearly share the basic gospel message including personal testimony 	<ul style="list-style-type: none"> • Cultivate a sense of belonging for campers through activities that promote team building • Intentionally reach out to disconnected and disengaged campers and staffers to give them a sense of belonging • Mentor staff assistants to help train them for future staff positions
Fellowship-building	A biblical church image	<ul style="list-style-type: none"> • Supportive small group and large group participant in a local church • Demonstrated willingness to follow through with all pre-camp requirements in a timely and responsible manner • Sets a tone of cooperation with the camp vision and rules at all times in both supervised and non-supervised settings 	<ul style="list-style-type: none"> • Contribute actively to a sense of community within the camp by creatively involving all campers in the assigned activity and in other camp interactions • Be fully responsive to and compliant with camp leadership, activity schedules and camp rules

Appendix 4: Lesson plan form

The following form is recommended for use in planning teaching lessons of all types (chapel messages, breakout workshops, activity presentations, 'teachable moments', etc.).

Lesson Title:			
Lesson Author:	(Last Name)		(First Name)
Date of planned instruction:			
Here are the knowledge components my students need to describe and/or discuss in order to demonstrate understanding:	Here is how I can assess if they have learned what was intended for them to learn:		
1			
2			
3			
4			
Here are the skill components my students need to demonstrate:	Here is how I can assess if they have learned what was intended for them to learn:		
1			
2			
3			
4			

Here is my teaching strategy for this lesson: (remember that students learn best when they are actively engaged in the learning):

Here are the supplies I will need to implement my teaching strategy:

Here is the technology I will need:

Other notes:

Appendix 5: Sample camp staff ministry (job) descriptions

Following are representative ministry (job) descriptions for Generations Ministries camp & missions event leadership positions. It is helpful to prepare one of these for each key leadership position.

Position Title: Camp Nurse(s)

Responsible To: Camp Director

Statement of Philosophy: As the Camp nurse, you have the primary responsibility of coordinating response measures for all health related challenges and issues at camp. It should be your desire to provide the best health care possible, given the constraints of the camp environment.

You should determine to make *each* camper needing your attention feel special and as though they are getting outstanding treatment.

Qualifications:

- College graduate preferred.
- Registered Nurse with State licensure required.
- Experience at GCI camp preferred.
- Supportive of Grace Communion International.
- Ten years of demonstrable health service experience preferred.
- Highly motivated.
- An understanding of the legal issues pertaining to Camp Health Programs (as addressed by the state, county, and federal governments) is required.
- Ability to pass inspection of outside agencies required.
- Good organizational skills.
- A willingness to assume responsibilities on behalf of the camp as directed.

General Responsibility: To oversee the direction of the Camp Health Center on behalf of the Spiritual Enrichment Program.

Specific Responsibilities:

- Develop an emergency protocol that is approved by Camp Director and local community health care providers.
- Discuss health care requirements with all counselors and staff as needed.
- Be on-call 24 hours a day for the duration of the 7-day program, as well as during the orientation and shutdown phase of camp.
- Provide an upbeat, positive, efficient environment within the Health Center at all times.
- To develop, in conjunction with and under the direction of the Chaplain and Camp Director, an appropriate response mechanism to all psychological-based emergencies or circumstances requiring professional counseling assistance. In other words, to develop an emergency protocol.
- To provide staff ministry (job) descriptions if necessary.
- To develop appropriate articulation agreements with local health providers.
- To ensure that all appropriate documentation required for the Health Center is completed in as comprehensive and professional a fashion as possible.
- Discuss any persistent or exceptional health-related issues with the Camp Director.
- Support the general direction of the program by attending campus-wide programs or assemblies as available.
- To work with the camp administration to ensure that an appropriate inventory of required health-related supplies is available, but to minimize expenses in the process.

- To provide clear instructions to all camp personnel (staff, faculty, campers) on how and when to access to the nurse.
 - Respond in a timely manner to requests from the office (pertaining to awards or documentation of program).
 - Assist Camp director in other duties as called upon.
-

Position Title: Director of Challenge Course Program

Responsible To: Camp Director

Statement of Philosophy: As the Director of the Challenge Course, you have the overall responsibility for the health and welfare of campers and staff members in your care. It is essential to promote an environment where campers feel secure and welcome, special and important. You will need to work with your staff to fulfill this lofty goal.

You should determine to make *each session* of every day within your domain the best that it can be.

Qualifications:

- College graduate preferred.
- Experience at GCI camp preferred.
- Ability to supervise the work of others.
- Highly motivated.
- Supportive of Grace Communion International.
- Teaching experience preferred, especially with adolescents.
- A high level of understanding of the challenge course, its goals and purposes, and the ability to teach skills, goals and purposes of those endeavors.
- Appropriate certification necessary to ensure the safety and expert leadership of the course.
- Good organizational skills.
- A willingness to assume responsibilities on behalf of the camp as directed.

General Responsibility: To oversee the direction of the challenge course program on behalf of the Spiritual Enrichment Program.

Specific Responsibilities:

- Develop a curriculum of instruction for the Challenge Course with a minimum of two contact blocks (2 class periods each) per dorm.
- Ensure that the program is Christ-centered, including having a specific lesson which promotes Jesus Christ within the lesson plan.
- Provide instruction and direction to the staff working for you.
- To provide an upbeat, positive, efficient learning environment within the program at all times when class is in session.
- Develop an approved emergency-response system (in conjunction with the Camp Nurse) for any injuries.
- Maintain the course in a clean and neat fashion.
- Develop a back-up plan for classes when the weather is poor.
- Ensure that all equipment is cleaned and maintained with the goal that it is in as good of condition at the end of the session as it is when the session begins.
- Provide adequate instruction and supervision to staff in terms of their own teaching skills.
- Develop ministry (job) descriptions for your staff.
- Ensure that all activities on the course are managed in as professional a fashion as possible.

- Coordinate open activities in a professional and dignified manner, as required.
 - Give appropriate feedback to dorms on their performance.
 - Have an adequate, challenging rainy day program prepared if needed.
 - Respond in a timely manner to requests from the office (pertaining to awards or documentation of program).
 - Provide a developmental atmosphere with staff—helping each staff member to grow throughout the time he or she is working with the program by providing clear expectations of what each member of the staff can and should be doing to help the department achieve its goals, and conduct assessment as needed to ensure that unsatisfactory performance by staff members is not continued.
 - Have staff maintain a positive, upbeat, can-do and professional atmosphere.
 - Monitor the inventory of equipment throughout the session, note any shrinkage of equipment and update Director in writing.
 - Coordinate any all-star activities, if warranted, at the end of the session.
 - Assist Camp Director in other duties as called upon.
-

Position Title: Director of Softball Program

Responsible To: Camp Director

Statement of Philosophy: As the Director of the Softball Program, you have the overall responsibility for the health and welfare of campers and staff members in your care. It is essential to promote an environment where campers feel secure and welcome, special and important. You will need to work with your staff to fulfill this lofty goal.

You should determine to make *each session* of every day within your domain the best that it can be.

Qualifications:

- College graduate preferred.
- Experience at GCI camp preferred.
- Ability to supervise the work of others.
- Highly motivated.
- Teaching experience preferred, especially with adolescents.
- A high level of understanding of softball, and the ability to teach skills associated with the sport.
- Supportive of Grace Communion International.
- Good organizational skills.
- A willingness to assume responsibilities on behalf of the camp as directed.

General Responsibility: To oversee the direction of the softball program on behalf of the Spiritual Enrichment Program.

Specific Responsibilities:

- Develop a curriculum of instruction and subsequent games for softball, which will ensure that each camper has instruction and opportunity for play. Be prepared to see each dorm at least two times. The first time a dorm comes in, it will be alone; thereafter it will be joined by another dorm of the same gender.
- Ensure that the program is Christ-centered, including having a specific lesson which promotes Jesus Christ within the lesson plan.
- Provide instruction and direction to the staff working for you.

- To provide an upbeat, positive, efficient learning environment within the program at all times when class is in session.
- Develop an awareness of emergency response, in case of an emergency, and communicate it to the staff.
- Maintain the softball program areas in a clean and neat fashion.
- Develop an “inclement weather” back-up plan so that instruction may continue even if weather doesn’t permit use of the softball field. This includes finding a suitable location (and making sure that it isn’t already used by somebody else).
- Ensure that all equipment is cleaned and maintained with the goal that it be in as good of condition at the end of the session as it was when the session began.
- Provide adequate instruction and supervision to staff in terms of their own *teaching* skills.
- Develop ministry (job) descriptions for your staff.
- Ensure that all activities in softball are managed in as professional a fashion as possible.
- Coordinate open activities in a professional and dignified manner, as required.
- Give appropriate feedback to dorns on their performance.
- Respond in a timely manner to requests from the office (pertaining to awards or documentation of program).
- Provide a developmental atmosphere with staff—helping each staff member to grow throughout the time he or she is working with the program by providing clear expectations of what each member of the staff can and should be doing to help the department achieve its goals, and conduct assessment as needed to ensure that unsatisfactory performance by staff members is not continued.
- Have staff maintain a positive, upbeat, can-do and professional atmosphere.
- Monitor the inventory of equipment throughout the session, note any shrinkage of equipment and update Director in writing.
- Coordinate any all-star activities, if warranted, at the end of the session.
- Assist Camp Director in other duties as called upon.

Appendix 6: Camp staff evaluation form

This form is to be completed, discussed with the staff member, and returned to the GenMin Camp Director prior to the end of the camp

Staff member's name:	
Date:	

Evaluation scale:

5	Superior performance – consistently goes beyond expectations; high level of initiative; demonstrates appreciable growth.
4	Above average performance – meets expectations consistently; shows initiative; shows progress in personal growth and competency.
3	Performs to the level of abilities – meets minimal expectations most of time; shows occasional initiative; limited personal growth
2	Performs below level of ability – meets minimal expectations occasionally; shows no discernable initiative or growth.
1	Performance unacceptable – fails to meet expectations; shows no initiative or growth
NA	Not applicable or no knowledge

	NA	1	2	3	4	5
Verbally promotes the camp mission statement						
Models appropriate Christian behavior						
Displays an attitude of service						
Supportive of camp rules						
Participates in required activities and meetings						
On time to required duties						
Performs duties competently						
Displays instructional ability						
Ability to motivate others						
Controls emotions under stress						

Comments:

I have discussed this evaluation with the staff member	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
I recommend this staff member to serve at camp again	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Please print name of person filling out evaluation:			
Evaluator's signature:			
Today's date:			

Appendix 7: Camp and short-term mission staff acknowledgement form

This form is to be signed by each GenMin camp or short-term mission trip staff member and kept on file by the Camp or Mission Director

I, _____ (staff member), acknowledge receipt of Chapter 4 (Health and Safety Policies) of the Generations Ministries Handbook. I acknowledge that I am subject to all the stipulations set forth in that chapter that pertain to my conduct as a GenMin camp or missions ministry staff member.

I acknowledge further that I am accountable to conduct myself in my staff role in accordance with these stipulations and that my role may be ended by the camp or event director, at his/her sole discretion, with or without cause, and without advance notice.

I acknowledge further that I am aware that in serving on the camp or event staff I forgo any expectation of privacy during the duration of the camp or event and that my personal property may be searched at any time by duly authorized camp staff leaders.

Staff member signature

Date

Appendix 8: Generations Camp Ministry Organization (GCMO) Financial Manual

1.0 Introduction

Grace Communion International (the ‘Church’) has established in the United States, under the management of the Church’s Church Administration and Development (CAD) department, various Chartered Ministries (CM’s), which are subordinate to the Church, are tax-exempt, and are able to receive and receipt donations in each CM’s individual name. Under the terms of the Charter and Bylaws applying to each type of CM (see Appendices 9 & 10), the persons responsible for running the CM must adhere to the financial directives and policies which the Church publishes and intends to apply to the CM, including, without limitation, a version of this Chartered Ministry Financial Manual (CMFM) that is applicable to the individual CM.

This particular version of the CMFM is applicable to all Generations Camp Ministry Organizations (GCMO’s), which is part of Generations Ministries, which is administered by the Church under CAD. Each GCMO exists to provide, within appropriate camp and short-term mission trip environments, discipling ministries that benefit children, teens and young adults, as well as the adults (including parents) who minister to young people.

Each GCMO is officially established and authorized to operate by the Church through the granting of a ministry Charter and the listing of the GCMO under the Church’s group IRS tax exemption. With this arrangement, and with continuing compliance with applicable IRS and Church policies, each GCMO is able to accept and receipt tax-deductible donations in its own name.

All financial transactions by GCMO’s are handled through that GCMO’s own financial system, which is established by the GCMO with Church authorization. Each system is required by the Church to operate in accordance with this financial manual and the stipulations it references in GCI-USA *Financial Management Manual* and the companion GCI *Online System Manual* and *Quicken Accounting Manual*. Though written generally for GCI-USA chartered congregations, the policies and systems set forth in these referenced manuals are directly adopted for GCMO financial systems with the exceptions and adaptations noted in this financial

manual. In addition, the Church may from time to time issue directives and policies about the financial management of GCMO financial systems with which each GCMO must comply.

2.0 GCMO financial management team

In GCI congregations, the financial management team is made up of the senior pastor, the treasurer, the lead counter and at least one general member. In GCMO’s the financial management team, which is established by its Charter and Bylaws, operates in a similar manner, though through a slightly different structure as is explained in this GCMO Financial Manual. All members of a GCMO’s financial management team are to be pre-screened using the volunteer application form provided in the Church’s Financial Management Manual. Following are descriptions of the members of that team.

2.1 Director

The GCMO director (who is always the director of that organization’s Generations Camp Ministries camp or mission), has the primary management role in the financial affairs of the GCMO, including being the director of the GCMO’s financial system. In these responsibilities, the director’s role is similar to that of the senior pastor in the management of a congregation’s financial system. In these responsibilities, the director focuses on seeing that all GCMO financial operations comply with the policies and procedures set forth in this CMFM and in the referenced GCI financial manuals and other directives. Any exceptions are to be approved in advance by the Generations Ministries national director or his designee. The GCMO director helps to train and then supervises the other members of the financial system management team.

2.2 Treasurer

The GCMO treasurer always serves as the treasurer of the GCMO financial system. In that role, the treasurer has essentially the same role as a congregation’s treasurer. The treasurer is appointed by and directly accountable to the director and has the following financial system management responsibilities:

- Monitor and otherwise manage the financial system
- Maintain financial records
- Prepare checks and financial reports
- Issue receipts to donors and payees

2.3 Secretary

The GCMO secretary always serves as the secretary of the GCMO's financial system. In that role, the secretary has a similar role to the lead counter in a congregation's financial system. The secretary is appointed by and directly accountable to the director. The secretary's primary responsibility in the management of the financial system is to receive and deposit GCMO monies including camper or mission trip participant fees, other user payments and donations to the GCMO. The secretary is also responsible to maintain the administrative GCMO records (such as keeping notes of Steering Committee meetings).

With this defined role for the secretary in the financial system administration, a vital *separation of duties* is maintained where the collecting and depositing of funds (the role of the secretary) does not overlap with the accounting and disbursing of those funds (the role of the treasurer), or the oversight of the financial system (the role of the director).

If, by virtue of location or other factors, the secretary is unable to personally receive and deposit all GCMO funds, a person may be designated to assist the secretary with these functions. However, *under no circumstances* are the secretary's duties to be carried out by the treasurer or the director.

2.4 Steering committee

The GCMO steering committee includes the director, treasurer, secretary and at least one general member. In administering the financial system, the steering committee has a similar role to that of a congregation's advisory council in the financial administration of a congregation. In particular, the steering committee reviews, and in this case (and unlike a congregation's advisory council), must approve the GCMO's annual budget and any modifications to that budget. The director and treasurer are then automatically authorized to expend monies, sign contracts, etc. in compliance with that budget and any approved modifications thereto.

2.5 Other financial system personnel

While the director, treasurer and secretary carry out most of the management duties of the financial system, there is also the need for the following additional financial management personnel. For additional details concerning their responsibilities, refer to the Financial Management Manual.

2.5.1 Account reconciler who reconciles the financial account(s) monthly.

2.5.2 Account reviewers who review the financial system annually. An *internal reviewer* is needed the first and second year in every three-year period (see 8.0, item 1) and an *external reviewer* in the third year (see 8.0, item 2). The external reviewer must be an appropriately qualified person who is neither involved in the regular management of the financial system nor a leader in the particular GCMO that is being served by the financial system. Some camps provide the external reviewer by trading internal reviewers with another GCMO.

3.0 Bank accounts

Each financial system operates using a bank account (usually a checking account, though there may be a need for a savings account as well) for the deposit and disbursement of revenue generated within the GCMO. Section 1.3.1 of the GCI *Financial Management Manual* provides instructions concerning setting up and managing such bank accounts.

The name on a GCMO bank account is to be the name of that GCMO, which is to be the **same** name of the camp or mission sponsored by the GCMO. (Note: in the case of one GCMO conducting multiple camps, a generic 'covering' name may be used.) The naming of camps/missions and of any GCMO bank accounts is to be approved in advance by the Generations Ministries National Coordinator. Also, the EIN used for any bank account(s) and the name of the GCMO must be reported to the Legal Department so that the GCMO can be included under the Church's group tax exemption (this reporting is accomplished through the GCMO charter application, and any subsequent name changes must be promptly reported to all parties listed on that application). Examples of GCMO and bank account names include the following: SEP Ohio, Higher Ground, and CrossWalk.

4.0 Record keeping

To help ensure that each GCMO financial system is managed according to sound business and accounting practices, all deposits and disbursements are to be recorded and otherwise managed using the systems and software described in GCI Financial Management Manual and the companion Online System Manual and Quicken Accounting Manual. Required financial reports are as noted in 8.0

5.0 Income

GCMO's derive income from various sources as follows.

5.1 Income from programs

A primary source of income for a GCMO is the camp program(s) serviced by that GCMO's financial system. These programs include the camp itself and related camp ministries including discovery weekends and the like. Such programs typically generate income from registration and/or user fees.

5.2 Income from donations

A second income source is the donations given by individuals, foundations, congregations (and other ministries) or corporations to the GCMO in the form of cash, checks or by credit card. All such donations are to be deposited in the GCMO's registered bank account, recorded in the financial records using GCI online system, and receipted to the donor as specified in the financial manuals. Under certain circumstances described in the manuals, such donations are receiptable as tax-deductible donations. All such donations become part of the GCMO's *general* income except when a donation is for a *designated* purpose (see section 3.1.3 of the GCI *Financial Management Manual* concerning dealing with designated [thus restricted] donations).

Donations may be received at a GCMO function (such as a worship service at camp) or they may be received in the mail. Donations given by check or money order should be made payable to the name of the GCMO and, if mailed, sent to the GCMO's designated address (usually the address of the secretary). Such donations are deposited by the secretary in the GCMO's bank account. The deposit slip is then given to the treasurer for further processing and filing. The treasurer issues donation receipts to each donor using the standard GCI online system (refer to GCI Online System Manual). The IRS requires that such receipts be issued at least annually, but the recommendation of this manual is that they

be issued at least quarterly and then summarized in an annual receipt.

5.3 Income from fundraisers

GCMO's may hold fundraisers to raise money to help defray the cost of their programs and events. These fundraisers are to be conducted and the income raised is to be handled in accordance with guidelines set forth in GCI Financial Management Manual.

6.0 Expenses

GCMO's draw from their deposited income to pay for various types of ministry expenses as noted in this section. All such disbursements are to be handled according to the policies and procedures set forth in the above referenced financial manuals, including the use of the standard Disbursement Request Form (found in GCI-USA Financial Management Manual) and then accounting for those disbursements using standard financial software.

6.1 Reimbursement of business expenses

GCMO's may reimburse appropriately preauthorized individuals for general business expenses incurred in conducting ministry business. Such individuals are usually limited to principal department heads and must be preauthorized by the director in accordance with the GCMO annual budget. All such reimbursements are to be made in strict accordance with the policies set forth in GCI Financial Management Manual including use of appropriate reimbursement request forms. Automobile mileage incurred in traveling to GCMO programs may be reimbursed. Note that the rate of mileage reimbursement is set by the Church at the business rate in the case of personnel that are employed by the Church, and at the charitable rate in the case of personnel who are not employed by the Church (and are thus volunteers).

6.2 Facility costs

A major GCMO expense involves paying for facilities where the ministry is holding programs (such as camps, discovery weekends, staff training retreats, etc.). All such facility costs (including rental, utilities and certain types of insurance coverage) are paid directly by the ministry out of its deposited funds. Payments for facility costs are normally made at the time of the program and should be made using the Disbursement Request Form found in GCI Financial Management Manual.

6.3 Apportionment of donation income waived

It is generally the policy of the Church that the donation income of a chartered ministry be apportioned by the denomination to cover denominational administrative costs related to that ministry. Such apportionment is usually at the rate of 15% and paid through monthly payments by the ministry to the denomination using electronic fund transfer as described in section 4.2 of the *GCI Financial Management Manual*. Note, however, that it is presently the policy of the Church to waive this apportionment requirement for all GCMO donation income.

7.0 Signing contracts

All contracts signed by a GCMO are to be executed in the name of that GCMO. Such contracts may be signed by only the director or treasurer after approval of the budget for the subject matter of the contract in accordance with the procedures outlined above and using the signature format illustrated in the following examples.

Higher Ground	Higher Ground
By: John Doe	By: Jane Smith
As: Director and	As: Treasurer and
Agent-in-Fact	Agent-in-Fact

Duly authorized signatures bind the GCMO to perform according to the terms of the contract. Should the authorized signer be asked for proof of authority to sign a contract, the signer may contact the legal department for assistance. Staff members of GCMO programs should be notified of the policy that only certain people have been pre-authorized to sign contracts on behalf of the GCMO. Such notification helps prevent well meaning, but unauthorized individuals, from signing contracts and thus incurring liabilities to the ministry, to themselves or to others, which they in fact do not intend nor wish to incur.

8.0 Monitoring systems

GCMO financial systems are to be closely monitored for compliance with the policies set forth in this handbook and in *GCI Financial Management Manual*. Each GCMO is required to provide the following financial system reviews and reports:

1. Conduct in the first and second years of each three-year period, an **internal financial system review**. This review is to be conducted by a qualified account reviewer from within the GCMO (someone other than the account treasurer or the GCMO director) as described in section 7.2.2 of the *GCI Financial Management Manual*.

2. Conduct in the third year of each three-year period an **external financial system review**. This review is to be conducted by a qualified account reviewer from outside the GCMO (two GCMOs could trade internal reviewers in meeting this requirement). For details see section 7.2.2 and Appendix A of the *GCI Financial Management Manual*.
3. Be cooperative with surprise account reviews conducted by the denomination.

Financial reports. Each GCMO treasurer is to prepare the financial reports noted below (see the *GCI Financial Management Manual* for further instructions concerning these reports).

- **Monthly financial reports.** At the close of each month, the GCMO treasurer is to prepare and then submit to the GCMO director, a report that includes the current balance in all accounts and a banking summary report (see section 8.2 of the *GCI Financial Management Manual* for instructions). These reports are for the GCMO's internal use only and are not submitted to the denomination or to the GCMO Steering Committee.

The following two types of financial reports (quarterly and annual) are prepared by the GCMO treasurer and submitted to the denomination by posting them at <https://online.gci.org> (under "Reports, Financials and Donations, Quarterly/Year-end Financial Reports"). These reports are then submitted to all Steering Committee members (in a simplified form, if desired). For assistance concerning any of these reports, contact Pam Morgan at pam.morgan@gci.org.

- **Quarterly financial reports.** At the close of each quarter, the GCMO treasurer is to prepare and submit to the denomination and Steering Committee an account balances report and a banking summary report.
- **Annual financial reports.** By no later than March 1 of the year following, the GCMO treasurer is to prepare and submit to the denomination and the Steering Committee the following reports:
 - Last year's banking summary report
 - Last year's account balances report
 - Statement of financial position
 - Line item budget for the year ahead
 - Narrative financial report that summarizes financial activity and ministry plans during the year now past, and for the year ahead

9.0 Grants

As chartered ministries of GCI that may receive and receipt donations, a GCMO may apply for and administer grants in the name of the GCMO. However, it should be understood that the grant application and administration process places specific requirements upon a GCMO that are often over and above those placed upon them otherwise. Such special requirements are highlighted in the following list that is to be understood as GCI policy related to GCMOs seeking and using grant monies.

1. The act of applying for, receiving, and using grant monies for a GCMO (which by definition is a religiously based ministry organization) is a special case and somewhat different from the case of a usual non-profit charity, which raises some unique issues.

2. One such issue is the need for the ministry to disclose that it is religiously based. Such a minimal disclosure is probably not quite enough, however. When the ministry is a camp, the application for the grant should clearly disclose that some of the activities of the camp will be in the nature of Christian education classes, religious worship, and the like.

3. Anytime someone accepts monies from a government agency, it is very likely the government will impose upon the recipient various rules, some of which may conflict with our religious teachings. For example, it would not be surprising to learn that a government may not grant money to a camp that forbids homosexuals from serving as leaders or counselors, etc. Before seeking grant monies from any public or private entity, it is thus very important that the proposed recipient knows of the kinds of restrictions or qualifications that come with the money, and is prepared to meet those restrictions or qualifications.

4. Anyone who receives grant monies should be meticulous about using the money for, and only for, the purpose for which they were donated. For example, if money is donated for an archery program, it should not be used to buy cameras for a photography class.

5. The accounting requirements set up in the Generations Ministries manual for GCMOs are acceptable for GCI internal purposes, but may not be acceptable for a grant donor's purposes. Before applying for a grant, a GCMO will, undoubtedly, need to create a more elaborate accounting procedure. It is important, at the very least, to be able to demonstrate monies given for a specific purpose have been expended for that purpose.

6. Before applying for grant monies, the GCMO must be clear about how it is organized, how and why it is tax exempt, how and why it may issue receipts in the name of the GCMO. There is often confusion on this matter. Therefore, before an application for a grant is made, the answers to questions on the application referring to such organizational and tax issues are to be reviewed by the legal department for accuracy. Inaccurate statements, upon which the donor relies, could create liability on the part of the GCMO.

7. In some cases, a GCMO may seek a grant, which is split with another group(s). Sometimes these combinations are called "partnerships" with each entity a "partner" with the other. In fact, however, the word "partner" used in this way does not really define or disclose the nature of the relationship. Such combinations are not "partnerships" in the legal meaning of the word. Before undertaking activities with another entity, and before seeking grants for two or more groups working together, the nature of the relationship should be clearly documented, such as by a memo of understanding, both for the parties' own benefit, and, if requested, for the benefit of donors. This is very important from a legal perspective, because it makes plain who is responsible, and liable, for what, when, and how. If requested, the legal dept. can help put the nature of the partnership into words.

8. Because of the complexity of the legal and tax status of GCMOs, all applications and letters associated with grants are to be reviewed by the legal department for editing and advice before they are sent out. You will find that the legal department is very helpful in this process.

Appendix 9: Generations Camp Ministry Organization (GCMO) Charter

Following is a sample of the standard charter issued to Generations Camp Ministry Organizations (GCMO's) by Grace Communion International.

CHARTER OF _____
a chartered, subordinate ministry of GRACE COMMUNION INTERNATIONAL,
a California, nonprofit, religious corporation

ARTICLE I

The name of this ministry is _____ (the "Ministry").

ARTICLE II

The Ministry is chartered by and subordinate to Grace Communion International, a California, nonprofit, 501(c) (3) tax-exempt religious corporation, with its principal office at 2011 East Financial Way, Glendora, CA 91741 (the "Denominational Church").

This Charter is granted by the Board of Directors of the Denominational Church to the Ministry in order to further the Denominational Church's tax exempt religious mission as described in relevant Denominational Church documents, including, without limitation, its Articles of Incorporation.

This Ministry exists and operates at the will of the Denominational Church and its Charter may be withdrawn with or without cause at any time by the Denominational Church. In the event this Charter is withdrawn, the operations of the Ministry shall cease, and the liquidation provisions of this Charter shall be immediately implemented under the direction of the Denominational Church.

ARTICLE III

The mission and purposes of this Ministry are religious, and it is not organized for the private gain of any person.

The Ministry is organized for the further following purposes: The Ministry is non-exclusively delegated, authorized and directed to conduct religiously based ministry on behalf of and in the name of the Denominational Church that is focused on evangelizing and in other ways discipling children, teens and young adults, and in equipping older teens and adults of all ages for this ministry in accordance with the Ministry's mission and in conformance with the Gospel of Jesus Christ. Such purposes may be fulfilled, without limitation, through summer camps, domestic and international mission trips, and other appropriate endeavors.

ARTICLE IV

This Ministry must be governed in accordance with, without limitation, the Bylaws of this Ministry which have been approved by the Board of Directors of the Denominational Church, and by all the ecclesiastical and temporal policies, practices, rules, and canons of the Denominational Church as they shall from time to time exist and intended to apply to this Ministry. The application and interpretation of the Bylaws and all policies, practices, rules and canons of the Denominational Church is within the sole and absolute discretion of the Denominational Church in accordance with its practices.

ARTICLE V

This Ministry is organized and operated exclusively for religious purposes within the meaning of Section 501(c)(3), Internal Revenue Code.

No substantial part of the activities of this Ministry shall consist of carrying on propaganda, or otherwise attempting to influence legislation, and the Ministry shall not participate or intervene in any political campaign (including the publishing or distribution of statements) on behalf of any candidate for public office.

ARTICLE VI

If this Charter is ever surrendered or withdrawn, after paying or adequately providing for the debts and obligations of the Ministry, all the remaining assets in which the Ministry shall have any interest, tangible and intangible, real, personal and mixed, and wheresoever located, shall be distributed to another Chartered, subordinate Ministry of the Denominational Church which has the same, or similar, mission and purpose, under the direction of the Denominational Church. If no same or similar Chartered subordinate Ministry of the Denominational Church is able or willing to take said assets, the Denominational Church shall receive them itself, in its own right and not in any representative capacity, and shall expend them itself, except they shall be expended for the same or similar purposes of this Ministry. In the event the Denominational Church does not, or cannot take title for any reason, then the assets shall be distributed at the Denominational Church's direction to any 501(c) (3) tax exempt religious organization with the same or similar purposes or mission.

ARTICLE VII

Amendment to this Charter may only be made by a resolution of the Board of Directors of the Denominational Church.

IN WITNESS WHEREOF, I have set my hand and the corporate seal this ____ day of _____ 201_.

Mathew H. Morgan, as Secretary

Appendix 10: Generations Camp Ministry Organization (GCMO) Bylaws

Following is a sample of the standard bylaws that govern Generations Camp Ministry Organizations.

BYLAWS OF _____
a Chartered Subordinate Ministry of Grace Communion International,
a California nonprofit religious corporation

ARTICLE I - SUBORDINATION

This Ministry is chartered by and subordinate to Grace Communion International, a California nonprofit religious corporation, (the “Denominational Church”).

The operation of this Ministry shall be in accordance with all the ecclesiastical and temporal policies, rules, procedures, doctrines and canons of the Denominational Church which are communicated by it and intended to apply to this Ministry, including, without limitation, these Bylaws.

ARTICLE II – GOVERNANCE

This Ministry shall be governed by a Director, in consultation and collaboration with a Treasurer, Secretary, and an Advisory Committee.

1. Director -- The Director is responsible for day to day operations of the Ministry. He/She is the Chairman and a member of the Advisory Committee. The Director of the Ministry is appointed using a collaborate process administered by a party or parties delegated this responsibility by the Denominational Church in its discretion.
2. Secretary -- The Secretary is responsible for keeping the administrative records of the Ministry and for such other duties as the Director shall decide. He/She is a member of the Advisory Committee. The Secretary is appointed by the Director with the approval of the Denominational Church.
3. Treasurer -- The Treasurer is responsible for keeping accurate books of account, and for such other duties as the Director shall decide. He/She is a member of the Advisory Committee. The Treasurer is appointed by the Director with the approval of the Denominational Church.
4. Advisory Committee -- The Advisory Committee is an advisory committee whose members are appointed by the Director and consisting of not less than three members (the Director, the Treasurer, and the Secretary), and not more than seven members. The Committee is consulted by the Director on fundamental questions regarding the implementation of the Ministry’s mission and strategy. In addition, the Advisory Committee must be consulted and give its approval on financial matters as and when directed by the Denominational Church in its policies and directives, including and especially, without limitation, the financial policies and directives published by the Denominational Church and intended as the basis of the financial administration of this Ministry.

ARTICLE III – QUALIFICATIONS AND REMOVAL OF OFFICERS AND ADVISORY COMMITTEE MEMBERS

The Director, the Secretary, the Treasurer, and all Advisory Committee Members (each an “Officer” and his/her role an “Office”) must be and remain spiritually affiliated with the Denominational Church as a “church member” as that term is defined in Denominational Church law, at all times during their tenure. If said status is ever lost, either voluntarily or involuntarily, the Office or Offices held by the Officer is immediately terminated without further action. If said status is ever regained, either through appeal or re-admittance to church membership status, any Offices held by the party are not automatically revived and must be reappointed in accordance with these Bylaws.

ARTICLE IV – RECORDS

The Secretary shall keep notes of the meetings of the Advisory Committee sufficient for the Denominational Church to ascertain the nature of business discussed and the decisions reached. Specifically, without limitation, the Secretary must keep the record of any approvals of financial transactions requiring the Committee’s vote as required by policies of the Denominational Church regarding the financial affairs of the Ministry, including, without limitation, the financial policies and directives published by the Denominational Church and intended as the basis of the financial administration of this Ministry.

ARTICLE V – FINANCIAL ADMINISTRATION

1. Group Tax Exemption -- In order to maintain its Charter, the Director of this Ministry, before any donations are accepted by the Ministry, must authorize, in writing, the Denominational Church to include the Ministry under the Denominational Church’s group IRS 501(c) 3 tax exemption, and have said authorization accepted by the Denominational Church.
2. Accounting Period -- In order to maintain its Charter, this Ministry must use as its accounting period the same accounting period as the Denominational Church.
3. Financial Management Manual -- The financial systems and administration of the Ministry shall be in accordance with the rules and policies of the Denominational Church regarding the same, and, without limitation, in accordance to the rules and policies of the Chartered Ministry Financial Management Manual. All the financial records of the Ministry shall be available for inspection and/or audit at any time by the Denominational Church with or without notice.

ARTICLE VI – AMENDMENT

These Bylaws may be amended only by the Board of Directors of the Denominational Church.

Appendix 11: Generations Camp Ministry Organization (GCMO) Charter Application Form

This form is for use by a camp, mission or other GCI-USA ministry that wishes to apply to be chartered as a *Generations Camp Ministry Organization* (GCMO) as defined in the *Generations Ministries Handbook*. The application is to be completed in the steps noted below.

1. Step one: to be completed by the camp/mission/event director (GCMO director)

State below the location of the camp, and the name you wish to have used for the GCMO charter (this is to be the same name of the GCMO's camp/event):

Location: _____ Name: _____

Sign below to request that the abovementioned camp/event ministry be chartered as a GCI Generations Camp Ministry Organization (GCMO), to agree to serve without compensation as its director, and to agree to work to the best of your ability to see that this GCMO operates in compliance with the policies of the *Generations Ministries Handbook*.

Signature _____ Date _____

Starting with you as director, list below those who will serve as this GCMO's officers (provide name, mailing address, home telephone number, and email address for each person—please type or print clearly in ink):

- **Director:**
- **Treasurer:**
- **Secretary:**
- **Advisory committee general member:**

List here the EIN of the bank account in which you will hold the funds of this GCMO: _____

Note: after completing this section, send this application to the Generations Ministries national coordinator Jeffrey Broadnax. When notified that you have been chartered, go to the online GCI.online (iMis) record page for your GCMO and enter there the information associated with the bank account that you will use for GCMO funds. That information includes the name of the bank, account number, routing number, type of account and a bank contact telephone number.

2. Step two: to be completed by the Generations Ministries national coordinator

Having consulted with the appropriate **Regional Pastor** about this application, I now recommend to the director of GCI Church Administration and Development (CAD) that the abovementioned camp/event ministry be chartered as a GCI, Generations Camp Ministry Organization (GCMO) and that the abovementioned camp/event director be named the director of that GCMO in accordance with the GCMO bylaws.

Signature _____ Date _____

Note: after completing this section, send this application to Grace Communion International, PO Box 5005, Glendora, CA 91740; attention: Church Administration and Development.

3. Step three: to be completed by the director of Church Administration and Development

I hereby approve the chartering of the abovementioned camp/mission/event as a GCI, Generations Camp Ministry Organization (GCMO) and that the abovementioned camp/event director be named the GCMO director in accordance with the GCMO bylaws.

Signature _____ Date _____

Note: after completing this section, send the completed application to the GCI Legal Department (with a copy to the Treasurer's office) for issuance of the charter. The charter will be signed by the Secretary of the GCI board. Once signed, the original will be kept by the Legal Department with copies sent by the Legal Department to the Treasurer's Office, Church Administration and Development, the Generations Ministries national coordinator, and to the newly designated GCMO director.

Appendix 12

Short-term mission trip standards

1.0 Overview

This appendix details standards for short-term mission trips (domestic and foreign) conducted by *Generations Camp Ministry Organizations* (GCMOs). In addition, GCI Church Administration and Development, USA requires adherence to these standards by any GCI-USA congregation conducting a mission trip that includes travel outside U.S. borders. Note that the standards in this appendix are in addition to those enumerated elsewhere in this handbook.

1.1 Why short-term mission trips?

Like other GenMin programs, short-term mission trips are tools to help churches include within their communities both young believers and young leaders. These trips also provide transformative experiences for older participants, helping to foster cross-generational relationships in the context of mission-focused Christian community.

This relational/missional focus should be kept clearly in mind when planning and conducting a short-term mission trip, and in post-trip follow up. A short-term mission trip is not an end in itself. It serves to connect people to the missional work of local churches “back home.” If this connection is not made, the trip is not a success. Every trip should pursue three major objectives:

- Share the good news of Jesus Christ (Mat 28:19-20)
- Share the love of Jesus through the mission work (Mat 22:39; John 13:35)
- Provide an avenue for participants to grow in the faith of Jesus (Gal 2:20; 2Pet 1:5-7)

1.2 What is a short-term mission trip?

As the term suggests, a short-term mission trip is a trip with a clear mission focus, that is of short duration: typically one to two weeks long. Typically (though not always), the mission focus is cross-cultural – reaching out with Jesus’ love to minister with, to and through people of different cultural, ethnic and/or socio-economic backgrounds.

Being mission focused, short-term mission trips are not sight-seeing tours or vacations. They are typically intense, featuring long hours of hands-on ministry work. In all cases, that work should have a clear disciplinarian, gospel focus so that participants and

recipients of the ministry are introduced to and built up in Christ through good works and verbal sharing of the gospel of God’s grace in Christ.

The Holy Spirit typically uses short-term mission trips to bring about significant life transformation, as participants are taken out of their normal context (“comfort zone”) and immersed in the passionate love that God has for all people. As noted in the section above, it is vital that such trips be conducted in ways that maximize the possibility that this experience will be brought back home, leading to active participation in mission in the company of others within the local church.

1.3 What happens on the trip?

There is no one-size-fits-all formula for conducting a short-term mission trip. An important common denominator is to involve participants in meaningful mission work enroute and at the final destination.

The destination might be a U.S. city or rural area (a “domestic mission”) or it might be a foreign country (a “foreign mission”). The actual mission work varies. It might include a building project, street evangelism, teaching English as a second language in a local school, staffing a day camp or vacation Bible school on behalf of a local church, serving on a disaster relief team, or helping out in an orphanage. The possibilities are endless.

What’s important is that participants engage in gospel-based *mission work* that is focused on non-believers, though this work will often involve participants working with indigenous believers (leaders and church members).

2.0 Choose the destination

Here are eight key considerations:

1. Is there a reliable local partner who will do follow up work after we leave (see section 3.0)?
2. Is that partner already active in mission there, but needing assistance that you can provide?
3. Is the destination appropriate to the age group you are including? Consider issues of culture, language and physical challenge. You want your participants to be stretched, but not overwhelmed.
4. Does the destination give opportunity to share the gospel verbally as well as through acts of mercy?

5. Is the destination reasonably safe? The first priority is this: ***Do no harm!***
6. Is the cost of transportation reasonable?
7. Is the planned mission activity worthy of support from potential donors?
8. Does the plan work with participants' schedules? Since most youth in high school or college get a summer vacation, that is when most mission trips will occur.

3.0 Partner with locals

Don't go it alone! Partner with a local church, parachurch ministry, or mission agency that is experienced in the locale where you are headed. Doing so has two benefits:

- 1) It reduces the unexpected (and thus potential for trouble).
- 2) It connects what you are doing to Christians who remain behind so that you are contributing to long-lasting results. Remember, the mission of the church is to make disciples of Jesus, and that is a life-on-life, long-term process.

Be sure your local partner is reliable, knowledgeable and doctrinally compatible. Check them out thoroughly; well in advance. Do not assume that just because they are associated with GCI that they will meet these criteria. Consult with Church Administration and Development.

Be sure to clarify details with your local partner, including: priorities, scope (who does what), schedules, deliverables, role assignments, lines of authority/communication, financial management arrangements, how bad behavior will be dealt with, expectations concerning lodging/food, and the like. Do your due diligence!

4.0 Form the team

Here are considerations concerning forming your mission team (leaders and participants).

4.1 Team size

The number of experienced leaders will largely determine the size of the team. Keep it manageable.

4.2 Who should go?

Typically, the majority of team members will be believers, although participation on a mission team is a great "hands-on" way to introduce seekers to the Christian faith. All team members must pass a criminal background check if minors are part of the team,

or if the team will have close contact with minors at the destination.

A primary goal of a mission trip is to build cross-generational community in the churches back home. For that reason, it's good to have a variety of age groups represented on the team. However, extreme caution is in order. Some types of mission trips, with the rigors and dangers of travel and mission work, are not for the very young or old.

It is GenMin's ***strong recommendation*** that mission trips outside the U.S., your first experience in a locale involve only adults to minimize liability related to the participation of minors. In any case, no participant should be less than 15 years old *unless* at least one parent, a close relative, or a court-appointed guardian accompanies them on the trip. A good reason to limit overseas trips to persons 16 and older is that younger participants cannot bring their own credit card. If there is a medical emergency, a credit card may be needed to pay the doctor or hospital.

4.3 Prepare the team

Note the following:

- Prepare the team thoroughly. Hold advance meetings and make attendance mandatory (teleconferences work well if you're spread out).
- Emphasize to the team that mission is a lifestyle that transfers back home. Develop life-long missionaries, not short term mission trip junkies!
- Prepare the team spiritually, including for evangelism (have them prepare their testimony to share with others).
- Prepare the team for the new culture—inform them about cultural norms/rules. You will want to respect local history, culture and traditions (jewelry, makeup, foods, etc.). You can learn a lot by getting hold of travel "hot sheets" available online for most major cities and countries.
- Consider some advance language training.

5.0 Plan for emergencies

Prepare detailed plans to deal with the following:

- Medical emergencies en route and on site
- Lost luggage
- Lost passports
- Legal trouble abroad
- Bad behavior; team conflict; need for discipline
- Need for rapid evacuation
- Acts of terrorism or political violence

6.0 Documents

Be sure needed paper work is in order, well in advance of leaving.

6.1 Passports & visas

Trips outside U.S. borders often necessitate that participants have a valid passport and in some cases a visa. It's essential not to leave arrangements for these to the last minute. It's best to make application at least six months before departure. Helpful information about passports and visas may be found online at:

- http://www.delta.com/planning_reservations/plan_flight/international_travel_information/visa_passport_information/index.jsp
- http://travel.state.gov/visa/americans/americans_1252.html
- http://travel.state.gov/passport/passport_1738.html

Note that a **valid passport** is one signed with black ink, in good condition, that does not expire for at least six months after the planned travel, and has blank pages for rubber-stamping arrival, departure, and visa information. If your existing passport does not meet any of these requirements, arrange to have it renewed.

It's helpful to make a couple of photocopies of the photo ID and signature page of the passport. Take one with you and keep it separate from where you keep the passport, then leave the other at home where it could be faxed if necessary to the US Embassy. Before leaving, we recommend that you list your group information with the U.S. Dept of State at <https://travelregistration.state.gov/ibrs/ui/>

6.2 International drivers license

Will you need to drive at the destination? If so, check drivers license requirements. It might be good to get an international drivers license/permit. These may be obtained at AAA offices.

6.3 Receipts for ministry supplies

If you are taking ministry supplies with you into a country outside the U.S., it is a good idea to bring with you receipts documenting their value. Customs will sometimes ask for such documentation, and it is better to have receipts showing how much you paid rather than them assigning a higher value, and then charging you duty. Research ahead what the duty free limit is and divide that by the number of participants entering together so that you do not have to pay duty on the goods/supplies you bring with you.

6.4 Travel medical insurance

This is a vital area demanding your careful attention. A church takes on significant liability in sending people on a mission trip. It is **vital** that trip planners do due diligence and inform participants of the risks involved in going on the trip. A great resource for identifying those risks in a particular country is the website at http://travel.state.gov/travel/tips/tips_1232.html.

It is **imperative** that all participants (including GCI employees) have medical insurance that covers them for all aspects of the trip. Require that each leader and participant show proof that they have such insurance in place. It must be first party insurance and it must cover out of country incidents. Do not assume that existing medical insurance policies are sufficient (they typically are not). Have participants check with their agents to find out about the limitations their policy places on coverage outside the United States. Some policies specifically *exclude* coverage outside the U.S., or restrict treatment options. If their policy imposes such restrictions, the purchase of an 'overseas rider' on their existing policy may be possible. Again, in *all* cases they must verify in writing that they have such coverage in place *before* the trip begins and for the full duration of the trip. Be sure that their insurance includes *evacuation coverage*. Should a participant become seriously ill and need to be evacuated to another location, the cost could be very high.

If someone is not adequately covered by their existing insurance policy, and is not able to purchase a rider; they will need to purchase **travel medical insurance** for the duration of the trip (en route and on site). There are many places to obtain such insurance, including www.hubhouseofworship.com (click on "products" then "international medical insurance"). On this website you'll find several options for individuals and groups (and buying for the whole group may be your best option). Restrictions apply, so read carefully. It appears that "Patriot," "Patriot Group" and "Patriot T.R.I.P." options are useful for short-term mission groups. Questions about travel medical insurance may be directed to Cheryl Corson in GCI Human Resources at 626-650-2350. **Note:** Even with travel medical insurance, you may have to pay for medical care at your destination out of pocket and then get reimbursed by your insurance carrier later. Therefore, it is good practice for each participant to bring their own credit or debit card. Also, be sure participants bring with them on the trip their health insurance documentation.

6.5 Liability waiver & informed consent

Require each participant to sign “release of liability” and “informed consent” statements, and if the participant is a minor, a parent or legal guardian must sign a “parental consent” statement. Examples of these statements are found in the sample camp application form posted on the Generations Ministries website at http://www.generationsministries.org/uploads/2/5/2/7/25278738/parental_permission_form.doc.

7.0 Travel

7.1 Packing

Provide participants with a suggested packing list, keeping in mind the climate of the destination, crime issues, and airline restrictions (luggage allowances).

7.2 Book flights

Book early to avoid cost increases. Beware of flights from online brokers that often cannot be changed. On overseas treks, it’s often difficult to find a direct flight with one carrier, so proceed carefully. We recommend purchasing cancellation insurance.

8.0 Money

8.1 Deposits and interim payments

It’s good practice to ask applicants for a deposit (say 10% of the total cost) that will not be refunded if the applicant is accepted. Doing this helps avoid careless applications that take up limited spots.

To avoid financial losses due to participants canceling after their flight has been purchased for them, it is recommended that you collect a minimum of 80% of the flight cost from participants before purchasing their tickets. This money is then non-refundable once the ticket has been purchased (unless you have them pay extra to buy a refundable ticket).

Stagger the payments for the balance of the trip’s cost over the months leading up to departure. Make sure you receive full payment from all team members *before* you depart.

8.2 Determining the cost

Include the following in determining the total cost of the trip:

- Flights
- Passports
- Visas (if required)

- Departure taxes (not always required, and sometimes built into the cost of the flight)
- Immunizations (shots)
- Travel medical insurance
- Evacuation insurance
- Accommodations
- Food
- On-site transportation
- Interpreters
- Ministry and work project supplies
- Advertising
- Onsite permits
- Literature
- Shipping supplies in advance
- Team T-shirt
- Laundry
- Background checks/administration expenses
- Emergency fund/miscellaneous expenses
- First aid supplies
- Team’s day off outing or group building activity while on site (Safari, cruise, tour, special event)
- Mission agency processing fee (if you use someone else to set-up your trip)

8.3 Cash and travelers checks

Each team member should decide the amount of currency to take with them on the trip for incidental purchases. This currency can be in the form of cash and/or travelers checks. As a matter of security, do not keep such funds in one location enroute or on site.

Note that cash and travelers checks of small denominations (\$1, \$5, \$10 or \$20) sometimes receive a less favorable exchange rate than larger denominations (\$50 and \$100).

Be sure to research the need to exchange U.S. currency for that of the destination country. If exchange to a foreign currency is needed, this can often be accomplished at the destination airport, but be sure to check in advance.

It’s often best to make payments with a credit card rather than with cash (see section below). If you change US dollars into a foreign currency, it is unlikely you will spend the entire amount and you then end up with a small amount of the foreign currency. If you attempt to re-exchange it back into US dollars, you will find that change will bring a much lower exchange rate, a fact which effectively inflates the purchase price of whatever your buy.

8.4 Credit cards/ATMs

It's helpful that the team leader have a credit card with their photograph and signature imbedded in the card itself. Most foreign businesses check ID and signature closely when a credit card is used.

8.5 Fundraising

Give careful attention to individual and mission team fundraising. Having all participants involved in fundraising helps build team spirit and "buy in." Also, fundraising gives donors a sense of involvement. Remember, the main function of such trips is to build missional awareness and involvement in churches "back home." Because GenMin GCMOs can receive and receipt donations to the GCMO as tax-deductible, it will often be best to raise funds given to the GCMO, rather than to an individual mission team member. Donations given for the direct benefit of an individual are NOT tax deductible.

9.0 Health Issues

9.1 General comments

Travel should not be undertaken without due consideration of health risks. However, people's fears are sometimes unwarranted (bad information circulates on the internet!). So do your due diligence to research the situation, then let people know the actual risks involved so they can make informed decisions.

That being said, short-term mission trips should not put participants in unreasonably risky situations. Remember rule #1: **Do no harm!**

9.2 Immunizations

Consult with a travel agent, physician, or the U.S. Center for Disease Control website at <http://wwwnc.cdc.gov/travel/default.aspx> to see if the area of the world where you are going requires shots, vaccines, special antibiotics, etc. Arrange for these well in advance.

9.3 Sanitation

Sanitation levels in some locales are primitive. Consider taking foil wrapped towelettes or antibacterial gels to use in cleaning hands and surfaces. Pay particular attention at mealtimes.

9.4 Medications

Take with you the medications you'll need. Take enough to cover the trip plus several days in case the trip is delayed. Do not assume these meds can be

found abroad. Carry them enroute in your carry-on luggage, fanny pack or purse.

Keep prescription medications in the container in which they were dispensed, which lists the name of the doctor, the pharmacy, the name of the medication, the dosage and that it was prescribed for you.

If any medication you carry (prescription or over the counter) is considered a "controlled substance" (e.g. a narcotic pain reliever), it **MUST** be in a container that clearly identifies what it is, that it has been prescribed for you, and that the quantity you have with you is commensurate with what is needed for the length of the trip and no more.

Caution: Some countries prohibit certain medications (over the counter and prescription). For example, in Zambia, lidocaine and benzocaine are prohibited as narcotic substances, and diphenhydramine (in Benadryl) is prohibited as a psychotropic substance. For information, go to <http://travel.state.gov/travel/>.

If there is anything unusual about your medicine or medical condition, it is wise to have your doctor briefly explain the situation and suggested maintenance protocol on his/her letterhead stationery.

If traveling to a third world country, it is advisable to take along a supply of Cipro (ciprofloxacin), a general antibiotic that covers diarrhea and other bacterial infections. Here are other medications to consider taking along:

- Pain and fever reducers (aspirin, acetaminophen, etc.)
- Sun screen and lip moisturizer
- An antihistamine
- A decongestant
- Cough drops, throat lozenges
- Eye drops, ear drops, nose drops or spray
- Imodium (tablet form) for diarrhea
- Topical steroid (hydrocortisone 10%) for skin rash and insect stings

9.5 Water

Determine if safe drinking water is available at your destination(s). If not, arrange for safe bottled water to be brought in or arrange for a reliable water purification system to be available. Bottled water is only safe if the caps and safety seals do not show signs of being previously opened. Sometimes bottles are reused and filled with unsafe water. If in doubt, boil your drinking water.

Remember to use bottled water when brushing teeth and keep your mouth closed when taking a shower. It is wise to take some anti-septic mouthwash to rinse your mouth with after a shower/

9.6 Food

Generally, you will want to eat what the locals eat so as to relate with them culturally. However, check it out in advance, and if needed make other arrangements. Find out who will prepare the food and how. Is there adequate refrigeration? Are cooking methods safe? Be particularly cautious about eating uncooked vegetables and fruits. Fruits with skins (bananas, oranges, etc.) are safe as long as you peel them yourself or you know your host peeled them. Some frequent travelers recommend taking a single Pepto-Bismol tablet before eating to help minimize stomach upset.

9.7 Diarrhea

One of the most common illnesses that travelers experience is called “traveler’s diarrhea.” It’s brought on by the change in water and diet and the stress of travel. Imodium is an effective treatment. The tablet form is best for travel.

However, note that sometimes diarrhea results from ingesting contaminated food, beverage, or an organism that results in an intestinal infection. In such cases, the diarrhea is just a symptom and to attempt to treat it without dealing with the contamination is not wise. Generally, this type diarrhea is also accompanied by vomiting. In such cases, in addition to taking Imodium, it is helpful to take the antibiotic Cipro (Ciprofloxacin HCl). Discuss this issue with a physician before you go so that you understand the difference between the two types of diarrhea. This will help you understand the proper treatment to give.

10.0 After you return

10.1 Debriefing and re-entry support

Debriefing should begin during the trip. Provide regular opportunities in group meetings for participants to share experiences, reactions and thoughts. Such debriefing is an effective way to sort out feelings and attitudes, and to prevent long-term misunderstandings of the culture or personal issues. Once participants return home, it is recommended that the team continue communicating to provide “re-entry” back into daily life. Participants may struggle with new feelings, including feelings of guilt (for having more “things” or other perceived blessings), loneliness (not having daily contact with mission team

friends), or confusion or anger with God (why does he allow the suffering encountered?). Having post-mission get-togethers (in person or by teleconference) can help participants continue to sort out and solidify the lessons learned, and then apply these lessons to daily life back home.

10.2 Reporting back to sponsors

Mission trip participants often have people back home to thank. They may be people who provided funds, prayed for the trip, contributed supplies, or helped in other ways. It is fitting to show appreciation and share trip experiences and lessons with these at-home supporters. This can be done in a variety of ways. Participants may write notes to supporters, send copies of a few photos, make a photo album to share, put together a slideshow to present in church services or other gatherings. They could ask for time during a church service to make comments about the trip, or maybe help host a “theme night” with decorations, food, music and photos related to the mission trip. Be creative, but share the mission trip experience as widely as possible.

10.3 Post-trip evaluation

Sometimes the mission trip director will ask for participant evaluation of the trip to help improve plans for future trips. It may also be helpful for the host to receive feedback regarding how participants viewed interaction between the mission team and the host. In any case, be open, honest and helpful with evaluation comments.

10.4 Team reunion

Going on a mission trip can form tight relational bonds. As part of the support function mentioned in section 10.1 (and to promote fellowship), there may be opportunity for members of the mission team to get back together from time to time to recall trip memories, share lessons learned (and how they were applied back home), and keep in touch with each other’s personal lives.

11.0 Helpful resources

The following websites provide helpful information:

- http://www.missionsresources.com/category/Mission_Trip_Prep.htm
- www.stemintl.org
- <http://www.shorttermmissions.com/articles/?STM=a254ff506e31f4a0658ae3a8f307ca64>
- <http://www.shorttermmissions.com/resources/>
- <http://www.shorttermmissions.com/links#travel>
- <http://www.roundtripmissions.com/>
- http://www.christianitytoday.com/yc/2010/spring/surviving_worstcase.htm