

# Destination Point

*How Your Community  
Can Become a Desired  
Destination Point for  
Short-Term Missions  
Volunteers*

*Destination Point*

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*[www.namb.net/destination](http://www.namb.net/destination)*

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# Introduction

Inviting hundreds of volunteers to your community for a week or longer is not a dream for everyone. Imagine what God could do if you were multiplied and working in 20 different places with 20 different tasks throughout your community, all at the same time.

If God has challenged you with a community or associational ministry vision that feels way beyond your capacity, then maybe you need to ask others to join you. With the right strategy, it's possible that volunteers from across the country will come to your community to join hands in a God-sized task.

## Take a minute and dream for your community.

- Children in multihousing communities hearing about Jesus.
- Sports camps in community parks teaching children about Jesus.
- Inner-city homes being renovated.
- Spanish-speaking people in migrant camps hearing the gospel.
- Two evangelistic Block Parties occurring each week.
- Hundreds of hungry people being fed and hearing the gospel every day.
- Hundreds of men, women, boys, and girls accepting Christ as Savior.
- Evangelistic sports clinics being conducted in cooperation with the city's daycamp program.
- Prayerwalking in neighborhoods.
- Ministering to hundreds of people in leisure and resort settings.

## Could this happen in your community in just one week?

With thorough dreaming, planning, and coordinating, it is possible to multiply your community ministry efforts hundreds of times through the utilization of volunteers. With the onset of the new millennium, we see mission education moving from the classroom and the prayer room to the arena of personal involvement. People everywhere, especially in the church, are looking for projects in which to become personally involved. They are looking for a place where their lives can make a difference.

Widening ministerial involvement in your association or community to include volunteers increases the opportunities to fulfill the Great Commission. Volunteer skills and experiences expand the tools in God's treasure chest. Volunteers can do construction, repair vans, sew, teach crafts, and tutor children. They can and will do just about anything they are asked to do.

The varied life experiences of volunteers, such as working with drug and alcohol addicts, working in a factory, or being a refugee, provide a meaningful context from which to relate to all kinds of people. Volunteers are not viewed with the same attitudes as preachers, missionaries, or other church staff. Often people will be more patient with volunteers who exhibit uncomfortable feelings or make awkward presentations during evangelistic events. Less-than-perfect presentations are viewed as genuine feelings, and people will take time to listen.

The purpose of *Destination Point* is to assist you in developing a strategy and plan for your community or

association that utilizes a vital resource for the harvest—hundreds of short-term volunteers.

*Destination Point* is a collaborative effort that reflects real-world experience. Based on the model of Charleston Outreach in Charleston, S.C., Jack Little wrote the first draft of this manuscript, reflecting much of the success realized in the diversified ministries of that association. Jack Merritt, who served Southern Baptists for more than 30 years as a missionary and volunteer mobilization specialist, helped to take the principles of Charleston Outreach and make them more readily applicable to any ministry or association in North America.

Please pray that the Holy Spirit will guide you in the process of developing a vision and plan that will have an eternal impact on your community. ■

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## Chapter 1: Make Your Vision Reality

### What Can You Do in Your Community?

Needs in America are great. The new millennium calls for fresh ways to reach people for Christ. No longer can we expect people to come to our churches to hear about the Lord. The world cannot see our light when we are in the church. To be effective in bringing people to Christ calls for more than passing out tracts to strangers and expecting them to receive the gospel.

People have been bombarded with the message of Christ and have grown immune. Methods that once worked may not work in today's global environment. The world continues to change, and as technology has advanced, people have become more isolated. What our world longs for is a personal touch. People yearn to know that someone cares and values them for who they are.

Believers today must become "salt and light" in the places they work, study, and play. Those with whom they interact will see that knowing Jesus makes a difference.

Ministry must be offered with no strings attached. Giving food to the hungry at food pantries or showing movies to surfers on a beach builds relationships so that Christ's love can be shared. Following what Jesus taught His disciples, we must be willing to help those who have become overwhelmed by the circumstances of life.

The parable of the Good Samaritan in Luke 10:25-37 gives a vivid illustration. Following the discussion about gaining eternal life, Jesus told the story of how the Good Samaritan stopped and ministered to the man in need. He then challenged the experts in the law to go and do likewise. Caring for those who are overcome by life's difficulties is what believers do.

Vision consists of a God-given dream about how things could be if God had His way. A God-sized vision is always bigger than who we are by ourselves. A vision is what drives a person to accomplish something bigger than himself or herself. One of the challenges of turning vision into reality is getting others to join in the task. The vision must be compelling to make this happen.

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Futurists say vision is seeing the “preferred future.” Christian ministers need to ask, “What is God’s preferred future for this community in 20 years? How can the gospel be shared with every man, woman, boy, and girl? What will it take?”

As God’s ambassadors in partnership with Him, what do we need to do? In Matthew 28:18-20, Jesus told believers to go into all the world and make, mark, and mature disciples.

*“All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always to the very end of the age”*  
(Matt.28:18-20, NIV).

Dreaming and leadership are keys to making a vision a reality. In *Revolution in Leadership*, Reggie McNeal points out that vision is the “ability to cultivate a compelling future that motivates and measures the missional expression of the leader and the church.” If the vision is large enough, worthy enough, and compelling enough, people will sacrificially give of themselves to help bring it to fruition.

As you dream, ask yourself:

- What has God called me to accomplish in my community?
- What is a God-sized vision that only He can accomplish?
- How and where do I see God at work?
- Where do I see God’s ministry in five years? In 10 years?

Strategies to reach people revolve around recognizing the ministry opportunities that God opens. Involvement with the local churches is vital in making the most of the opportunities. However, local church involvement can be slow in coming. Utilizing short-term volunteer mission groups, both locally and from other states, is an excellent way to develop ministries until local churches are able to take over. As volunteers come to assist with church-sponsored ministry events, churches will buy into the vision of using volunteers. Local volunteers will also become involved and gradually the vision will become reality.

We will reach North America for Christ with the help of volunteers. Their gifts, skills, talents, and abilities can be utilized to minister in the name of Christ. God uses volunteers to further the message of Christ across our communities. People discover they can be on-mission Christians. Acts 4 tells the moving story of Peter and John being called before the Sanhedrim to account

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for the healing of the man crippled from birth. In the process of examining them, “. . . the Sanhedrin saw the courage of Peter and John and realized they were unschooled, ordinary men, they were astonished, and they took note that these men had been with Jesus” (Acts 4:13, NIV).

Everyone who yields to the leadership of the Holy Spirit will be used to touch the lives of others. By providing opportunities for volunteers to use their gifts, skills, and talents, you will assist them in being obedient to God’s call upon their lives.

## Volunteer Mobilization Mission Strategy

Missionaries serve in many capacities and settings. This calls for different types of ministries. The work of the missionary can be multiplied thousands of times by utilizing volunteers. Church planters need volunteers to help with community surveys and Backyard Bible Clubs (BBC). Later, they may need volunteers to construct a building. Block Parties can provide the opportunity to celebrate the beginning of a new work and reach out to the community.

Resort missionaries need volunteers who understand the concept of resort missions to minister to people on vacation or to people who have a leisure lifestyle. Giving water to joggers, entertaining tourists through creative arts, giving directional assistance to those in an unfamiliar place, and leading worship services on a beach are some of the ways volunteers can help missionaries with their work.

Church and community missionaries need volunteers who will serve in clothes closets and inner-city ministry centers, tutor children, educate adults, renovate old housing, and teach Bible studies.

Ephesians 4 instructs the minister (pastor and missionary) to equip the saints for the work of the Lord. Training volunteers and allowing them to help with the missionary’s work is the logical and biblical thing to do. This is how the kingdom of God is established.

The North American Mission Board (NAMB) of the Southern Baptist Convention (SBC) has established goals for church planting and evangelism. The goal is for Southern Baptists to baptize 1 million people by 2005. Another goal for Southern Baptists is to have 100,000 congregations by 2020.

The goal for Volunteer Mobilization, NAMB, is to mobilize 1 million volunteers by 2010 to carry the word of Christ throughout North America. If 1 million volunteers were mobilized to serve in communities throughout the United

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States and Canada, NAMB's appointed missionaries would see their dreams and visions become reality.

The Volunteer Mobilization Team maintains a Web-based volunteer mobilization information system called The Bridge, which is located at <http://thebridge.namb.net>. The Bridge functions as an electronic bulletin board for posting ministry needs. Project managers can post their projects for individuals and missions teams to view. Volunteers can match their skills, the dates they are available, and the area of the country they are interested in serving to the ministry specifications.

There are also many formal partnerships between state conventions, associations, and churches that provide opportunities for volunteers to serve. Informal relationships are developed between friends and acquaintances of missionaries and various ministries.

Missionaries, directors of missions, and church leaders are key to mobilizing volunteers. They have a local vision, strategy, and capabilities to carry on year-round ministry evangelism.

These key leaders must acquire training in the following leadership skills:

- Gaining a vision
- Supervising volunteers
- Mentoring volunteers
- Training volunteers
- Delegating responsibility
- Following up

## Developing a Strategy

### *Know Your Community*

Research of the makeup, needs, and demographics of the community should be conducted. Knowing your community is essential for developing a God-sized vision and missions opportunities. It is often a surprise to residents to discover what this research reveals.

Proper research assists in building a compelling case for the use of volunteers. They will understand how their ministry fits into your vision for God changing the community. Also, survey results indicate ministry needs. In any community where there are multihousing areas, Backyard Bible Clubs can

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be conducted. Bible studies and new churches can begin. In nursing homes and assisted-living homes, Christian fellowship and Bible studies are needed. Most communities have tourist attractions where resort ministry can take place. City parks, homeless shelters, migrant camps, Head Start programs, and sports venues all provide ministry opportunities.

Construction ministry is another large opportunity. The World Changers ministry builds partnerships in cities. Ministry leaders meet with city officials and tap into Community Block Development Grants. These funds are available to every city and county municipality. Federal dollars can be used for community improvement and “stretched” through the utilization of volunteer labor.

It is important to see how God is working and seize the opportunity for ministry. Be open to avenues of missions and ministry through an idea, a dream, or an unexpected opportunity. Once the community sees the integrity of your ministry, community agencies will be calling you.

## *Set Up a Ministry Council*

Set up a ministry council to initiate and implement the work. Each council member can represent a specific area of ministry. A ministry council provides opportunities for service for many individuals, gives people a greater sense of ownership in the ministry, and provides for a variety of ministry opportunities in the community.

Meet at least monthly to discuss what God is doing. Council members can recommend ministry actions and vote on financial expenditures. Members can network together as they discover needs. For example, a prison ministry representative may need Bibles, and the Scripture distribution person may have information for securing the Bibles.

The council can have any number of ministry representatives. Ministries can be added as God raises them up. If someone has been burdened to begin a ministry to the deaf, that person can be invited to participate in the next ministry council meeting. The council can grow or decrease as God moves.

The council should set goals and plans for all areas of ministry. Council members can include churches in the development of plans. This invites churches to be responsible and accountable for various areas of ministry, which is especially important when visiting volunteer missions teams are not available. Churches provide the logical place where follow-up can be planned and conducted. They can assimilate new believers into the congregation and provide ongoing discipleship and ministry.

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## *Ministry Development*

John Maxwell says in *Developing the Leaders Around You*, “Having and sharing a vision gives people vision and direction for their individual lives. As they contribute to the larger goals of the organization, they begin to identify more clearly a vision for themselves. As their vision becomes clearer and a sense of direction becomes stronger, their lives become more meaningful.”<sup>1</sup>

A key to ministry development is training potential leaders to oversee and direct the ministry. This is vital to sharing the vision and involving others.

Jesus gave us the model of supervision by becoming the ultimate example of a mentor. Jesus did the ministry, told His disciples how to do it, watched them do it, and then let them do it by themselves. Delegation is important in ministry. It is impossible for one person to supervise all the different aspects of a large ministry program. It is much bigger than one person. An effective leader will:

- Assist in developing a vision.
- Assist the team in planning the ministry.
- Show them how to do it.
- Let them do it and come alongside to help.
- Meet with them regularly to continually evaluate and improve the ministry.

Less supervision is required as volunteers grow in their ministry. Regular meetings with ministry supervisors may still be necessary and helpful. The purpose of these meetings is to keep up-to-date with the progress of each ministry and offer support and assistance through prayer and guidance.

When missions opportunities surface, all Christian leaders encounter the crisis of belief that Henry Blackaby talks about in *Experiencing God*. Blackaby suggests that one pursue an opportunity to see if the ministry continues to open up. If it does, proceed with ministry development. If it does not, stop and wait for God to move in other directions.

The greatest step in a crisis of belief is asking the “what if” question. This question promotes dreaming about and exploring ministry possibilities. The redeeming impact a ministry can have on the lives of people should be at the forefront of every consideration. Ask yourself: “What if we do things this way? What if we do things that way?” When challenges arise in ministry development, the “what if” question encourages leaders to seek positive solutions rather than getting stuck on negative circumstances.

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*God's best comes after you have run out of your own thoughts and ideas.*

## Ministry Evangelism

The point of all ministry is to build relationships with people in order to share the saving knowledge and grace of Jesus Christ. Target grouping studies the lifestyles and needs of a particular group of people. Then you can determine a good ministry strategy to meet the needs of that group. Ministry offered in humility will build relationships with them.

### *Steps to Effective Ministry Evangelism*

- Discover the needs.
- Develop a ministry strategy.
- Provide relevant ministry.
- Build relationships.
- Share Jesus as trust is built in the relationships.

By developing and building a loving and trusting relationship, the opportunity to share a witness will be created. Caring about people and their situation gives you the right to share a testimony about your personal relationship with Jesus Christ.

One ministry to joggers follows these principles. Free bottled water is given to meet the needs of the jogger. When they are first offered the water, they look at the volunteers as though they are crazy. As they pass around the third or fourth time, they begin to trust. On their next pass, they say, "We'll be back for some when we stop." When they finally stop and take a bottle and ask, "Why are you doing this?" there is the perfect opening to share Christ.

In a food ministry, food is first given. The recipients see that the food is given unconditionally and that the volunteer cares about them. At that point, the volunteer can share how Jesus fills not only our physical needs but also our eternal, spiritual needs.

*Friendship is the gold thread that ties hearts together.*

## The Local Church

Local churches can be responsible for setting up ministries. If a local church has chosen to participate in a project, it should be responsible for promotion,

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supervision, and follow-up. If a mission group is conducting community surveys, Vacation Bible School (VBS), Backyard Bible Clubs, sport clinics, or some other ministry, the host church is the liaison with the mission group. Church leaders should make contact with mission groups before their arrival date. The group needs to be informed about the missions opportunities they will be engaged in, including such details as the number of children to plan for, ages being targeted, number of houses to be surveyed, supplies and equipment needed, and facilities and/or locations where the ministry will be conducted.

Church leaders need to conduct an orientation for the visiting mission groups upon their arrival. The purpose of this orientation is to welcome the volunteers, provide detailed information about the project, and affirm the volunteers in their partnership. ■

## Note

1. John Maxwell, *Developing the Leaders Around You* (Nashville, Tenn.: Thomas Nelson, 1995).

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## Chapter 2: Planning for Volunteers

### Who Can Use Volunteers?

Any leader whom God has given a vision for missions outreach can use volunteers. A missionary, a pastor, a minister of missions, a volunteer missions leader in a church or an association can make a Macedonian call for volunteers to come and assist. A church planter can invite folks to come and conduct Backyard Bible Clubs and surveys and distribute information about the new work. An associational missionary can utilize volunteers to do sports camps, outdoor concerts, and creative arts. A local pastor can expand a World Changers experience into an ongoing construction ministry. An inner-city missionary can ask for assistance with children's programming, sports clinics, adult reading and writing, and sewing classes. A resort missionary can request help with beach ministry, snow skiing ministry, and worship experiences.

### Where Do You Find Volunteers?

Recruiting volunteers is an integral part of becoming a missions destination point. Publicize the work that needs to be done to attract mission groups to come. Develop brochures, displays for conferences, and mail outs to mission group leaders.

Discover the pathways established by associations, state conventions, and national organizations to receive volunteer assistance. The North American Mission Board maintains an Internet Web site at <http://thebridge.namb.net>, where volunteer groups can match their skills, talents, and interests with ministry needs in North America. Networking with state convention staffs and state volunteer coordinators can assist with finding volunteers. States also have major initiatives with associations, other states, and countries represented by partnerships.

Information about missions opportunities and how a volunteer can become involved must be given in a clear and concise manner. When speaking opportunities arise, be prepared to share ministry information. On Mission Celebrations, conferences and workshops, Baptist Student Ministries, and church Sunday School classes are all places where volunteers can be recruited.

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Think about other ways to find volunteers. The philosophy of a missions destination point should be to multiply ministry through volunteers to strengthen existing churches, start new churches, and minister in His name.

## How Large a Team Can Come?

The ministry project will determine the number of volunteers that can be assigned to a project. Too few volunteers with too many children at the Backyard Bible Club will be chaotic. Also, too many volunteers at a construction site will be frustrating if people stand around and waste their time. Ask the following questions:

- How many volunteers will it take to do the ministry?
- How many volunteers can be involved in meaningful ways? (The objective is to have volunteers return.)
- How can each team member make a significant contribution to the effort?
- How many volunteers can be housed, fed, and transported comfortably?
- How many meals can be provided if local church volunteers are providing meals?

## Project Logistics Manual

To use volunteers in the most effective way, several things must take place. Defining the task, training, and orientation are key in preparing for the ministry effort. A resource developed by the Volunteer Mobilization Team of the North American Mission Board is the *Volunteer Project Logistics Manual* (downloadable from the Web at [www.namb.net/logistics](http://www.namb.net/logistics)).

The *Volunteer Project Logistics Manual* has two parts. The first part is designed to assist the volunteer in preparing for and going on the mission trip. There are many practical suggestions and checklists that will help facilitate the missions journey.

The second part contains valuable suggestions for missions destination points in preparing for volunteer mission teams. Included in the manual are suggested covenants and guidelines for logistical support of volunteers.

## Defining the Task

Casting the vision for the ministry helps volunteers see the goals and dreams of the leader. To help volunteers be prepared, first communicate what they are to do. Poor planning leads to a bad experience. Advise them to be flexible. But

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flexibility will not compensate for poor planning. When requesting volunteers, ask yourself the following questions:

- What is needed to help this ministry site?
- What can volunteers do to help?
- What is the time frame for accomplishing the objective?
- What materials will volunteers need?
- How many volunteers are needed for each site?
- Can an individual accomplish the ministry or will it require a group?

For example, construction work is different from Backyard Bible Clubs. Scheduling framing, plumbing, electrical, and finishing crews takes more time and coordination than getting teams to conduct Backyard Bible Clubs. Whereas a sewing class might require several adults to assist, a sports clinic might call for a team of youth and adults.

Taking the time to define the task may be the most important time spent in a successful volunteer experience. A clearly defined task increases efficiencies, reduces anxiety for the volunteers, and helps volunteers want to return.

## Training

Training volunteers is vital to accomplish the ministry task. Necessary materials and supplies must be ready before they arrive. Volunteers need to know what ministries they will be doing and how to do them well. A pre-project visit helps volunteer leaders understand what is necessary to prepare for the trip. If a pre-project visit is not possible, details can be given through correspondence via the mail, e-mail, or phone.

## The Pre-Project Visit for Missions Team Leaders

Pre-project visits are important in preparing mission group leaders. The visit can take a full day or longer. During these visits, the group leader begins to plan for the ministry, select the ministry of choice, review policies and procedures, become familiar with the host staff, decide where they will stay, and observe other ministry sites similar to the type they will be working with. As much information as possible should be given.

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## *Agenda for Pre-Project Visit*

- Welcome and prayer.
- Visit tourist center or Chamber of Commerce.
- Review and discuss policies.
- Meet representative from the housing provider and review policies and procedures.
- Discuss Bible study and worship time.
- Outline deadlines such as registration deposits, medical release forms, and T-shirt orders.
- Offer ministry training for each area of ministry.
- Tour of ministry sites.
- Let leaders choose the ministries in which they will participate.

Ministry options should be clearly defined so group leaders can decide how their teams will participate. Training sessions should be provided to help leaders to clearly understand the dynamics of the ministry. Leaders can break into small groups for one-hour ministry training session.

If possible, provide videos that demonstrate the various ministry options. Other groups that conducted such ministry in the past or local church volunteers currently conducting the ministry could provide such videos. It would be ideal if the group leader can take the video back to his or her home church to show to the volunteers.

In the training sessions, group leaders need to be prepared for the week of ministry. Topics to cover include:

- Materials and equipment needed.
- How to do the ministry.
- How to prepare the group.
- How to divide the group for ministry in more than one site if they have over 10 in a group.
- Situations and environments the volunteers will face and how to deal with them, including safety factors.
- Dos and don'ts of the ministry setting.

## *Touring Ministry Sites*

Begin the touring session with a devotion and prayer time. A question and answer period can then be followed with a windshield tour of the ministry sites. Show one ministry site for each type of ministry. Provide leaders an opportunity to get a feel of the mission setting where they will be working.

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During the tour, mission group leaders can get out of the vans to hear the ministry described again. A meal can follow the tour, and a final question and answer time can conclude with a time of prayer for the Holy Spirit's direction.

## *Ministry Selection*

At pre-project meetings mission group leaders select the ministry their group is capable of doing. They will base their choice on the burden that God places on them, the gifts and abilities of their group, or the challenge to do something different.

Ministry assignments can be made according to a leader's request. They may choose ministries for two different time slots, morning and evening. The ministries can be the same or different. Most leaders choose different ministries so their group can have two different experiences.

## *Possible Ministries*

- Multihousing
- Migrant
- Medical
- Nursing homes
- Prayerwalking
- Seafarers
- Sport camps
- Construction
- Performing arts
- Block Parties
- Beach
- Community surveys
- Long-term care
- VBS & BBC
- English-as-a-Second-Language class/tutoring

Once a group signs up for a ministry at the pre-project meeting, requests are given to a registrar. The registrar enters the selections in a computer and passes the names on to the proper ministry coordinators. The ministry coordinators then divides each group in to teams of 10-15 and assigns them to a ministry site. The ministry coordinator is responsible for making sure the teams come prepared. Groups need to know in advance the size of the community and information about the people to whom they will be ministering. This allows them to plan for materials, refreshments, and supplies.

Some groups may choose more than one ministry for both the morning and evening. Some group members may be more gifted in one area than another. Part of the group can do multihousing while another ministers on the beach. Some may do a morning drama performance while others work in construction. This can be beneficial to both the missions destination point and the missions team. Some may do three or four different morning ministries.

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*The key for the effectiveness of a group leading multiple ministries is the missions team leader. The leader must organize and prepare the group for the ministries in which they will participate.*

Team members should stay at the same ministry site throughout the week. This allows relationships to develop so Christ may be shared.

## Mission Week Logistics

### *Transportation*

Groups should be responsible for their own transportation to and from the mission site and to other meetings. Since they usually come in vans or buses, it is appropriate for them to provide their own transportation. They are responsible for their own gas and expenses.

Sometimes teams arrive by plane. Arrangements will need to be made for transportation around the community. Vehicles can be rented or a local church can lend a vehicle (if insurance allows). If a vehicle is borrowed, there should be a clear understanding in writing concerning who pays the operational expenses of the vehicle.

### *Buses vs. Vans*

Vans are the most flexible type of transportation. Teams of 10-15 are normally assigned to a ministry site. Multiple vans help keep logistical problems to a minimum. Maps can be provided for each ministry site. When a team brings a large bus, ministry sites can be set up in close proximity to one another. Ministry sites can often be prearranged so the driver can drop ministry teams off at each site. If the ministry sites are in cities, narrow streets and traffic may become a challenge for the movement of the teams. Care should be given in planning for the ministry sites where buses will be the mode of transportation. In any case, signed insurance forms should be kept in each vehicle.

### *Lodging for Volunteers*

Lodging can be one of the greatest expenses for volunteers. In some cases, the volunteer's participation may not be possible if assistance with lodging is not provided. Things to ask in planning for the stay include:

- How many will come?
- What is the ratio of students-to-adults for youth groups?

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- What is the gender make-up and how will that affect lodging arrangements?
- Can the team afford to stay in a hotel?
- Will the volunteers need sleeping bags?
- Can a church provide lodging through members' homes?
- Can volunteers stay in a church?
- Is there a church camp in the area with shower facilities?
- Could volunteers stay in a school?
- How much will it cost the volunteers to stay in the accommodations?

Local churches may be able to provide housing at minimal cost to the missions volunteers. These sites must have shower facilities to adequately handle the number in a group. There are few churches that can meet this demand. In determining shower needs, a good ratio is one shower to 5-10 volunteers. Leaders can prepare their group to shower at various times. Some churches charge a nominal fee to help pay utility expenses.

College dorms are also an option for housing. Dorms may cost more, but they usually provide more comfortable accommodations. Food services may also be available at the local college cafeteria. Many colleges welcome the opportunity to provide meals for groups as it generates more revenue than housing.

## *Lodging Options*

- |                      |               |
|----------------------|---------------|
| ■ Churches           | ■ Campgrounds |
| ■ Conference Centers | ■ Homes       |
| ■ Hotels/Motels      | ■ Schools     |

Arrangements can be made with a local motel to provide housing at a discounted rate. Roommate assignments should be sent to the motel prior to arrival. The mission group is responsible for the total cost of lodging.

## *Feeding Volunteers*

Another issue facing a mission group is food preparation. Food arrangements, just like every other aspect of becoming a missions destination point, need to be clear from the beginning. These questions will help missions teams plan for meals:

- Will the team need to bring its own cooks?
- What cooking appliances will the team need to bring?
- Can the host provide meals?
- Can homes hosting volunteers provide a meal each day?

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- What catering options exist?
- Can the kitchen of a school or a church housing volunteers be used for meal preparation?
- What is the estimated cost for each volunteer?
- What menus would be appropriate for volunteers?
- Will any volunteers require special dietary considerations?
- Can the local association or local churches provide meals?

Missions teams can save money if the mission site has kitchen facilities. Should the group choose to cook for themselves, it may need to include volunteers whose responsibility will be to procure and prepare the meals. The team can prepare breakfast and supper. Lunches may be prepared at the mission site by picking up sandwich supplies. The volunteer cooks may also prepare brown-bag lunches for the volunteers to take to the work site. This allows time to be used most efficiently.

- Contracted with a motel or caterer
- Prepared at the church, conference center, or mission site
- Eaten out

Coolers can be packed each morning by a deli at a local grocery store, including lunch meat, bread, condiments, snack cakes, chips, fruit, and drinks.

Conference centers or church camps provide another option for meals and housing. This is similar to staying at a local church. Part of the group's missions task might include grounds maintenance, cleaning, or construction work at the conference center to offset costs. Volunteers could work at the facility in the morning and do evening ministry at another mission site. This arrangement is helpful for groups on a limited budget because they can work in exchange for their lodging and/or meals.

Food costs can be kept to a minimum by using cereal for breakfast, sandwiches for lunch, and eating out for supper. Some groups choose to stay at conference centers with the above-mentioned exchange arrangement, even though it may be a longer distance to the evening ministry site. Other creative means of providing meals on a budget can be determined by the missions team and destination point hosts.

## *Materials and Supplies*

Groups should furnish their own supplies and materials for ministry. This includes Bible story materials, arts and crafts supplies, and refreshments. Sports teams might bring items such as portable basketball goals and backboards.

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Groups often give extra materials, supplies, and equipment to the ministry site when they leave. Tables and other large items may be obtained from local churches. Supplies and materials purchased locally help lessen the load.

If the ministry plan includes several weeks of ongoing ministry, each group should be encouraged to use different materials so lessons will not be duplicated.

## *Dress Codes*

There should be a clear understanding about what volunteers may wear on the mission trip during both ministry times and free times. Appropriate clothing is necessary to do the job and to provide a desirable witness. Long pants and sleeved shirts are necessary for construction work. Length of shorts should be determined prior to the arrival of the team. Halter tops, two-piece bathing suits, mini-skirts, short shorts, T-shirts with inappropriate messages, tank tops, and spaghetti-strapped shirts should not be permitted. If the team is attending worship in a church, determine appropriate attire with the church.

## *Covenants*

A covenant is an agreement between two parties that defines expectations and desired results. Covenants should be developed between the destination point ministry and the missions team.

For a missions team effort, the following understandings should be included:

- Dates involved: date of arrival, date of departure, dates and times when teams will be performing the ministry itself.
- Agreement on the ministry task and objective.
- Housing arrangement for the team and who is responsible for meals.
- Person responsible for transportation, materials, and supplies.
- Arrangement for training volunteers.
- Site arrangement and who makes them.
- Prayer commitment by both parties.
- Fee charged and what it includes.

Include in the covenant any special circumstances or agreements. A clear understanding by all parties involved can prevent misunderstandings. Give a copy of the covenant to each of the parties to sign.

Remember, a covenant is not a contract. It is an understanding of agreed upon responsibilities. Contracts can be broken. Covenants are not broken, but allow problems to be worked through. Each believer is in covenant with God

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through Jesus Christ. When we fail Him, our relationship is not cancelled, as it might be in the business world. We are forgiven when forgiveness is requested. Mission partners need to have the same type of grace and mercy with one another that God has with each of us.

A covenant should also be developed between the volunteers and their church and/or missions team leaders. The covenant should outline the expectations of team leaders and volunteers in regard to what is to be provided by each. Dates, costs, rules, housing, responsibilities, dress code, training required, and other requirements for participation should be clearly spelled out.

*Trust is the most valuable thing you'll ever earn.*

## *Insurance*

Another important item to consider in working with volunteer teams is supplemental medical insurance. Every volunteer must provide proof of insurance coverage and sign a release or waiver. Research should be conducted by the destination point concerning volunteers' insurance coverage and policy limitations. A decision should be reached as to who will provide the supplemental insurance coverage, either the destination point or the mission team's church. The covenant between the two entities should clearly address this issue. There should also be a means of accountability outlined in the covenant. The Volunteer Mobilization Team of the North American Mission Board or the Volunteer Project Logistics Manual can give additional information about how to acquire supplemental medical insurance coverage. (Call 1 800 462-8657.)

## *Other Costs and Logistics to Consider*

Hard feelings can arise when there is a misunderstanding about money and logistics. It costs to be a volunteer. Clear communication about costs at the front end of the project is the best way to prevent hard feelings. These costs should also be addressed in the covenant between the volunteer and the sending church and/or missions team leader.

- Who covers the cost of sight-seeing and extracurricular activities?
- How much time will there be for sight-seeing, et cetera?
- How will sight-seeing and extracurricular activities be conducted?
- Where can groceries, snacks, and other supplies be purchased?

*Promises are made to be kept.*

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## *Working Together as a Team*

A group going on a mission trip comes together to accomplish a mission objective. The experience a team encounters binds its members together. When a group returns home, members can build on their accomplishments and challenges successfully faced together.

Summit Church in Loganville, Ga., first sent its youth to a summer ministry three years ago. They returned to the ministry the following two summers. The youth became so excited about sharing their faith in the first summer's experience that they went home and continued witnessing in their community and schools. Their youth group tripled in size. The group had three times as many kids the next summer and five times as many the summer after that.

The camaraderie built during the missions experience is a key ingredient to the future ministry of the team leaders. Through working and living together for the week, the leaders and team members get to know one another and potentially create strong bonds.

The group works together to prepare for its responsibilities on the mission field. There is no time after arrival for team members to prepare Bible studies, arts and crafts projects, recreation, and other ministry activities. Preparation for the ministries must take place before leaving on the mission trip.

Good team leaders help participants earn the right to participate in the trip. Part of the requirement may be to attend training sessions and carry out assigned duties. Other criteria might include Sunday School and church attendance, writing and memorizing personal testimonies, completing witness training, and participating in fund-raisers. If team member earn their way, they will be better prepared and own the mission trip's sense of purpose.

There may also be a pre-project practicum conducted. The missions team volunteers could be required to participate in a project in their home community before going to a destination point. This practicum would be designed to provide an opportunity to gain knowledge and experience before the volunteer leaves home. A local mission trip is usually not as intimidating as a trip away from home, and such an experience will contribute to realistic expectations. Adjustments can be made in a friendly environment with the additional resources that home provides.

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## *Preparing for Emergencies*

Fortunately, life-threatening emergencies rarely occur while a group is on the mission field. However, emergency plans should be in place. Have each participant bring two completed medical forms (signed by their parents if necessary). Group leaders can get these forms at a meeting prior to the trip. The group leader should mail a copy of each participant's form to the project leader at the mission site. At registration, group leaders should verify that medical forms have been received for all participants. Group leaders should be reminded to keep appropriate forms in transportation vans. The copy sent by mail can be kept in the destination point office in case an emergency arises.

## *Emergency Procedures*

- Team leader determines the need of the situation.
- Leader or appointed person calls 911 or takes the injured person to a hospital.
- Leader notifies ministry supervisor.
- Medical release form taken or faxed to hospital.
- Ministry supervisor and director are notified of the situation.
- Decisions are made to tend to the patient.
- Hospital visit is made by ministry staff.

The physical address of the work/ministry site and housing location should be provided in writing during the group's orientation and carried on each volunteer daily. Should a team member need to call 911 or another emergency number, they will not be delayed in communicating the proper address. Also, clear directions to local hospitals or other emergency care facilities should be given to the team leader during orientation.

In case of an emergency, responsibility begins with the group leader. The leader gets the injured team member to the hospital. The leader should have someone call the ministry office and notify the staff of the situation. If the injured person does not have his or her medical release form, the form can be faxed or taken to the hospital by someone from the ministry office. The ministry secretary should notify the ministry supervisor and director. After conferring, one person should go to the hospital and the other to the group at the ministry site. Team members at the ministry site may need calming or transportation. Concern should be shown to both the leader and group members at the hospital as well as to the ministry site volunteers.

Most often, a medical release form is used when minor incidents occurs—such as a virus attack—and a physician has to be consulted in the hospital's emergency room.

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## *Misbehaving Volunteers*

If a program is well organized and leaders are told about concerns from the beginning, problems will be minimized. However, problems may still arise.

Al Davis, owner of the Oakland Raiders, said, “A great leader doesn’t treat problems as special. He treats them as normal.” It is important to develop the attitude of realizing problems always create opportunities to improve, learn, and grow. Accept problems as a fact of life and plan for them before they occur. When they happen, solve them as quickly as possible, learn from them, and plan so the problem doesn’t occur again.

There are many kinds of problems, including those related to the ministry, personnel, assignments, accommodations, or the worship style.

At the pre-project visit and orientation, proper channels to process and voice complaints should be reviewed. First, the group leader should correct issues, if possible. If there is a problem with the on-site missionary, he or she should speak with the individual one-on-one. If this does not resolve the matter, then the team leader should approach the ministry coordinator or supervisor. If the problem cannot be resolved at that point, then the leader should approach the overall destination point director for assistance.

Occasions may arise when the mission group does not obey and abide by the rules.

Situations may also occur where a group leader cannot be satisfied. This affects other teams and participants. Although this situation is extremely rare, the destination point director or ministry coordinator can meet with the missions team leader and give him or her a warning before asking the group to leave.

# Chapter 3: Ministering With Volunteers

## Feeding Volunteers Spiritually

When volunteers serve on the mission field, attention must be given to their spiritual growth. God is working in their lives. Many volunteers are getting their first hands-on experience with missions. This first experience can revolutionize their lives. They can become more committed to missions; lives can be transformed.

Volunteers become more supportive of missions in many ways. They begin to support missions in prayer. They are more open to serving in future short-term projects. They become involved in outreach efforts when they return home. They may give their lives to God to use in full-time ministry.

If the organizing team is too task-oriented, the spiritual needs of volunteers can be overlooked. Worship and mission education need to be part of each volunteer's experience. A volunteer may learn how to put shingles on a roof or give a cup of cold water, but they also need to understand the biblical basis of missions.

Much of this responsibility falls on the leadership of the responding church. It is easy to assume that the group leader is responsible for this. However, the destination point leaders can also take part by helping volunteers process what God is doing in and through them during the week and challenging them to be on mission when they return home.

This can be done in several ways:

- Develop a theme for the week.
- Prepare a weekly schedule that includes Bible study, personal quiet times, and group worship times.
- Schedule a service at the end of the week to celebrate the week's accomplishments.

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Themes can be developed to keep the week's activities connected. Good planning should be given to Bible studies, sketches, worship services, and even the registration process. Themes can be tied to aspects of mission education as well.

## *Possible Themes*

- We Believe
- A World of Missions
- Back to the Future
- Light the World
- Pursue the Prize
- Heroes of the Faith
- Adventures Down Under
- Others

## *Bible Studies*

Bible studies and worship are important aspects of the spiritual plan. Mission groups should come together and interact with each other. Bible study groups can be composed of volunteers from various groups. A group can be made up of as many as 12 people. A summer staff person may lead the Bible study and help each volunteer process what is going on. Bible studies can pertain to the theme of the week as they relate to each day's experience on the mission field. It can be helpful to touch on the relationships of mission groups.

Bible study booklets based on the theme can be developed. These studies should be short. Church members can write the daily Bible studies and include the week's theme. Booklets can include a place for group members' names and addresses for future reference, the weekly schedule, and information about serving on staff in the future. Look into the cost of a professional print job, which might be less than buying notebooks and duplicating pages. It will also look more professional.

Also needed is a leader's guide for the summer staff person who leads the Bible study. The week's study can include a format for processing the week's journey:

*Day 1* — Give encouragement, since this will be the participant's first day on the mission field. The unknown is always a scary thing for the first-time participant.

*Day 2* — Reassure team members that they are doing the right thing. The first day on the field usually is full of surprises. Things don't always go as planned. The children may be rowdy. Materials may be slow in getting to the construction site. The team may get lost. Whatever the case, reassure the participants that things will smooth out and encourage them to remain flexible and adjustable to what God is doing around them. Stress that

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when things don't go as planned, look at what God is doing instead of focusing on what is going wrong.

Two Alabama volunteers ventured into an illegal migrant camp where the hardest of conditions existed. There were no cooking facilities and no running water. As these two men began sharing with the 20 or so migrant men, they realized not one of them spoke English.

Instead of packing up and leaving, the volunteers shared John 3:16 from a Spanish-English Bible. When they finished, they were amazed at the hardened migrant workers standing around seeming to say, "Tell us more."

The two men felt totally helpless. Not knowing their next move, they found two local Hispanic volunteers who spoke English. The two Alabama volunteers said, "It was like God sent us two angels just at the right time." The amazed volunteers told the local Hispanics what had happened and the progress they had made with these men. The Hispanic volunteers took over, shared the gospel, and 14 of the migrant men accepted Christ as their Savior on the spot. It was not the plan that worked. The Alabamans were faithful to the best of their abilities. Seizing the opportunity and being faithful and persistent pays off.

*Day 3* - Focus on the missions team's dynamics. A stressful, heavy schedule can cause fatigue to set in. Discord, strife, and problems are common in stressful situations and need to be addressed from a Biblical perspective to help ensure a positive team effort.

*Day 4* - Begin shifting the volunteers' focus back home. Discuss the possible needs in their home communities. Caution the volunteers that they may not be met with enthusiasm, as those who did not make the trip will not have the same sense of victory.

*Day 5* - Challenge group members to be on mission when they return home. Bible study leaders might ask how they approach needs in their own community. Plant seeds for future ministry possibilities.

Each day of Bible study should process the volunteers' missions experience along with the study. Emphasize how God is at work through their efforts and in their lives.

Worship can be held with the Bible studies and include singing, skits, and testimonies. After a short time of singing, break the participants into small groups and have them report on their missions experience. After Bible study,

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reassemble the large group. A worship leader can give a summary of the Bible study through drama, a brief message, or singing.

Important considerations for making spiritual growth possible:

- Facilities—Are they adequate for holding a large gathering for worship and Bible study?
- Scheduling—Does your schedule allow time for worship, Bible study, and quiet times during the week?
- Leaders—Who is responsible for leading the Bible study/worship time? Discuss this with the missions team leader.
- Closure—How can the last worship time bring closure to the week? Remember to challenge the volunteers to return home to be on mission.

## Registration

As groups come together during events, such as registration, orientation, and mission celebration services, the excitement will generate lots of positive energy.

When mission groups arrive, usually on Saturday, have them check into their rooms and return for registration. The registration room can be set up to relate to the theme. Have participants form a line to register individually at several stations. Other stations can be set up to process group leaders. Place group rosters at each station for individual names to be marked off when group members receive a registration item.

### *Registration Stations*

- Medical release forms
- T-shirts
- Bible study booklets
- Badges
- Gift bags

Issue different items at each station, such as medical release forms, T-shirts, Bible study booklets, badges, and a gift bag. Ask the participants to write their names in the item issued to keep ownership of the materials straight. The theme can be interpreted in the registration process with different countries, Bible characters, activities, or superheroes.

While team members are going through registration, team leaders should meet with the ministry supervisors of the destination point. Ministry supervisors should give maps, instructions, and special information about the group's ministry and the scheduled sites for the week. Any apprehension of a mission team leader will be greatly diminished by this extra step of planning.

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## Orientation

On the first night, have groups come together in a fun-packed atmosphere. Kick the week off in an upbeat fashion. Orientation is the time to begin the theme interpretation. Staff should be ready to greet the mission participants in a warm and friendly manner. Supervisors can introduce ministries and sites. Theme interpretation with lights, music, fog machines, and decorations heightens the excitement. Worship leaders can cover policies, schedules, dos and don'ts, and introduce theme songs or dramas. Small groups can introduce members to one another.

## Mission Celebration Services

A mission celebration service focuses on celebrating what God has done and how He needs volunteers to be on mission as they return home. This closes out the week for the volunteers and gives a new beginning.

The service can be held in a church, gym, park, or other facility. The service starts when groups come in from their last evening of ministry. They are greeted by staff and then directed to volleyball and basketball games, relay races, or other outdoor group activities. Christian music can be played over the sound system. Light refreshments can be served.

Worship begins by singing songs used during the week. Selected youth can give their testimonies about what God has done in their lives during the week. The worship team can perform dramas with an on-mission emphasis. A message should be given to challenge the teams to return home and be on mission. Give an altar call so professions of faith and decisions of recommitment may be shared. The service should last about an hour.

## Rest and Relaxation (R&R)

Most volunteers enjoy seeing the sights of the area. Be sure to allow at least one free afternoon for sight-seeing and recreation during the week's schedule.

Landmarks, historical sights, amusement parks, beaches, and lakes are always of interest. Adults enjoy shopping, golf, museums, and historical sites. Students enjoy the beach, lakes, and activity-oriented sites. Planning for R&R activities should begin during the pre-project visit. Check the local visitor's center or Chamber of Commerce. They may provide a speaker for the volunteer leaders. Informational brochures and maps are helpful so teams can get to the attractions at the right time and with the right amount of money. The more

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volunteers see, understand, and enjoy a community, the more likely they will return and volunteer in the future.

## Expressing Appreciation

Volunteers are instruments to accomplish the vision God has given you. Volunteers may serve again at another time or another place. To facilitate this, they must not be taken for granted. Volunteers must feel appreciated for their sacrifice and contribution. There are many ways this can be accomplished:

- Get to know them. They want to know you and what it is like to be a person with a heart for missions. Your experiences may influence them in powerful ways.
- Include them on the list for your newsletter.
- Give a gift or a small token of appreciation to each volunteer.
- Write a letter of thanks to the group's leader and church for their hard work.
- Tell them of plans for follow up to their work after they leave.
- Give a certificate of appreciation. Quality certificates can be designed on a computer.
- Have a worship celebration at the end of the week when testimonies are shared and an expression of thanks given. ■

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## Chapter 4: Financial Support

To volunteer means to give your time freely and pay your own way. Few local ministries have the financial resources to house and feed volunteers. It is appropriate to expect volunteer groups to pay all of their expenses and any additional fees to cover administration, staffing, and overhead costs.

However, it is normal for a missionary to feel uncomfortable asking for money from volunteers. A missionary's position is fulfilled by being obedient to God. His or her calling is to serve and not be served. The reluctance of charging a fee from mission groups can be overcome by realizing several factors. First, the missionary does not personally receive any of this money. Second, the missionary is providing services to the volunteers. Among these services are organization, programming, site preparation, and arrangements for lodging and food. These are necessary so missions volunteers will have a quality mission experience.

In addition, the volunteers are afforded an opportunity to become partners with the missionary/ministry. This gives the volunteers ownership and accountability in making the project a success. Everyone wants to be part of something larger than themselves.

Countless mission groups tell horror stories of ill-prepared ministry sites with insufficient planning and organization on the part of the missionary prior to their arrival. These kinds of experiences turn volunteers away from mission trips and further missions involvement. World Changers and other prepackaged missions experiences have succeeded because the experience is well planned and well organized. The experience minimizes the team leader's work. The mission trip is a positive experience for both the volunteers and the destination point.

Many mission group leaders welcome a prepackaged missions experience. It reduces the amount of leg work they have to do. By offering pre-arranged packages with food and lodging, the team leader's work is cut tremendously. He or she has enough to worry about in getting people to sign up, raising enough money to support the trip, recruiting chaperones, and preparing the group for the task at hand.

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It is also important to realize that revenue generated from charging fees can help sustain the ministry. Revenue generated from charging fees can be used to:

- Hire staff.
- Fund year-round projects.
- Purchase materials and equipment.
- Promote the ministry and the missions experience it offers.
- Defer costs encountered in making arrangements for the volunteers (e.g., mailings, maps to the lodging and work sites, phone calls, and publicity flyers).

A one-time fee charged for each volunteer can cover housing, meals (except lunch in summer), T-shirts, badges, Bible study booklets, a special gift, and special events (e.g., orientation, worship services, beach bonfires in the spring, a beach cookout in the summer). Advise groups that they are not only paying for their mission trip, they are investing in a year-round ministry. Few leaders will see this as a problem.

**Example 1:** The following is an example of a summer program budget that charges \$219 per person.

Housing	\$84 (\$56/room rate divided by 4 people/room = \$14 x 6 nights)
Meals	\$60 (\$10 per day x 6 days: complimentary continental breakfast at motel; supper cost \$8 including a beach cookout)
T-shirts	\$10
Bible study booklet	\$2
Gift bag	\$8
Badges	\$2
Total cost per person	\$166

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**Example 2:** For spring break, two plans are offered. The less expensive Plan B gives a break to college students on a tight budget.

**Plan A:** \$175 per person—motel stay with all meals furnished

Housing	\$70 (\$56 room rate, 4 per room, 5 nights)
Meals	\$60 (\$12/day: complimentary continental breakfast, lunch \$2, supper \$8)
T-shirts	\$15
Badge	\$1
Total cost per person	\$146

**Plan B:** \$65 per person—local church lodging with no meals provided

Housing	\$25 (\$5 per night x 5 nights)
T-shirt	\$15
Badge	\$1
Total cost per person	\$41

## *Other Funding Sources*

- Revenue from mission groups
- Local churches (individual or a combination of churches)
- Association budget
- State convention ministry assistance funds
- City funding
- Hospital endowments
- Corporate sponsors
- Grants

A combination of these income sources can provide effective ministry or project support. Remember that church, association, and state convention budgets are planned long in advance. It is almost impossible for them to free up or designate money on short notice, no matter how great the ministry opportunity. Therefore, plan ahead. ■

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## Chapter 5: Staffing the Ministry

Both students and adults can be incorporated into a staffing plan. NAMB has a number of categories for missions volunteers in both the student and adult areas.

### Adult Categories

Adults are a valuable volunteer resource. They come with years of knowledge, experience, and skills. They offer spiritual maturity. Many seniors and the growing population of adults taking early retirement are searching for meaningful life experiences and continued involvement in volunteer activities. Some have been waiting for retirement so they can serve the Lord in a full-time capacity. In a day where seniors are the fastest growing segment of our population, it is wise to keep them in mind when recruiting staff.

Adult long-term and short-term categories include:

*Mission Service Corps:* Adults who serve on the mission field for a period of two years or more, for at least 20 hours a week. These adults raise their own support. The field may need to provide housing. Additional benefits, such as food or a stipend, might be provided from the field.

*US/C-2 Missionary:* College graduates who commit to two years of service. US/C-2 positions are funded jointly by NAMB, state conventions, and associations. Benefit packages are included. US/C-2ers are usually seriously considering a career in full-time missions.

*Adult Mission Groups and Individuals:* Adults who serve on the field for a short period of time. They pay their own way, but provisions from the field, such as housing and stipends, are beneficial.

*Campers On Mission (COM):* Adults, often seniors, who volunteer for both short- and long-term service. Like a turtle with its shell, their camper acts as their home away from home. Campgrounds in the vicinity of the ministry can be used. Electricity, water, and a sewer hookup are nominal costs to have volunteers come on a regular basis, although these COM volunteers pay their own way.

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*Baptist Builders:* Volunteers who build or renovate churches, usually coming for a week at a time.

## Student Categories

God is moving in and through the lives of high school and college students today. There is a higher level of commitment to Christ than in previous generations. A successful missions destination point utilizes different categories of student volunteers, including the following.

*Sojourners:* High school students who have completed their junior year. They serve from 4-10 weeks during the summer. The field provides room and board and NAMB provides travel and insurance. This category of volunteers usually consist of mature teens, mentally, emotionally, socially, and spiritually. They are ready to take a journey to investigate God's calling in their lives.

*Innovators:* College students who have completed their freshman year in college. Self-funded college missionaries who work at a secular job (usually 40 hours) while assisting local missionaries (8-10 hours per week). Terms of service vary according to the ministry setting.

*Summer Missionaries:* College students who have completed their freshman year. The term is 4-10 weeks, May through August. Travel, stipend, and insurance are provided by NAMB, and room and board are provided by the place of service.

*Semester Missionaries:* College students who have completed their freshman year and want to serve one to five semesters. They receive travel, stipend, and insurance from NAMB and room and board from the place of service. These students generally take a break from college to serve full time. During this time, they may be searching for God's will for their lives. NAMB appoints these students.

This progressive ladder of short-term to long-term volunteers makes it possible to have workers, supervisors, and even paid staff. Volunteers from mission groups will return to serve as summer staff. Summer staff persons stay on to serve as semester missionaries. Semester missionaries emerge as US/C-2ers and paid staff. The ladder can even progress to career missionaries.

*Candace is on the staff of a resort ministry and is a freshman in college. She comes into the office three times a week and enters volunteer information into the computer. She has the potential to work as a full-time staff person. Candace first came to the min-*

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*istry with her high school youth group. The next two summers, she served on the summer staff as a Sojourner. This year she began serving in the part-time office position. She also does ministry on the weekend and in the evening at multihousing sites. She will supervise a ministry team to conduct Block Parties this summer. It will be exciting to see what the Lord has in store for her in the future.*

## Summer Staff

Most volunteers are available in the summer. A missions destination point can be built around establishing a strong summer program. Summer is when new ministries are discovered, initiated, and implemented. Spring break and other holidays are also popular times for volunteers.

A year-round program takes shape when other volunteers (semester missionaries and adult volunteers) come and work. The year-round program is especially useful for local volunteers in their communities. Follow-up is needed for those who have made professions of faith. Leaders are needed for executing ministries in new sites. Lay and retired pastors are needed to lead worship services in new satellite congregations. These are only a few examples of the needs.

Needs on the field may require large numbers of summer staff. The number of staff persons needed can be determined by totaling the number of anticipated ministry sites and specialized ministry teams. To recruit this large number, a combination of NAMB positions may be used.

The most important thing to remember in determining the size of a staff is to ask yourself: What does God want it to be?

## Financial Support

Many students do not think they will be able to serve in a summer missionary position because of low pay. Money should never be the reason for serving the Lord. Summer missionaries cannot be expected to serve for the entire summer for \$300-\$600. Encourage looking into other places to find support. A home church is a great place for all missionaries to seek support while they are on the mission field. Individual support or funding from the church are possibilities. All avenues must be explored to discover financial resources. College tuitions are high. Students must be creative in seeking support.

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## Staff Anchors

Mission groups come and go. To provide continuity in ministry, summer staff personnel can be appointed as anchors. These summer missionaries help the visiting missions teams have a successful ministry experience.

First, they assist the group in finding the ministry site. They do this by riding with the mission group to the location. Once there, they help locate people in the community who need help. They should remember to assist the group, not supervise them. They explain restrictions that management makes on what can or cannot be done and inform the group about unusual situations. They also assist in the group's efforts by helping where needed, such as telling Bible stories, serving refreshments, or taking registration.

The anchor provides the needed liaison between the host, sponsoring church, management, mission group, and the residents of the community. At least once a week, his or her responsibilities include:

- Calling and/or visiting the pastor and leaders of the local church to inform them of the progress being made in the ministry.
- Involving the church and its members in the ministry programs, meeting needs, et cetera.
- Updating management on the work, problems, and successes. Keeping them informed is a high priority. Breaking the rules established by management or one legitimate complaint from a resident can end a ministry in an instant.
- Relating to the mission group and providing encouragement to participants and suggestions to the leaders.
- Getting to know the residents—building relationships, establishing trust, and discovering needs.
- Keeping the supervisor informed about the overall picture, special needs, and progress of the ministry. Needs of extreme poverty, child abuse, or neglect may be found and should be reported. The supervisor then investigates and locates resources to meet the need.

## Specialized Ministry Teams

Specialized ministry teams are gifted, qualified, and capable of leading a special ministry. Team members must have special abilities, such as music, drama, or playing sports. The total number needed for each team is determined and recruiting accomplished.

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## Recruiting, Selecting, and Assigning

Recruiting summer staff can be fun. Over the years, a missions destination point will grow to utilize large numbers of college and high school students. Recruiting summer staff is a key element in the development of a destination point strategy.

Recruit at Baptist Collegiate Ministries, seminary campuses, and youth/college Sunday School departments. In a meeting setting, a short presentation of the missions destination point can be given. Videos, slides, or a PowerPoint presentation of the work are helpful. Present ministry needs, benefits of serving in summer missions, and stories about past summer staff persons. Students are impressed when they hear stories of what God has done in the lives of other students. A testimony may tell how a student was called into full-time missions or ministry because of their summer experience.

When recruiting students, ask them to list their top three ministry preferences on the application. If they are applying for a special ministry team, further requirements may be necessary. For example, the performance team might require tapes and personal auditions. For sports evangelism teams, close attention should be given to the student's experience in sports. Students are selected according to their testimonies, experience, gifts, and abilities. Personal interviews are helpful. Several things to look for: A healthy walk with the Lord, a calling to summer missions, and personal maturity.

Once you select your staff, mail each person a handbook with notification of the student's primary ministry. Have students arrive on Saturday in time to attend a get-acquainted party that night. A commissioning service can be held on Sunday at a host church. Start Monday with a week-long orientation. During this time, staff policies are explained and training in evangelism and ministry skills is given.

Assign staff to their primary ministry. They can participate in other ministries as schedule allows. Summer staff should receive exposure to more than their primary ministry. They can be assigned to their primary ministry team to plan and pray together, and they can be called on to serve in other areas of ministry as needed.

Staff work schedules and mission group demands may change from week to week. Staff assignments can be adjusted to meet the need. For example, someone on the construction team might be free one evening to help the migrant ministry team. Innovators may be assigned to a morning multihousing ministry and work their secular job in the evenings. Since they are available

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in the afternoons, they could be assigned to work with the afternoon resort ministry.

## Room and Board

The housing you need for summer staff may already be available. Many people in churches and communities have an extra bedroom or two. These church hosts may provide breakfast. Lunches and suppers could be provided by the local Woman's Missionary Union. Fees collected from volunteer groups may allow you to look at other alternatives for housing, such as college dorms, apartments, or churches.

Housing the summer staff together improves overall logistics. The staff becomes a stronger team. They eat meals together and are able to work out transportation needs to ministry sites.

## Staff Handbook

In late April or early May, a handbook is sent to selected summer staff. This manual is to prepare each staff person for the summer ahead. It should include:

- Vision and goals of the ministry
- History of the ministry
- Report of last year's ministry
- Items to bring
- Information about the supervisory staff
- Names and addresses of other summer staff they will be serving with
- Job descriptions
- Information about the city or community where they will serve
- Sample schedule of a typical week
- Suggestion on how to prepare spiritually
- Information about where they will be staying and roommate assignments
- Summer mailing address
- Rules and regulations (curfews, days off, cleaning of rooms and common areas, etc.)

## Staff Orientation

Staff orientation is the time when summer staff learns ministry skills, evangelism techniques, rules, and policies. In many summer programs, this is an intense week-long orientation. At the conclusion, staff persons should know a great deal about their ministry and have had a chance to practice it.

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## Team Building for Staff Success

Supervising an energetic, fast-paced summer staff keeps supervisors young. Keeping the team together as they go in many different directions is a true challenge.

Staff should see themselves as a team that meets needs and opportunities within the community. However, it is possible to become so task oriented that the spiritual, emotional, and physical needs of the summer staff are ignored. Nurturing the staff's personal growth and development through special meetings and activities is important for a positive experience through the fast-paced summer months.

The goal for the summer staff is to build a team by nurturing, equipping, and developing team members to grow in their relationship with the Lord through ministry experiences. This can be accomplished by:

- Covenant meetings weekly with staff person and supervisor
- Lunch or dinner with staff persons on a daily basis
- Huddle times
- Weekend retreats
- Staff meetings twice a week
- Prayer groups
- Fun times

## *Supervision*

At the beginning of the summer, assign each staff person to a supervisor related to their primary area of ministry. This allows the supervisor to monitor the status and progress of their ministry. They can suggest solutions to problems and give tips at being more effective in ministry and evangelism. The supervisor can also determine if the strategy for the ministry is effective and if new options or directions are needed. Ministry sites can be dropped if efforts do not seem to be successful. This builds a greater awareness of the ministry since the supervisor knows what is expected of the staff person during the week. Each supervisor should take the Supervisor Training Level I offered by NAMB and state conventions.

The destination point director should supervise the ministry supervisors. Covenants can be established between the director and each supervisor. Each ministry supervisor manages up to six summer staff persons and makes covenants with each of them as well.

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## *Weekly Covenant Meetings*

Conduct weekly covenant meetings with each staff person. The staff person meets with their supervisor in a location different from the office or staff house. This aids in setting a relaxed and informal setting. Some possibilities include a park or tourist area. The purpose of the session is to listen to the staff person. Questions can be asked that relate to covenant goals, relationships among the staff, and other pertinent areas of the staff person's life. The most effective supervisor will listen. After listening, suggestions should be given in a caring manner.

A possible format for an hour-long supervisory session might be:

- Greetings and inquiry on how the staff person is doing overall
- Ministry progress
- Evangelism experiences
- Review of covenants and goals the staff person has set
- Team relationships within the staff
- Problems
- Update on how things are back home
- Prayer concerns

## *Leading Questions for Supervisory Sessions*

- What is God teaching you this week?
- How is God using you?
- What adjustments do you need to make?

This session also gives opportunity to deal with problems. A problem could be violation of curfew, tardiness, or not being at staff meetings. If there is a problem with the staff person that is not urgent and can wait until the weekly meeting, deal with it at that time. Personal problems could arise as well, such as homesickness or a family problem. Personality problems within the staff or with mission groups can also be an area of concern.

To keep the pulse on the ministry, supervisors should eat lunch or supper with the staff as much as possible. The daily contact at meal times allows the supervisor to see how each site is progressing in ministry.

*One multihousing site had about 200 children three days per week. Only about 40-50 were expected. The Head Start program in the community, with no announcement, brought more kids to the program than expected. Major adjustments had to be made.*

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*Staff reinforcements were needed. The local supervisor could not make these changes alone. She talked with the director, who freed up staff people from other areas of ministry to assist at the multi-housing site.*

Situations may call for the supervisor to make visits to the ministry site. In the previous situation, the supervisor came the next day to see how the adjustments were working. The supervisor can also solve other problems that arise. Should a problem arise with a mission group, a resident, or the manager in charge of the site, the supervisor must intervene and correct the problem immediately. It is important that the mission group leaders and the managers who have given permission to conduct ministry on their property be aware that a supervisor is present.

## *Weekly Team Meetings*

Weekly team meetings are important for the supervisor to get the overall picture of the ministry. All related staff persons for a particular ministry meet and discuss their ministries. They can discuss problem situations such as the 200 kids at the multihousing site and critique the way it was handled. It is important for staff persons to talk with their peers about the ministry—its trials, frustrations, and victories. They can help each other informally during the week. The weekly team meeting is also a time to affirm the staff in their work and effort. It can also be used to recognize an individual staff person who has gone the extra mile.

## *Huddle Time*

Once a week, evening ministry is preempted for huddle time. This is usually Wednesday night. Since the mission groups have usually arrived at their ministry sites a few days prior, they should be familiar enough with the ministry to do without a staff person accompanying them to the site. The session begins right after supper with Bible study. Study books like Chuck Swindoll's *Improving Your Serve*, or Henry Blackaby's collegiate version of *Experiencing God*, co-authored with his son Richard, *God's Invitation: A Challenge to College Students* can be used. There are many materials to use for this purpose, which are easily located.

Huddle times focus on helping the missionaries process what God is teaching them and what He is doing through their lives. The staff breaks out in small groups of eight to 10. The groups remain the same throughout the summer. Supervisors or staff persons who have returned for another summer lead these small groups. The groups can also function as prayer groups.

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During mid summer, a weekend retreat can be taken. A Baptist college minister is invited to lead a time of spiritual renewal for the staff. He spends time on the Bible study the staff has been working on Wednesday nights and helps the staff process the first half of the summer. Most of the time is used for rest and relaxation. This downtime is essential since the summer schedule can require the staff to go from 6 a.m. to midnight.

## *Staff Meetings*

Twice a week staff and supervisors should meet for planning, scheduling, and announcements. The content of these meetings can be the same, or one meeting can be for information and assignments and the other meeting for reports and encouragement.

On Sunday nights, after orientation of mission groups, the staff can gather for organizational decisions. Make announcements and assignments. Point out special needs and emphases for the week ahead. Announcements usually consist of general information about meals, cleaning, curfews, and weekly schedule changes. Give ministry site staff assignments for the week ahead. Encourage the staff with positive words of encouragement about the way God will use them in the upcoming week. Close with prayer requests.

Celebrate what God has done with a mission celebration service one night a week. Hold a staff meeting after this service. The purpose of this meeting is to remind staff of assignments made earlier in the week and to encourage them in their ministry. Point out the good things they are doing as well as problem areas. Break into small groups to pray.

## *Ultimate Staff Experiences*

Schedule ultimate staff experiences throughout the summer for fun and serious times. The staff can have a work day in one of the communities where mission teams will be serving. It might be cleaning up a park or a lot where ministry will take place. After the work event, draw attention to the way the staff worked together as a team. Make reference to 1 Corinthians 12 where all are important in the body of Christ.

Prayerwalks can be conducted on ministry sites. Lead the staff to pray for the ministry, volunteers, staff persons, people who will be ministered to, ministry supervisors, and the community as a whole.

Fun times can include going to play laser tag and ice-skating. Free passes can be obtained in exchange for passing out flyers promoting the establishment to

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visiting mission groups. July 4 activities can include festivals, cookouts, or beach visits. Use your imagination—there are all kinds of fun activities.

Culminate the summer with a debriefing for all staff. This helps staff persons understand the significance of this 10-week period in their lives. After a time of fellowship and cooking out, the staff should reflect on what God has done and what He will do through them in the future.

*Begin with singing and sharing about the summer. Move to a devotional reading and thoughts. Center the time on how God has worked in the lives of the team members. This time is very precious as it is the last time the entire group will be together. Tears of sadness and joy are shared. This is a great time of personal affirmation and confirmation of God's call.*

## Weekly Leadership Team Meetings

Ministry supervisors should come together weekly to plan for the next week. In this meeting, discussion takes place about how things are going. Do not discuss specific areas of ministry. Discuss issues such as housing, food, staff, staff meetings, special events, communication, and the tasks ahead. Staff should be assigned to the various ministries for the next week. Each supervisor comes to the table with his or her needs for the next week.

## Staff Supervisors

Supervision is the make-it-or-break-it factor in the growth of a ministry. One or two people cannot supervise scores of summer staff, hundreds of volunteers, and a large number of ministry sites with varying kinds of ministry. Creative approaches to salary support for supervisors and directors of ministry are necessary. The staff supervisor position can also be staffed by volunteers such as Mission Service Corps missionaries.

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## Staffing Ministries

The terms “slots” and “units” can be used to help plan staffing needs. Each site or ministry position is a slot and each staff person provides a unit to fill a slot. Full-time staff persons, summer missionaries and Sojourners provide two units. One unit is used in the morning ministry time and the other is used during the evening ministry time. Innovators, who work a part time job, provide one unit. The requirements of ministry sites might look something like this:

<b>Ministry Type</b>	<b>Ministry Time</b>	<b>Number of Sites</b>	<b>Number of Staff</b>
Multihousing	a.m.	10	10
	p.m.	13	16
Construction	a.m.	10	4
	p.m.	0	0
Sports	a.m.	3	18
	p.m.	1	1
Migrant	a.m.	1	1
	p.m.	6	6
Seafarers	a.m.	2	2
	p.m.	2	2
Performance	a.m.	0	0
	p.m.	1	6
Community Surveys	a.m.	0	0
	p.m.	1	1
Block Parties	a.m.	0	0
	p.m.	1	4
Puppets	a.m.	1	5
	p.m.	0	0
Nursing Homes	a.m.	1	1
	p.m.	0	0
Beach	a.m.	2	0
	p.m.	1	0
Jogger Ministry	a.m.	0	0
	p.m.	1	3

If demands increase, adjustments can be made. The supervisors have to look at the real number of sites that need staff persons. Serve the needs of mission groups first before a staff person is used. If there are few groups and enough staff persons, assignment of staff persons can be made as teams to multihousing, jogger, migrant, or other ministries. Be creative in trying new methods and ministries.

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## Summary

Volunteers called of God, telling His story, are changing our world. Our world has seen what volunteers yielded to the Holy Spirit's leadership can do. Turning a community upside down was not just for New Testament times; it still happens today. When someone asks a volunteer, "Who are you? Why did you come?" it is an invitation for the volunteer to share his or her faith in Jesus Christ. One-on-one, God transforms a community.

This manual has suggested ways for your community to become a desired destination point for volunteers. Please remember that volunteers motivated by the Holy Spirit can and will take every opportunity to share the message and love of Christ.

Bathe all activities in prayer. Through prayer you will come to understand God's vision for your community. The prayers of your associational, church, and community leaders are essential to the success of the ministry, and the prayers of the volunteers who covenant with you gives them a vested interest in helping make your vision a reality.

Your part of the process is to develop a clear vision of what God wants to do in your community. The next challenge will be to develop a strategy that effectively partners your local churches with volunteers who want to help.

With a clearly defined goal of reaching your community for Jesus Christ, a strategy of partnering with volunteers within and outside your area, and a process of follow-up in place, all bathed in prayer, God can move.

God's movement will be powerful. He touches the lives of the individuals to whom you minister. He touches the lives of the volunteers who come to help. He touches the lives of your community churches.

For your association to become a destination point, much work is required. Just moving the vision God gives you personally to a larger vision among the leaders God will bring alongside you requires much time and energy.

Moving a vision into a strategy is another major task. A part of this process involves calling volunteers to assist. By being open and honest with volunteers about the work, they will be better prepared for God to use them. In turn, you will be encouraged by their willingness to follow God's leadership as they go about touching your community with God's love.

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Your prayers will also be very important for staffing the projects. A warm body is not necessarily better than no body at all. Patience pays off, because God's person in God's time will yield God's best.

The desire of the Volunteer Mobilization Team (VMT) of the North American Mission Board (NAMB) is to assist you in every way we can. Our heart is to partner with more churches and associations to reach people for Jesus Christ. You have our commitment that VMT stands ready to assist you in this high calling.

The short-term volunteer Web site, The Bridge (<http://thebridge.namb.net>), is a major tool for the recruitment of volunteers. Through The Bridge, you have access to a nationwide platform to promote your missions projects to volunteers across the nation and world. As you enter your project on The Bridge, again it is important to invest time and energy in prayer.

Robert Reccord, president of the North American Mission Board, has challenged Southern Baptists to "Answer His Call, Tell His Story, and Change Your World."

The challenge to "Answer His Call" is a reminder that our world needs to answer Jesus' call to salvation. He died upon Calvary so that all who receive His atoning death gain eternal life. In addition, there is the call to go into the world with the message of eternal life through Jesus Christ. On-mission volunteers have answered His call and are looking for avenues of service to make that calling a reality.

Volunteers will "Tell His Story" in the community where they minister. Sharing how Jesus has made a difference in their lives can be a very powerful tool in the hands of the Holy Spirit. The community will listen to these strangers. As volunteers invest time and loving energy into the people of the community, they earn the right to be heard.

As volunteers come and the message of the gospel is heard, our world is indeed changed. No one receives Jesus as Lord and Savior without being radically changed. As individuals are transformed, the changes cause others to wonder why. And therein lies yet another opportunity to share the message of Christ.

Just think of the possibilities in your community! As we continue to share God's love, the world is indeed changing.

Will you begin the process of becoming a destination point? ■

# Appendix 1

## Volunteer Gift Bag List

### *Ministry Information*

- Maps to important sites (ministry, lodging, food, worship)
- Mission statement
- Newsletter
- Prayer reminders (magnets, pins, etc.)
- Ministry week devotions

### *Chamber of Commerce Information*

- City maps
- Local attractions
- Shopping
- Museums
- Restaurants
- Recreation/Parks/Forests
- Historical sites
- Cultural activities
- Tour buslines

### *Local Business Promotional Giveaways*

- Restaurant coupons
- Toiletry travel items
- Magnets
- Pens
- Hats
- Shirts

# Appendix 2

## Mission Trip Covenant

### *Covenant Between Host and Volunteer Mission Team or Individual*

*This covenant to partner in a short-term volunteer missions endeavor is between*  
(host) \_\_\_\_\_ *and*  
(church or individual) \_\_\_\_\_.

While inviting (church or individual) to join God in His activity in our community, (host church, missionary, or ministry) agrees to the following:

1. To invite volunteers to join us in the fulfillment of God's call upon our lives for ministry in this locale on (date) \_\_\_\_\_.
2. To have a clearly defined task for the volunteers.
3. To pray regularly for the volunteers and their preparation for the missions project.
4. To provide significant ministry for volunteers who come to work with us.
5. To be available to missions team leaders in making logistical decisions related to this project, particularly concerning cost issues, such as housing, transportation, and food.
6. To provide all necessary materials for the accomplishment of the assigned task.
7. To be available to minister alongside volunteers during the week.
8. To assist volunteers in any emergency they may face.

While participating in this mission trip, (church or individual) will seek to demonstrate our love for Christ and for others by agreeing to the following:

1. To work diligently with our host to accomplish the defined ministry objective.
2. To pray regularly for the missions project, our hosts, and God's work in the community where we will serve.
3. To seek opportunities to share Jesus Christ with the people of the locale.
4. To prepare diligently before arrival for the ministry at hand.
5. To arrive on (date) and to depart on (date).
6. To cover the following costs of this mission trip: (list may include transportation, lodging, materials, food, etc.).
7. To abstain from the use of tobacco products, alcoholic beverages, or illegal drugs.
8. To maintain a safe environment for my fellow participants.
9. To not have possession of or use fireworks, firearms, or knives.
10. To follow the mission trip schedule.
11. To stay together as a missions team in the designated mission trip area.
12. To respect the privacy of others.
13. To maintain a clean environment.
14. To demonstrate a Christ-like spirit and concern for all people.
15. To be aware of our witness 24 hours a day.

*We have read the mission trip responsibilities listed above and agree to follow them.*

*Host* \_\_\_\_\_

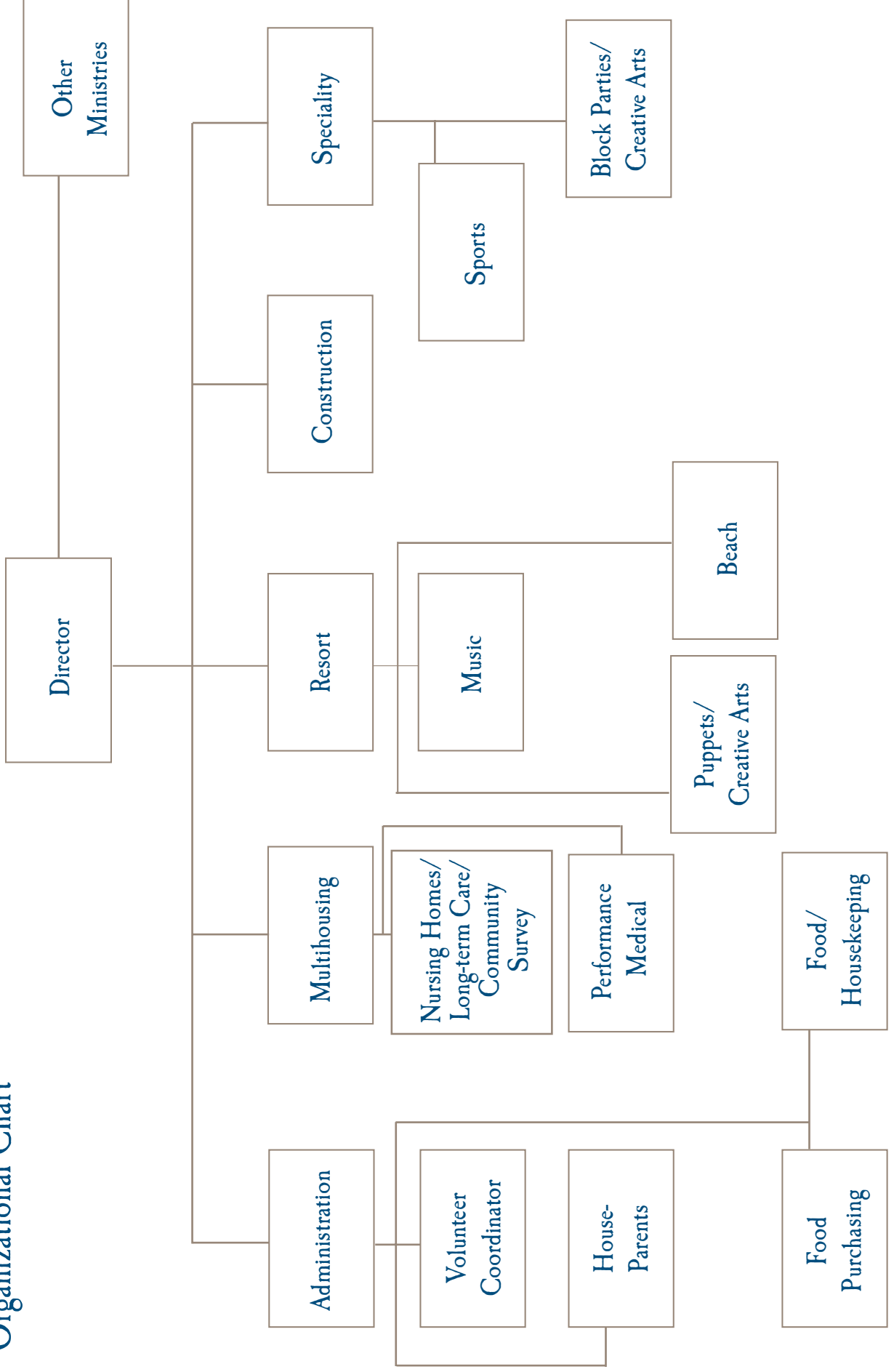
*Date* \_\_\_\_\_

*Team Leader/Individual* \_\_\_\_\_

*Date* \_\_\_\_\_

# Appendix 3

## Organizational Chart





*NORTH AMERICAN MISSION BOARD, SBC*

***NAMB***

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