

for the
TEN DAY
MISSION ADVENTURES
EXPERIENCE

[illegible]

- One-Man First-Man-over-the-Roof-Ceiling or Floor-Ceiling Rafters are Assigned to the Following Construction: Descriptive Details for each assembly are noted below and in Figure No. 41.
- A single layer floor of 3/4" tongue-and-groove plywood or 2x12" tongue-and-groove APA rated structural use panel (Exposure 1 or exterior glue), with joints spaced up to 24" on center and a ceiling of two layers of 1/2" thick Type X gypsum board applied to the bottom chord. All butt joints of the 3/4" plywood or 2x12" APA rated structural use panel (Exposure 1 or exterior glue) shall fall on framing members. The first layer of board shall be attached with 16d common nails. The second floor of 1/2" on center. The second layer shall be installed with the joints staggered from the first layer. It shall be fastened with 1" long Type S screws spaced 12" on center in the field and 8" on center at the butt joints. Type G screws 1-1/2" long shall be spaced 8" on center and 5" each side of the butt joint. The second layer shall be finished with joint tape and compound.

BLUEPRINTS and TECHNICAL SPECIFICATIONS for the TEN DAY MISSION ADVENTURES EXPERIENCE

**Working Draft
Winter/Spring 1997**

Written and Compiled by

Craig J. McClurg

With Contributions From

Sean Lambert and Dave Meissner



**Mission Adventures
A Ministry of Youth With A Mission**

Blueprints and Technical Specifications for the Ten Day Mission Adventures Experience

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For information about Mission Adventures or Youth With A Mission, please contact us at 619-420-1900, or e-mail us at: ywamsdtj@aol.com

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Outline For Mission Adventures Program

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2. A single layer floor of 3/4" tongue-and-groove plywood or 23/32" tongue-and-groove APA rated structural-use panel (Exposure 1 or exterior grade), with joists spaced up to 24" on center and a ceiling of two layers of 1/2" thick Type A gypsum board attached to the bottom chord of the joists, or the 3/4" plywood or 23/32" APA rated structural-use panel (Exposure 1 or exterior grade) must fall on framing members. The first layer of board shall be fastened with 1 5/8" long Type 5 screws placed 12" on center. The second layer shall be installed with the joints staggered from the first layer. It shall be fastened with 2" long Type 5 screws spaced 12" on center at the field and 8" on center at the built joints. Type G screws 1 1/2" long shall be applied 8" on center and 8" each side of the built joint. The second layer shall be finished with joint tape and compound.

A. Philosophy of Ministry

You're planning a Mission Adventure experience for groups from many different churches. The youth pastors from these churches are working hard to prepare their youth for the trip. The expectations are high on both sides. They expect the trip to make a great impact on their young people's lives as they experience both the training and outreach portions of the program. You expect that all those who come through your program will experience a significant touch from God that will make a permanent change in their lives. How can you ensure that your program meets the high expectations that both you and the youth pastors have for Mission Adventures?

Our goal is to come along side and assist a local youth minister to make a big impact in their kids' lives in a short amount of time, especially in the areas of outreach and missions. Most of the time, I think an experience like Mission Adventures makes a bigger impact in a person's life than a year of weekly meetings. Part of this is because of the impact of distance. The further someone travels away from home, the greater the impact of the trip tends to be. Also as young people get away from their normal routine and surroundings, they are much more open to hearing God's voice and considering changes in their own lives. All the normal things that crowd their minds are gone for a few days, and they're open to what we have to share with them. Another reason is that through Mission Adventures, we have a chance to use expertise and experience to present a program on a grander scale than a local church can produce. New speakers, staff, ideas and ways of presenting our message combine to produce a powerful impact as God touches young people's lives.

Short-term mission trips are really nothing more than youth ministry on the move. Think of it as experiential learning. The philosophy of ministry and the methods we use are the same principles that should be present in any youth ministry, and really, in ministry for any age. Because we work primarily with youth, we package them in a way that is effective with young people, but the principles are the same for any age group. You simply package them appropriately.

Because Mission Adventures is a program designed to primarily work with youth groups, there are several youth ministry principles that are particularly important for you to consider as you set up and prepare your program.

Focus

The first principle is to keep the main focus the main focus. Effective ministry has a defined purpose that all the elements of that ministry focus on and point toward. Mission Adventures is primarily a short-term MISSIONS trip. The whole point is to challenge the participants to consider the call of God on their lives in the areas of evangelism and missions, and to train and equip them to actually experience hands-on evangelism during the outreach portion of the program. Everything you do during the planning and implementation of your program MUST be done with that purpose in mind if you are to see your goals accomplished.

Drill this thought into your head and the heads of your staff: This is a mission trip, not a summer camp. While many of the types of things you do will be similar to a camp, it's the purpose that's the key. A camp is focused on discipleship and conversion; and while we certainly don't ignore these things, a mission trip is focused on missions and evangelism. It's a matter of purpose. Camps don't usually have any hands-on opportunities. That's what makes this program so effective. The kids

have an awesome mission camp experience and then immediately put the stuff they've learned into practice. This combination helps cement into their lives the things they learn and experience.

Kids will grow as a natural outcome of the trip, and some kids will become Christians as a result of the program, but the focus is on a mission emphasis. Because many of us are more used to camp situations, it's critical to constantly push the purpose of missions in all that you do and consciously prevent your program from reverting to a camp mentality.

A good way to ensure that your program is geared toward a mission purpose (besides the fact that all the materials you utilize will have a mission emphasis) is to use the backward thinking method of planning. In this style of planning you first establish the outcome you want to see happen in the participants' lives, and then go back and design everything you do to produce that kind of outcome. In other words, if your goal is to see people commit themselves to God's heart for outreach and missions, you go back and plan from the beginning to make every element of your program motivate and challenge them toward that goal. When you do a passion play, relate it to missions; when you do a commitment service, relate it to missions; when you play games, relate them to missions. Even if it's a stretch, relate everything to missions. Sometimes the more ridiculous it gets, the more fun it is and the more the kids remember it.

You need to keep this purpose in front of your staff constantly. It's easy to slide back to focusing on participants that aren't saved or that are experiencing major problems in their lives. While we never ignore these situations, they can take the priority away from the vast majority of the people who come already knowing Jesus and wanting a mission emphasis and experience.

It's important to consider in all of this, as much as we have an obligation to do our best in all that we do, the ultimate responsibility for causing any change in a person's life rests in God's hands. Our part is to create an atmosphere where the kid's are caused to focus on him and his plans for their lives, especially in the areas of evangelism and missions. No matter how slick our program is, the only lasting changes are ones that happen as a result of the Holy Spirit working in young people's lives. It's a partnership between us and God to see people's lives changed for his Kingdom. The better we do our part, the more they're open to the Spirit's activity in their lives. And that is the main focus.

Team Ministry

The second principle is that effective ministry is team ministry. This is an especially important principle for people in leadership to consider. There is too much to do for any one or two people to be able to do it all effectively. You need a solid, well-trained team working with you if you are to accomplish all that God has for your program.

Too many times leaders are in ministry for what they get out of it rather than for the benefit of those they minister to. This "superstar" mentality has no place in any ministry and simply cannot work in a Mission Adventures program. You are not leading this ministry for your own benefit. If you find you need to be up front all the time or that you need to be in control of every detail of the program, then stop right now and find someone else to be the primary leader of the program.

Leaders must be able to utilize a team of diverse staff members if those coming are to receive a quality experience and effective individual ministry. In some ways this is harder than trying to do it yourself, but in the end it has many advantages. You can't keep your energy going if you have to do

every portion of the program yourself. You'll burn out. You can't minister effectively to more than a few of those who come. Your staff, almost exclusively, are the ones who interface directly with the participants. The quality is much higher if you can utilize qualified staff, each focusing on one or two portions of the program, rather than you being stretched thin over everything. We bill Mission Adventures as maintenance-free. This means that the groups that come expect you to have all the areas of the trip covered. This also means that if any area(s) of your program is weak, it can affect their whole experience. With a solid leadership team you won't disappoint them. Make a point of taking good care of your staff, complimenting them when appropriate, and you'll never have to worry about them giving less than 100%.

Another advantage of a team-based approach is that it turns your program into a leadership training hot-bed. It becomes a hands-on leadership school where they are prepared for new responsibilities in your program, on your base, or wherever God calls them. There is no better way to train leaders than to give them small chunks of responsibility and authority (it requires both) and let them go for it. They sometimes fail and maybe don't always do everything as well as you could, but in the end, the program is much more effective and they grow in their ability as leaders. This especially benefits your program when staff are able to work with it multiple times. We found that after one summer of experience, many staff were able to take on larger leadership roles in future years, greatly increasing our leadership base and making the program even higher in quality and effectiveness. The experienced staff serve as leaders to new staff, who are experienced staff the next summer and in turn train the new staff, and so on... You end up with a natural cycle of staff training which produces all kinds of experienced leaders for you to draw on in making your program work. In fact, many times the cycle begins with someone coming as a participant, then returning as a staff member, then becoming a leader or maybe attending a DTS, and even maybe becoming a permanent Mission Adventures staff member.

This approach takes good planning and organization. You can't just "fly by the seat of your pants" and expect either your program or your staff to be very effective. Do a good job of recruiting quality staff and train them well. Find a few good staff to get you started and turn them loose. Be a good coach and you'll see your whole team rise to the challenge of winning the game. With everyone's ideas and abilities in play, you'll find that your whole program will be of much better quality; and you'll see higher impact in the lives of those who attend.

Know Your Audience

The third principle is that, in order to minister to people, you need to have a basic understanding of where they're coming from. Many of the young people that come through your program arrive with major issues hanging over their lives. Up to half of them come from dysfunctional family situations. Some of them carry scars from abuse or neglect. Many more have significant areas of hurt in their lives. Others have no purpose in their lives, are bored, or are simply trying to figure out what life is all about. We can't fix all of these problems in a few days, but we need to be aware that these are issues young people will have to battle with as they consider God's calling on their lives. We need to train our staff how to deal with these kinds of issues that will come up in their conversations with the kids.

One of the best things we can offer those who come is a chance to switch their life focus from the hurt or negative situation they find themselves into a future of hope and healing as they commit themselves to the plans God has for them. We can give them a passion for their future in place of

hopelessness in their past. This does not mean that we trivialize the real problems in their lives, only that our role is one of pointing them to their future rather than trying to fix their past. Some may need significant ongoing ministry that we cannot offer, but we can pray and allow opportunities for God to work healing in their hearts and to give them a passion for their future with him.

Most young people are really interested in helping others who are in need. They want to feel like they're making a difference in the world. Many times as they come into contact with people living in great physical need, their perspective on their own circumstances is greatly changed. It is very encouraging for those who come to feel that they are really helping someone else. Sharing the Gospel, building a house, or just holding a child all help them feel better about their own lives as they invest themselves in others.

Another characteristic of young people is that they respond to intensity. This is important as you plan your program and the transitions between parts of the schedule. Emotional energy is important in holding their attention. That's why we include a lot of really crazy things interspersed with some very intense, focused times of worship and ministry. The way you lose them is to have dead time in between events or to allow your program to spend a lot of time being kind of average or dull. Be prepared for the next event. Keep your transitions quick and don't be afraid to have them laughing one minute and serious the next. Surprise them whenever possible and keep a lot of little things in your schedule that keep their anticipation level high. Never let them decide that they are bored. These people are growing up on television which doesn't keep them looking at one image for very long at a time. It's important to make the elements of your program fit their attention span. Anything that lasts longer than 40 or 50 minutes without a major change in activity or intensity can lose its effectiveness very quickly. This can especially apply to speakers. Keep them short and to the point. No two hour lectures here. Keep your sessions moving and sprinkle in a lot of different elements to keep it interesting and intense.

A third characteristic is that people, especially young people, tend to live up to your expectations of them. This is true of your staff, too. Expect great things for your staff during the program. Expect great things to happen in the participants' lives during their time with you. Let them know that you expect great things to happen in their lives during their Mission Adventures trip. Don't overhype, but communicate your expectations as an example and challenge to them. These young people have paid a large cost in time and money to attend this trip. They come with some kind of expectations, or they wouldn't have considered it worth the cost. Raise their expectations. Let them know that God has big plans for them during the trip and challenge them to open their hearts to his voice. The saying that "The greater the cost, the greater the commitment" holds true as they consider the message you put before them.

One last characteristic. We live in a multimedia world. Young people respond to music and video. Music has a powerful influence in their lives. Use that to your advantage. Play crazy, upbeat music to get them going and slower, reflective music to slow them down. They also are very tuned in to watching TV. Videos can be a great form of creative communication. A vast multitude of Christian music and videos are available. A lot of fun and crazy videos are also available that can be used while kids are waiting for something to start. This is also why we try so hard to use a lot of creative learning techniques. Use these kinds of tools to sneak past the defenses kids have to traditional kinds of teaching. We can't really compete with TV, but we can learn from it.

There are many other things that could be discussed in relation to the people that attend our programs, but if you keep these in mind during the planning and implementation of your program, and train your staff to remember them as they interact with the kids, your program will be much more effective in accomplishing your goals and expectations.

Have a Passion for Those Who Come

You have the incredible opportunity to host someone else's kids for several days. You get a chance to be with them during a very significant event in their lives. Sounds kind of glamorous, doesn't it. Well, let's get real. Most of the time ministry is just a lot of hard work. Without question, it's work with an eternal reward for both the one ministering and the one receiving ministry, but it's still work. Without a passion to keep us going it's easy to get lazy and settle for less than our best.

Agree with your staff that you're not going to lose your passion for the young people who come through your program. Make this an ongoing point of prayer—that God will instill that passion within each one who works with the program. Don't be willing to let the young people leave in the same state they arrived in. Inspire them... Awe them... Open their lives to the incredible things God is doing in the world and wants to do through them. Force them to see past the present circumstances in their lives, and see the life of adventure and impact that God has for them if they will truly open themselves to his plan. Blow away their small expectations and vision for how God can use them, and give them example after example of how God is using ordinary people just like themselves to make an eternal difference in the world. Let them know God sees their hurts, but he doesn't stop there. He wants to take them past their hurts and doubts, and move them into a life of healing and hope.

Minister out of a heart of love and care. Kids can tell if it's just your job. Passion makes it real and keeps it real.

Excellence

Kids are living in a world where most of the major events they experience are presented with a high degree of excellence. Television, movies, newspapers, video games, computer games, even most high school plays and athletics are all presented professionally and with high levels of production. In North America, most of the public productions we come in contact with are done with great excellence. Sloppiness is not tolerated. While kids are smart enough to know that we don't have the same kinds of resources and tools that big companies do, they certainly expect us to do the best we can. Sure they'll cut us some slack in how we present things; but when we do things poorly, we distract them from the message we're trying to share. This has several implications for your program.

First, do your best. Have an attitude of excellence in every part of your program. At the same time be realistic in what you can do. Some things are more important than others. Ministry related items are certainly more crucial to the achieving of your goals than fun items. Some things are easier to do with excellence than others and some require a lot more resources than others. You've got to pick and choose how to allocate your resources of money, materials and time. It's better to take a few really important things and concentrate on making them really good, than to try to do everything and end up with a lot of mediocrity. Start wherever you need to, maybe next time you can add a few more areas and so on. Don't use this as an excuse to eliminate parts of the schedule, but realize that not everything has to be a big production at first.

Second, and maybe more importantly, excellence is not just for your production. Excellence in your staff and their training will make your program effective even if you can't do the full production. The real impact in young people's lives happens as they interact with your staff, experience teaching and challenge, and hear God speak to their hearts during worship and other reflective parts of the program. As your staff pray with them and play with them, relationships are built and ministry happens that you can't plan into your schedule. A good staff can make an average program great, but a great program can never make up for a poor staff.

I really believe that when we do our best, God will take that and make it enough. He's not limited by our production abilities. However, I also believe that we can never use this as an excuse to do less than our best. Remember, it's a cooperative effort.

It's the Kids, Stupid

The Bible says that Jesus came not to be served, but to serve. It's easy over the course of a program like Mission Adventures, where you have to put out an enormous amount of energy each week, to get away from the reason you're doing it. Our tendency is to default to thinking about how tired we are, or how sick of our job we are, or how much we don't want to talk with another high school person. This is one of those times when you have to go back to the main thing: that you're here for the kids.

An attitude of servanthood is vital if you and your staff are going to make it through the program. Our motto is "whatever it takes!" It's not about how fun it is for us. It's not about how much we're getting out of it. It's about the kids. That's the bottom line. Servants exist for those they serve.

We all need to be constantly reminded about our attitudes. Keep this concept in front of your own desk and in front of your staff. Ministry happens when a person puts their own interests to the side and concentrates on meeting someone else's needs. Constantly pray for servant hearts in you and your staff. This is the glue that will hold your staff together when the days get long.

Attractive Evangelism

They get greyhounds to race by moving a mechanical rabbit around the track just in front of them. While we're not in a race, the concept is the same. Attracting people to something they want is easier than trying to convince them that they need to give up things they are doing. Fulfilling our goal of seeing young people embrace the life God has for them is much easier if we can show them examples of that life that are attractive to them.

One of the most effective ways to communicate that kind of life to young people is through modeling. Modeling is really just teaching through example. I think that for the most part compassion for the lost and needy is caught, not taught. Give your staff a chance to share their hearts and tell their stories. Encourage them to tell the kids about their adventure of following God. Find ways to share inspiring stories of other missionaries, both past and present. Many people are in missions not so much because of the raw statistics of the need in the world, but because of the stories they heard from people personally involved in sharing with those in need. Real-life examples are powerful tools in challenging young people to respond to the call of God on their lives.

You Can't Win Them All

No matter how good your program, no matter how well-trained and committed your staff, no matter how much you pray and ask God to touch each heart, there will be some kids that don't respond in the way you want them to. There might be some that seem to have come only to cause trouble and waste your time and the time of their youth pastor. As much as you try not to, it's easy to focus on these kids and forget that the vast majority are having a great time. There will be difficult times during your program, but know that God is always in control and no program that touches people's lives is ever easy.

No program ever reaches everyone. Once you accept this fact for your program, you are freed up to do your best without fretting over the few that don't respond.

Pray without Ceasing

I've heard it said that "prayer works so well in a crisis it's a wonder we don't utilize it more often." This is certainly true for a short-term mission trip. We always pray during times when things are falling apart, but do we have a strategy of prayer in our ongoing, daily planning and preparations. This sort of refers back to the idea that a Mission Adventures program is a cooperative effort between the things we do and the things God does. God isn't going to do the parts of the program we should be doing, but we know that he will be faithful to do the things that only he can do.

Prayer is a vital part of releasing his power into your ministry. Commit to spending time in prayer for your program, your staff, and those who are coming. Begin far in advance as you make preparations, continue on a regular basis during the weeks you run your program, and remember to give thanks after the last person leaves. Remind your staff often to pray for those who are coming and to continue to pray for them after they leave. God is faithful to answer. Even though we never see all the results of our prayers, know that the effectiveness of your program is multiplied many times as you invest yourselves in prayer.

Holy Moments

Much as we'd like to think that we can make a cookie cutter program that will impact everyone the same, it just isn't so. Every group is different, every person is different, and so too, every week of Mission Adventures will be a little different. It's not that you change the basic schedule or that the program looks a lot different. Rather it's that there will be subtle changes from week to week. A different part of the program may stick out as really reaching the kids, or they will respond to something said one week and something else the next. You may sense God prompting you to do something a little different that results in a higher impact for that particular group of young people. We often refer to these kinds of special situations as Holy Moments, where God moves in a special way in the hearts of the kids.

By their nature, Holy Moments cannot be planned. They just kind of happen as you or your leaders are sensitive to the leading of the Holy Spirit. The key is to be open to these type of events without trying to make them happen on your own, or thinking that something is wrong if they don't happen. By their nature, they don't happen very often, maybe only once or twice during the entire summer.

A word of caution. In our desire to see kids' lives changed, we can get a bit overzealous about emotional responses. It can become tempting to try to manipulate their emotions just to get the desired response. It's not always easy to keep the balance between a healthy emotional appeal and overdoing it. A healthy appeal or challenge involves more than just emotions, it involves specific

information and rationale for the choice. The person responds with a reasoned and well-considered response that is more likely to be a long-term decision. An overly emotional appeal or challenge also elicits a response, but it is a choice that is not based on rational thinking and usually does not last. Don't discourage emotional responses, but don't try to force them either. God can be at work equally as much whether there is any emotion being shown or not.

Great Ministry Costs Money (But It's Worth Every Penny)

Too many churches hire a youth minister and tell him or her to grow a huge youth ministry and then don't give them any resources to do it. YWAM bases can have this same mentality. We spend money on all kinds of things, but too often we get tight-fisted when it comes to spending the money to make the ministry really happen. We encourage you to make sure the necessary resources are in place to enable the staff to make the Mission Adventures program as good as possible. You don't need things to be gold plated, but you do need good equipment, good facilities and good food if the program is to make it's maximum impact.

Final Thoughts

As you can see, youth ministry is a lot of work. Done well and with sensitivity to God's direction, it usually results in tremendous blessing as you watch God work in young people's lives. Mission Adventure is no different. If you put your heart into it and seek God's guidance, you will see amazing growth in those who come through your program. Hopefully these principles will help you have a more fruitful ministry. I close with a thought that has served me well as I have prepared for many ministry programs: "Work and prepare like you're not praying and pray like you're not preparing."

B. Values

To Serve And Partner With The Local Church By Providing Groups With Easy Access To Mission Opportunities

- *Maintenance Free

- *Build a bridge between the church and the mission field

- *Openness to work with all denominations

Maintenance Free

Customer service is the key. We endeavor to do everything we can to facilitate the youth group's outreach. We take care of food, housing, transportation, all the little details required for a mission trip. This frees the youth minister up to do what they're called to do—minister to their kids. This is a revolutionary concept to some youth leaders. We've all seen youth leaders whose calling is not logistics, administration, and organization. Yet they constantly have to do all this stuff, and rarely get a chance to just bless their kids. Some youth leaders don't even know how to bless their kids, they've been so busy with all the details their whole career, that they don't know where to start with the ministry part. My guess is this is one of the reasons there is such a high turn-over rate among youth workers. They're called to minister, yet they get stuck with all sorts of administration. They get burned out because they're not operating in their gifts. They lose their joy of the whole thing and they leave.

Build a Bridge

Many churches already have missionaries that they send out. But for most of them it's impractical to send the youth group to visit them. That's where we come in, we provide an easy bridge between missions and the local church. We're all set up to receive them and give them a great experience. Whereas the church missionary may be distracted from the "real work of missions" by having to prepare for his youth group to come.

Openness to All Denominations

As we see in YWAM, the body of Christ is very diverse. We need to be open to working with all types of churches, from conservative to charismatic and back again. Our role is not to challenge the churches to be one way or another, (although that may happen, it's not necessarily our goal) our goal is to serve the whole body, not just one part of it.

We can do this by making sure we're not offensive to any church. We as YWAM are not another denomination, and we don't have set doctrines on sacraments etc. Our role as a para-church organization is to help the church do the great commission. We're not going to choose one method of baptism, we're not going to debate whether you need to speak in tongues or not, we aren't even going to bother with that. We preach Christ and him crucified. We leave those divisive issues for the theological scholars to argue over.

To Challenge Participants To Consider A Lifetime Commitment To The Cause Of World Missions

- *Inform and teach the biblical mandate to reach our world with the good news
- *Exposure to the huge physical and spiritual needs of the world
- *Exposure to ongoing opportunities for involvement in missions via books, tapes, local outreach ideas
- *Expand understanding of God's character, of His love and His exciting, wonderful plan for their lives

Inform and Teach

Surprisingly, the church as a whole does a pretty bad job of teaching their kids of the great commission. Most of the people that come to us are fairly ignorant of missions. Luckily, we've got them for a few days and we can use the time to teach them what we know.

Exposure

Taking your guests on outreach is bound to expose them to the needs of the world. For us, just traveling through San Diego into Tijuana is a learning experience for the kids. Not only is the San Diego/Tijuana border crossing the largest in the world, the economic disparity between the two cities is huge for two cities that are so close together. Most kids have seen this stuff on tv, but never in person, and it is a learning/growing experience for them. (Remember to be sensitive to this)

Ongoing Opportunities

We want to let them know it doesn't end when they go home. We want to make them aware of other opportunities to be involved. The opportunities can be real easy like reading a book, or watching a teaching video, or as complex as outreach strategies for their neighborhood.

Expand Understanding

I think we all have wrong concepts of who God is. He's just too big for our little minds to grasp. So many of us project our earthly father onto our Heavenly Father. And this just doesn't work, no matter how great our Dad is. In our program we want to help the kids along in their understanding of God. If they think God is some cosmic policeman ready to arrest them the minute they do something wrong, we want show them God's mercy and compassion. If they think God is this soft, marshmallowy, nice feeling, we may need to show them a little of His holiness, and maybe even His justice.

Most kids don't really have a clue as to their destiny. In fact, many of us aren't too sure either. We want to help kids understand that God has a plan for them, and it's a good one. Most kids go through High School without considering what God might have for them. Once they understand that the creator of the universe has plans for their good, they can begin to seek out what He has for them. It's a powerful thing to give a teenager a sense of their destiny.

We also want to explode the myth that Christianity is boring, no fun, dull, and a drag. We want to have fun with the kids, and we want to show them that the true Christian life is radical, full of life, excitement, never dull and boring. Most youth groups do a good job of this, but after the kids graduate, church usually isn't much fun anymore. We can model this exciting Christian life for them as adults. It doesn't have to end at 18..

While Recognizing God Uses People Of All Ages, Our Primary Focus Is To Involve Young People In The Cause Of World Missions.

*Biblical Precedent: David was a teenager when he killed Goliath and changed the course of a nation.

*Loren Cunningham's original vision of waves of young people covering the continents.

*This Generation's Opportunity to See the Great Commission Fulfilled

*75% of today's major Christian leaders made a commitment when they were between 14-17 years old.

God wants to call young people at an early age.

Biblical Precedent

The Bible is chock full of stories about God using young people. (Too many to list here). The point is that God wants to use young people. Often times churches underestimate the impact of their youth and their youth ministry. Kids can do amazing things in the name of Jesus, and we want to give them the chance.

Loren's Vision

Our calling as a mission is to mobilize young people. We believe this is the primary reason God has blessed our efforts in the L.A.-T.J. program, we're doing what we've been called to do.

Opportunity

We believe that this generation has the opportunity to see the great commission fulfilled in their lifetime. It will take sacrifice and commitment, but it can be done!

75%

Studies show that if you don't get 'em while they're young, you'll never get 'em. That's why youth ministry is so important. That's also why the enemy tends focus his efforts against children. Most of today's Christian leaders were called by God at an early age. We want to get as many kids as possible into an atmosphere where they're listening for God's call.

To Use Creative Methods To Train The Hands And The Heart Of Each Participant To Prepare Them For Their Mission Experience

- *Group evangelism techniques

- *Cultural orientation

- *Spiritual challenge

- *Modeling by YWAM staff

Group Evangelism

Most kids are terrified of one-on-one evangelism. (Many of us are too.) Group evangelism is a way to overcome this. Basically it means using tools like the creative arts to communicate the Gospel message. We find that kids are more comfortable doing evangelism in a group setting. Once they gain a little confidence in this, then they're more apt to succeed one-on-one.

Cultural Orientation

Our outreaches are cross-cultural, therefore they require an orientation about the new culture. This is key for a couple of reasons: 1) It sets their minds at ease. Knowledge is power, and most folks feel powerless in unfamiliar situations. Therefore if we tell them a bit about what to expect they'll be more relaxed and are less likely to freak out. 2) It prevents embarrassing and potentially damaging mistakes. For example, don't make the "okay" sign with your fingers in the South of France - it means something totally different.

Spiritual Challenge

This is where the massive growth comes in - your participants will grow just by going on an outreach. But if you challenge them spiritually during that time, they'll grow that much more.

Modeling

I'm not talking about Vogue or Elle. I'm talking about showing the kids some real live missionaries who have exciting relationships with Jesus. Kids just feed off this stuff. It inspires them to do the same. In fact, modeling is perhaps the most key element of discipleship. Jesus did it for the twelve, and you and your staff can do it for every kid that walks on your base.

To Encourage Spiritual Growth In Our Participants Through Hands On Involvement In Evangelism And Mercy Ministries

- *Mercy ministries
- *Service projects
- *Group Evangelism
- *Children's ministry
- *Church ministries
- *Prayer Tours

There's nothing like getting your hands dirty to help you learn. We believe that growth in the Christian life comes from hearing the Word of God, and then doing what it says. This is what separates this program from camp. Not only do we give them great speakers, and great quiet times, and great passion plays, etc., we give them an opportunity to apply what they've learned. They, in practical ways, "do" the Word of God. As a result, there is phenomenal growth, and parents call us up and say "What did you do with my son? This is not the kid I sent to you. He looks like him, smells like him, but this is not my son! Thank you!"

C. Theology Policy

Over the years, we've formed this policy to protect the groups that come to our program. We've found that it really defuses potential conflict, and it's saved our butts in a couple of cases.

As part of serving the groups, we promise to do our best to stick to "basic" theology. This is not to say we water down the gospel, or cheapen God's Word. What it means is that we carefully avoid the thorny issues that crop up between denominations. For example, baptism is a very divisive issue between different parts of the body. Some believe that one must be completely immersed, others say a symbolic sprinkle is enough. We as YWAM do not choose sides one way or the other. In fact, we try very hard to make sure this issue never comes up. Instead, we stick to the basics of the gospel. We intend to preach Christ and Him crucified. We'll leave the debate over how to do sacraments to the theologians.

Another potentially divisive issue is how we worship. Some churches use hymns. They stand up at the right time, sit at the right time, and kneel at the right time. Other churches use different expressions. They raise their hands, clap, and dance. We in YWAM tend to lean a little more toward this style of worship. (I've yet to go to a strictly liturgical staff meeting in YWAM). However, scripture tells us to be careful with our freedom. First Corinthians 8:9 says, "Be careful, however, that the exercise of your freedom does not become a stumbling block to the weak." (NIV).

This scripture is the cornerstone of our policy. We endeavor to do nothing that would endanger even the weakest member of the body. Instead we try to protect everyone by providing an environment that is "safe" for everyone in the body of Christ.

We believe YWAM is a "para-church" organization. It's not just another denomination. It's not our place to tell others how to baptize, whether or not they should speak in tongues, or how they should worship. It is our place to help the church accomplish the great commission.

We implement this policy in several ways. We inform our speakers of the policy and ask them to respect it. Most of them have with one notable exception. Before our first worship time we ask everyone to respect each other's styles. And in the leaders' meetings we share with them the policy and our intent to protect. Most everyone has been very supportive of this policy and has shown great understanding towards one another.

This policy has helped us defuse a few potentially disruptive situations. Yet, despite our warnings, one speaker told the kids that in order to be saved they had to speak in tongues. Then, when he finished speaking he invited kids to come up front who would like to receive the gift of tongues. Some of those who went up front did receive the gift, and others didn't. Of course, this was the week that we had the Southern Baptist group from Georgia. And of course, they believe speaking in tongues was of the devil. Needless to say many kids were confused and afraid that they weren't saved. This really turned out to be a very unnecessary distraction for the kids. Fortunately the Southern Baptist youth worker handled the situation quite well. As he was inexperienced with the issue of tongues, he invited us (YWAM leaders) to help his kids understand the various issues. Thankfully after we explained the various positions on speaking in tongues, and after a few tears, the kids got over it. But oh, how we wish we never had to deal with that.

LIBRARY

⑥ INTER POST ET

1. One-Man, First-Inchable, Roof-Ceiling or Floor-Ceiling Rafter is Assigned to the Following Construction (Describe Details for each assembly as noted below and in Figure No. 41)
2. A single layer floor of 3/4" tongue-and-groove plywood or 2x12" tongue-and-groove APA rated structural use panel (Exposure 1 or exterior glue), with joists spaced up to 24" on center and a ceiling of two layers of 1/2" thick Type X gypsum board applied to the bottom chord. All butt joints of the 3/4" plywood or 2x12" APA rated structural use panel (Exposure 1 or exterior glue) shall fall on frame members. The first layer of board shall be attached with 1 1/4" long Type X screws spaced 12" on center. The second layer shall be installed with the joints lapped with the first layer. It shall be attached with 2" long Type S screws spaced 12" on center in the field and 8" on center at the butt joints. Type G screws 1 1/4" long shall be spaced 8" on center and 8" each side of the butt joint. The second layer shall be finished with joint tape and compound.

A. Marketing Strategies

Word of Mouth

The most important marketing tool you can have is word of mouth. WOM has driven our ministry since it started. Youth workers came, saw that we cared, had a great outreach experience, went home, and told their youth worker friends. Without word of mouth, I don't think we would have grown as large as we have. Even today, we estimate that about $\frac{1}{3}$ of our groups come on the recommendation of one of our alumni groups.

Don't underestimate the power of word of mouth. Everything flows from the reputation of your program. It takes a long time to build a good reputation, and just one bad experience to ruin it. So be careful about your reputation.

National Youth Worker's Convention

In 1991 we started going to Youth Specialties' National Youth Workers Conventions. Youth Specialties hosts around 6,000 youth workers at two conventions each year. Many of those that attend are on a quest to find a mission trip for their youth groups. These conventions provide the highest quality contacts. Everyone there is involved in some sort of youth work. The Youth Specialties crew also works hard at getting the convention delegates into the exhibit hall. We estimate that around $\frac{1}{3}$ of our groups come as a result of a contact at Youth Specialties. One other note about Youth Specialties: we've found the conventions valuable because they offer many different seminars and sessions on various aspects of youth ministry. Last year we attended a session on creativity put on by a couple of guys from Disney, as well as one about using video in youth ministry.

Mass Mailings

One marketing approach we've been considering is mass mailing. We are able to obtain the convention mailing list with the 6,000+ names of all the convention delegates. There are also other name services available with more than 10,000 names. As the network expands, we are considering a mass mailing campaign each year, probably in the fall.

Marketing Tools

Brochure: As a member of the Mission Adventures Network you will be included in the Mission Adventures brochure that will be developed for the 1998 outreach season. The brochure will be full-color and include your base's name, address, telephone & e-mail. The brochure will serve as a first level of contact with potential customers. Out of necessity, the brochure will be fairly generic so that all partners will be promoted equally. We encourage each partner to make an insert that can fit in the network brochure that gives the details (dates etc.) of each program. If you wish, you can make a supplementary brochure that highlights your programs in greater detail.

Video: A few years ago we developed a video promotion that has really fueled the growth of our program. Earlier we had been using video to promote our programs to youth workers, but frankly, they were too long, and too boring. When we decided to make a video for the kids, it was revolutionary. We use it like a brochure in that we give it out upon request. (At Youth Specialties, each contact we make receives our videos). Now the video is a bit dated, but it still inspires youth groups to go on an outreach. Currently we are developing a next generation video that can be

customized for each Network partner. This customization can include an opening sequence that highlights your base, and a closing sequence with your contact information. The middle would consist of segments showing kids in training, and then on an outreach.

Registration Manual: This is our second greatest tool in signing up youth groups. It gives all the details of each of our programs, including dates and costs, as well as providing step-by-step instructions on how to sign up. The next section will illuminate this manual further.

Mobilization Director: This is our greatest tool in signing up youth groups. Our mobilization director, Andy Ortega, keeps us going with his golden tongue. We encourage you to find somebody like Andy to take and make the calls that will bring groups to your base. If at all possible, this should be a full-time job. Andy also keeps our master calendar that shows who's coming when. He enters everything in the database, including who's paid and who's not, how many kids of each gender, if they need our transportation or not, etc. This is a very important job, and should be filled by someone as talented as Andy. (If another such person exists!)

The Web: We are considering setting up a website for the Mission Adventures Network and programs. We envision a page for each type of program (Mission Seminar, Exposure, Adventures, Adventures Plus) with links to the details of dates/prices/locations for each program. We could link the Mission Adventures site to the main YWAM site, and have our name listed with the more popular search engines. Currently we are not sure how much this would cost us, and we don't know how many of our clientele have access to the web. We've done informal surveys at Youth Specialties and so far only about 7% of respondents have access to the web. If we do get online, we are considering making registration possible over the internet. Obviously, we have a lot to work out before any of this happens. If you have any information or feedback on how many Youth Workers have access to the web, or input on how you'd like to see a Mission Adventures website grow. Let us know!

B. Registration Process

We've developed a system over the years to register the groups who participate in our programs. Each year we've tried to refine our system to make it easier for us, and more importantly, easier for our participants to sign up. This involves a lot of communication between us and our groups, as well as between SD/TJ and LA. Although our system is far from perfect, we offer it to you as a model from which you can build your system.

We've broken down our registration process into twelve easy steps. The first is to acknowledge you have a problem. The second is to come to the realization that you can not overcome your problem by yourself. The third is to acknowledge the existence of a higher power... Seriously though, here are our twelve steps to registration.

1. First Contact

This sounds like a good name for a movie, but actually what we do is send a letter to our alumni groups. At the end of the summer we add up how many houses were built, estimate the number of people reached with the gospel, and how many we think were saved. We then write a letter to the alumni thanking them for their involvement in this ministry. We let them know that it was because they came, people's lives changed. We then invite them to come back again next year. With this letter we include the new registration manual. We estimate about 30% of the groups that come each year are returning groups. And we figure it's because we send them this letter and send them the registration manual.

Each year we collect several hundred names and addresses from the National Youth Worker's Convention put on by Youth Specialties. We send each of those people another letter, and we send them the new registration manual as well. Many of them have already received the new registration manual at the conference, but we send one anyway in case they lost the first one.

When someone calls us and they're interested in coming to our program, we assess them as a contact. Sometimes all people want is a little verbal information. They're not really interested in what we do, they're just checking us out. Other times, we can tell that they really want to come. We tell these people that we can send them a registration manual and some videos. (We have a video called "Will You Be The One?" that's designed to be shown to the kids. And we also have a video about our Homes of Hope housebuilding program).

We've found that we no longer have to make any calls to solicit groups to come to our program. Instead, they're calling us! We're amazed and fortunate to be in this position. You might find that you will have to drum up some business however. It's a good idea to draft up a letter describing your



First Contact Letter

program and how it will benefit the group that comes. Then you can look in your phonebook and gather all the addresses of the churches in your area. Send this letter to the churches, and after a week or so, begin calling the churches. This may take some persistence on your part. You may not be able to speak to the right person at first, but keep calling and keep trying. Ask God to guide you and give you success.

During this early phase of the registration process you'll want to keep a database of every contact you make. You can do this the low-tech way, and use a rolodex, or you can get the latest and greatest database program. Whichever way, be sure to keep records of your contacts. This is your bread and butter!

2. Reservation

The second step in the registration process is reserving a date. All a youth worker has to do to reserve a spot is tell us, (or write us), how many kids they think will come, and what dates they would like. We then pencil them in with the appropriate numbers and the appropriate dates. Again, we don't have any trouble with this. We have groups calling us left and right to reserve dates. We generally fill up pretty fast, so our alumni have learned to get a reservation in early.

We tell the person the spot isn't guaranteed until we receive the \$20.00 per person registration fee. (More on that later in step 3). We usually give the youth worker at least 30 days to come up with the registration fee.

3. The Registration Fee

The next step is the Registration Fee. We charge \$20.00 per person, and this fee is non-refundable. We feel this is the best way to reserve a spot for the group. You may wonder why we charge a fee at all. This fee helps us pay for printing the manuals, making the videos, all the postage for mailing out said manuals and videos, and all the phone calls we make throughout the registration process. You may wonder why we charge a per person registration fee. We feel this encourages the youth worker to be fairly accurate in their estimate of how many kids will come. This also helps us be accurate in planning for them to come. We used to have a flat fee per group, and we found that several youth workers were biting off more than they could chew. They said they could mobilize 100 youth, but showed up with 20. This really messed up our planning, and cut into the number of kids we could service. Therefore we encourage you to charge a per person registration fee.



Registration Letter

I admit this isn't always the easiest for the youth worker. Many times they don't have time to collect the fee from the kids, so the per person registration fee can be difficult for the youth worker. While we sympathize, we've decided this protects us and that we have to use it.

When we receive the registration fee, the spot is guaranteed for the youth leader. We print out a statement and send them a letter with the statement. This letter shows the dates that we expect the group to come, as well as the amount of the check we received.

If we've had a group reserving a spot on the books for a while, (say 30 days or more), we give them a call to check on their level of commitment. We find that we have to keep on top of this because there are other groups that want to reserve those same dates. Sometimes the youth leader just can't do it, and we take them off the books. Other times, the youth leader has been swamped with other things, and hasn't done anything. Andy, in his wisdom sometimes gives people extra grace and allows the youth leader to send the registration fee in a little late.

Statement

4. The Deposit

On April 1, we have a \$50.⁰⁰ per person deposit due. This deposit is partially refundable. (See the Registration Manual). We use this money as seed money to begin buying supplies for the program. We find that the deposit really helps the youth leader find out who in their group is committed to coming.

We find we spend a lot of time chasing down the deposits. Some groups are on the ball, and they get their deposit in on time. Other youth leaders forget, or are too busy, or whatever. Andy ends up calling most of the youth leader to tell them to get their deposits in. If that doesn't work, he either faxes or sends a letter to the youth leader. If we don't get the deposit in, and as a last resort, we pull the group off the books and put another group in. (This is pretty rare).

Once we receive the deposit, we send out another updated statement as well as another letter. This letter solicits information from the youth leader on three areas, transportation, translators, and the house building program. It includes a handy form that we ask the youth leader to fill out and return to us.

Post-Deposit Letter

5. Making Reports

Andy uses a Microsoft Excel spreadsheet to create a very handy report as he's registering the groups. It is a master listing of the status of all the groups for the entire program. It has a ton of information on it, and at a glance he can tell a group's status. It does take a little bit of time to figure out what it all means, but once you know it, it works fantastic. We usually update our spreadsheet every three or four days, sometimes once a week.

Spreadsheet Report

We strongly encourage you to use a spreadsheet like this one when registering your groups. This will help you determine how full each of your weeks are. It is also useful in determining which of your youth leaders need to get their fees in, etc. While it is possible to do this all on paper, we encourage you to use a spreadsheet. Using a spreadsheet has really helped us get a better handle on the whole registration process.

6. The Registration Book

In addition to the spreadsheet, Andy makes a file on each group. In it he puts the group application, the namelist (due May 15), the arrival form (due May 15), (both of these forms are in the Registration Manual), the latest statement of account, and anything else the group sends us. It's a good idea for you to keep a file on each group as well.

Andy keeps all the files in a book, and it is organized by the date the group arrives. This is a very important document and Andy's miniature doberman pinscher "Angel" guards it with her life!

7. Answer Questions

Once the groups have sent in their deposits they usually make a few phonecalls to ask you some questions. Most of the time they're going to want to know what it's like. It's important to take the time necessary to answer these questions. Often the youth leader is getting all sorts of questions from worried parents. So it's a good idea to inspire confidence in the youth leader so he can ease the parents' fears.

8. Adding and Dropping

Many times a kid will not be able to raise the money, or the youth leader will find a couple more kids who want to go. Therefore it's important for you to have a little "fudge" room in your planning. We never refund the \$20.⁰⁰ registration fee, (except in extreme circumstances, that's what "non-refundable" means). But we do give some grace on the \$50.⁰⁰ deposit. (See the registration manual). It's important to take these changes in stride. You'll find that things will change right up until the moment the group arrives. (Sometimes things change even after the group has arrived!) Be prepared to be flexible.

9. Short-Term Missions Training Kit

About a month or so before the group is scheduled to arrive we send them a letter and a Short-Term Missions Training Kit. The letter basically just thanks them for going with us this summer. The Training Kit is really a big thick manual of how to do short term missions. Ideally the youth leader and other helpers read through it and use it to prepare their group for the outreach. Many of the youth leaders do get a lot out of it, and it is very much worth doing. We hope to, in the future develop an even better training kit for the youth leaders involving videos and other materials.

10. May 15th Deadline

By May 15th we require the youth leader to send us two of the forms in the registration manual. One is a list of all the names of those who are coming to the program. We use this as a final count of how many kids, what gender they are, and their ages. This helps us prepare for the group. The other form is the arrival form. It has the arrival and departure information for the group on it. We use this to prepare to transport the group. It's a good idea to send a confirmation letter when this information is received. The groups want to be assured that they will be picked up at the right time. You can also send the appropriate creative arts information at this time as well. With this confirmation you can send any important creative arts information.

11. Keep in Touch

You still may have a few last minute conversations with the group leader or concerned parents before the groups arrive. If you have time, you may want to call the group leader a week or so before they arrive and go over any last minute details.

12. Thank You

At the end of the summer we send out a thank you letter to the group. We've included a copy of it here for your reference. This is a nice gesture and a good last contact with the group before it starts all over again!



Training Kit



Thank You Letter

C. Registration Table Book

You're going to need to have a lot of information at the registration table when the groups arrive. So start putting it all together now so you're prepared when they come. Make a file for each group, and put it in the book. You can organize the book by week. You, as the program leader may want to keep track of this book, or if you have a trusty lieutenant, you may want to pass it off on them.

Conversation Log

This is a useful tool to use for each group that's coming to your program. When you're talking to the Youth Leader you can record important stuff here. This can become important when you deal with a bunch of groups. It also is important when you have to share this information with the base you are partnering with.

Group Arrival On Base

[illegible]

Conversation Log

This form is a lifesaver on arrival day. On one page it has the names of all the groups we expect that day. It shows when we expect them to arrive, the number of kids, (broken down by gender) and where they'll be staying, (again broken down by gender). Use this for when the groups start coming in, you can easily look up who's here, and where they go. Be prepared for the unexpected, countless times youth leaders have shown up with a few extra guys or girls that we didn't know about. Sometimes this forces us to juggle who will sleep where, so be ready to change your well thought out plans.

If you have access to a computer you can enter this information into your spreadsheet and print out just this information. You can sort it by expected arrival time, or number of kids, or alphabetically. (Spreadsheets are cool that way).

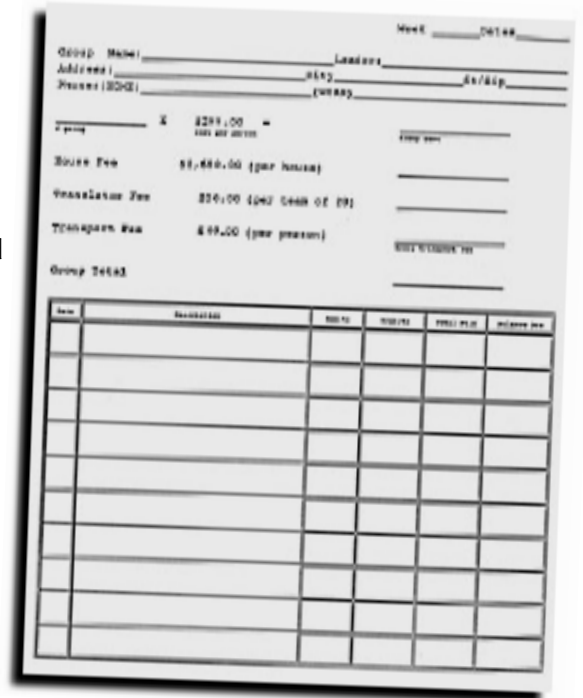
[illegible]

Group Arrival Form

Group Financial Page

This page is used during the registration process. It shows how much money each group has paid, and how much they still owe. We use it to keep a running record of checks received for registration, deposit, etc. When they arrive we'll sit down with the youth leader and show them their balance. Whenever we receive a check, we send a receipt with an invoice that shows them their balance due. Most of the time, the youth leaders know how much they owe. It's important, no very important to keep accurate records. If a group brings 25 kids at \$350 per person, that's nearly \$9,000 - no small change, so keep accurate records to protect yourself, and to protect the group.

You may want to work with the accounting people on your base so you can set up a system that works with how they do it. Hopefully they'll be able to send the receipts and things for you. Heck, if you play your cards right, they may end up doing all the bookkeeping, and just give you a report for arrival day.



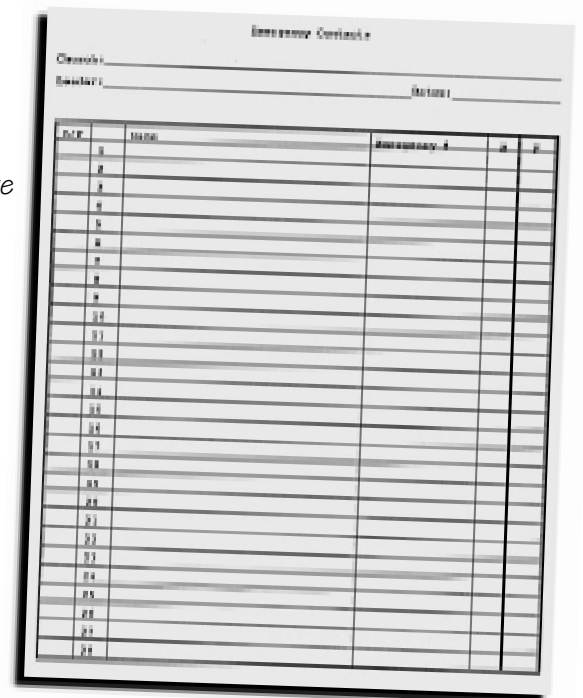
The form is titled "Group Financial Page" and includes fields for "Group Name", "Address", "Phone", "City", "State", and "Zip". It also has a "Date" field. Below these fields, there are several lines for recording financial data, including "Group Fee", "Source Fee", "Translation Fee", and "Transport Fee". A "Group Total" line is at the bottom. The form is designed to track the financial status of a group during the registration process.

Group Financial Page

Emergency Contact Sheet

This sheet is used during registration. We have someone with neat handwriting ask each kid if they've been here before, their real name, their home phone number, and their gender. (We use the gender and whether or not they've been here before for our own stats. We like to have an idea of how many kids are first-timers, and how many are male or female - this helps us in our planning for next year.)

Once we've got everyone's info, we doublecheck this list with the release of liability forms and make sure that we've got a release of liability form on every kid at the facility.



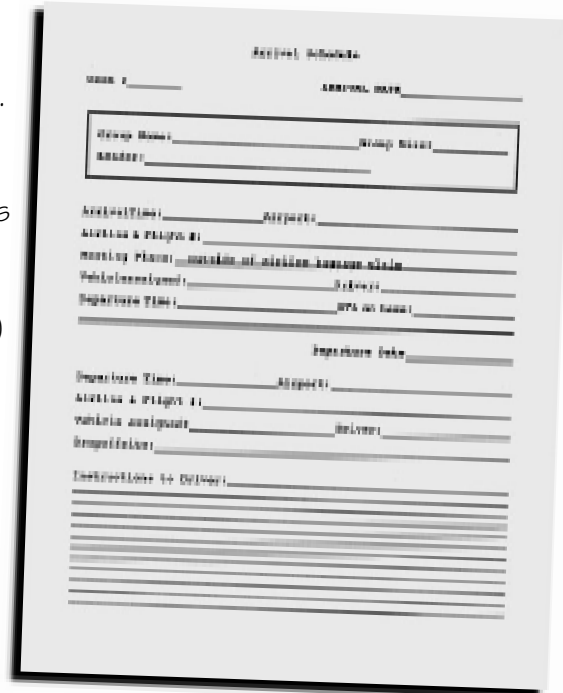
The form is titled "Emergency Contact Sheet" and includes fields for "Child's Name", "Home Phone", and "Gender". It also has a "Date" field. Below these fields, there is a large table with columns for "Name", "Home Phone", "Gender", and "Date". The table is designed to record the emergency contact information for each child.

Emergency Contact Sheet

Arrival Schedule

The arrival schedule is sent to the groups in the application packet. It is to be returned by a specific date. Upon return it is used to update the transportation log with important information. It is very important to note the arrival date and departure time. On occasion groups will fly in a day early for better airline ticket prices. This can be a problem, so it is important to know so you can be prepared. As far as the departure times (if flying out) the groups need to allow for plenty of time to return from their outreach location to make an airline flight. This form will help you assimilate all arriving information.

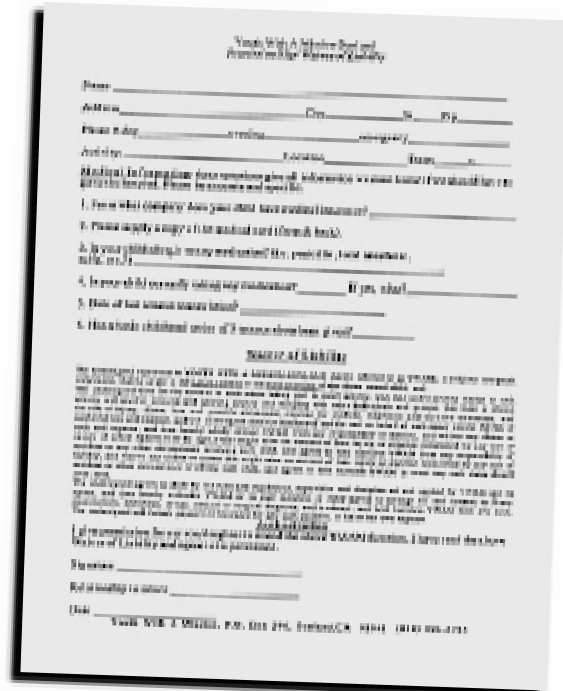
Release of Liability



The Arrival Schedule form is a document for tracking group arrivals. It includes fields for Group Name, Arrival Date, and Departure Date. There are also sections for Arrival Time, Departure Time, and a section for the group leader's name and contact information. The form is designed to be filled out by the group leader and returned to the organizing body.

Arrival Schedule

We've been using this for years, and it may need to be updated. Feel free to use this one, but we advise you to check with a lawyer to make sure you don't get your base sued out from under you. We have everyone sign one of these babies. This includes adult volunteers, youth leaders, pastors, staff members, etc. We make 3 copies of these, we keep one, we give one to the youth leader, and we send one to the outreach location. That way, if one get's lost we'll still have a couple of other copies. Keep them on file for 10 years. Some kid get's a splinter, and when he graduates college and needs to pay his loans, he can decide to sue you for damages, and probably mental anguish too. Such a world we live in!



The Release of Liability form is a document for releasing the organizing body from liability. It includes fields for Name, Address, City, State, and Zip. There are also sections for the group leader's name and contact information. The form is designed to be signed by the group leader and returned to the organizing body. It contains a detailed disclaimer of liability for the organizing body.

Release of Liability

D. Recruiting Staff

Where to get staff

You can't do it alone! You need to recruit some people to help you. It is very important that you find good quality short-term help for your program. But where can you get them? A prime spot is right in your own back yard. If your base does DTS programs, or LTS or any other acronym, those students are potential staff members. Here's a few selling points we use in recruiting students: 1) You get to stay here, and you can put off deciding where you're going to go next! 2) It's cheap! (or free, if it's free) 3) It's extremely rewarding 4) It's challenging, and you'll be able to get practical experience in what you're learning in your school.

If anyone from your base has a speaking ministry where they go all over the world talking about YWAM and like that, give them a few postcards like these and beg them to plug your program and share your need for staff.

Another good place to get staff is from people who've already gone through your program. They're great because they've already seen the program in action, so they'll know what's going on. We've found that many of the kids that come through really want to become staff some day. We make it a point to get these kids' names, addresses, and telephone numbers even if they're only 14 years old. We keep them on file, and when we need them we give them a call to see if they're still interested.

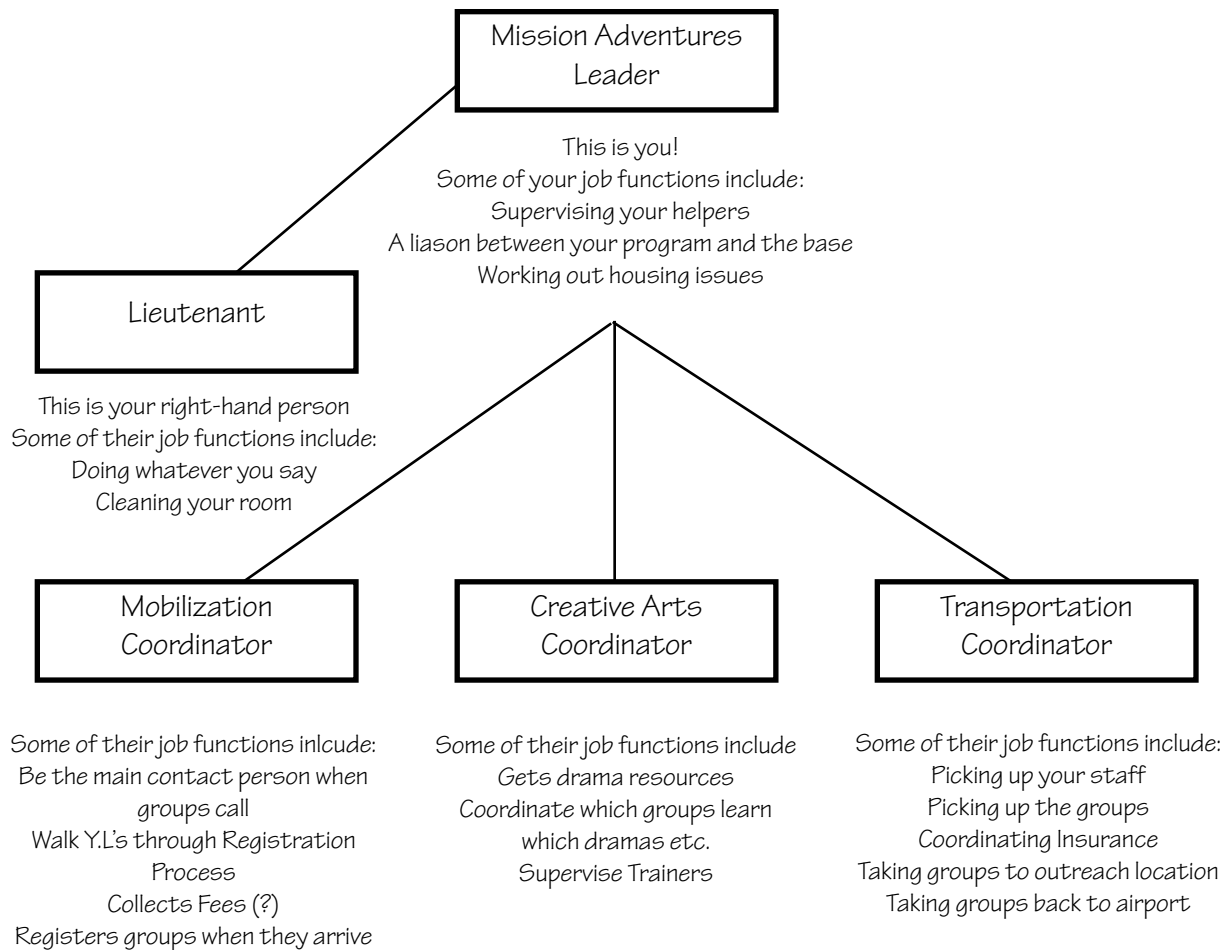
If you're just starting out with this type of program, and you don't have many alumni to call, or there's no schools on your base, you can check out the local Christian Colleges, or local chapter of Campus Crusade, or FCA. When making cold contacts like this, you'll need to do a lot of follow up. Chances are they're not going to be falling all over themselves to contact you. So you'll need to call them and send follow up letters and the whole nine yards.

If you're working with another base, say your base is doing the training, and another base will do outreach, you may want to help each other recruit staff. Some of the people you talk to may be very interested in working in Mexico, or wherever. Don't squelch this and force them to come to your base. Give them the opportunity to go. If you really love them, set them free. If they come back to you, it was meant to be.

Staff Positions Needed

Before you go off all willy nilly trying to recruit a bunch of staff, you've got to figure out how many you'll need and what kind of jobs they'll perform. Ideally you'll have a crew helping you prepare throughout the year. If this weren't a fallen world you'd have at least four other people helping you plan and implement your program. They are: a lieutenant, a transportation coordinator, a creative arts coordinator, (if you're doing the arts), and a mobilization coordinator. Here's a little organizational chart to help you visualize.

You may be thinking that you'd rather have a transportation person or a creative arts person



instead of a lieutenant. Well, let me tell you about the importance of the lieutenant position. (The Creative Arts and the Transportation positions are covered elsewhere in this section). The lieutenant position is often overlooked, but most of the time it is vital to the running of any organization. For example the U.S. Army, that paragon of organization could not function without sergeants. (I know a lieutenant outranks a sargeant, but the principle is the same). The whole organization centers on what the sergeants do. Without them, we'd never be able to get the troops of the base and into the field. In the same way, you need a lieutenant to do stuff for you. They're very valuable to have. They can be where you're not, they can speak for you, (provided they know your mind- a scary prospect, I know). In short, a lieutenant can double your presence, and double your effectiveness.

In the Bible, we don't hear much about the armor bearers, but they play a vital role. Imagine David or Jonathan going into battle without any armor, (don't get too carried away with this mental picture). They'd get slaughtered! Of course, great folks like David and Jonathan don't have time to think about the details of armor and weaponry, so their armor bearers take care of these things for them.

A good lieutenant is someone who can make you look good. They're someone that knows everything you know, and they don't have to run and find you to answer most questions. In your absence they can keep things running. If your program is more than a week or two long, you'll soon find out just how valuable a lieutenant is. If at all possible, groom your lieutenant for leadership. Train them up in the way you do things. Show them the ropes of leadership, and over the course of time, release responsibility and authority to them. Your goal should be to give them all the tools and skills they need to be better at your job than you are. (Don't worry about your position, good leaders reproduce themselves). Ideally, they will be able to take over for you when God releases you into greater ministry. Or, if you're able to, you can send them somewhere else to duplicate your program.

Make it a point to identify a few potential lieutenants in your life. See if they're willing to be mentored, and spend the time with them. You will find this is a very rewarding part of your job. God will give you great friendships, and one day when your lieutenant is running the YWAM base in Bora Bora, you'll be real proud.

These job descriptions are by no means complete. And we'd be surprised if you actually had four more people to help you run your program right away. Of course, you may find that one person will do the functions of two of these jobs. Mix and match! These people can be full-time base staff, (if you can lure them away from their other responsibilities), or trustworthy helpers from outside the base. Make sure they can come early enough to help you get things done. It's no good having a mobilization coordinator start working in May when you expect kids in June. That might work for a transportation or even a creative arts coordinator, but you've got to be registering groups year round.

When the kids come, you'll need another whole crew of staff to help you actually run the program. You'll need people to train the dramas, cook the meals, play in the worship band, etc. etc.

It's a good idea to make up another chart like the one we've included here. Think in advance about the different functions that need to happen, (kitchen help, drama training, etc.). Once you figure out what needs to be done, look at how many people you're going to need to actually do it. Once you've laid out a chart like this, you can go ahead and begin to fill the slots. This works a whole lot better than trying to recruit without actually knowing what you need. It also helps during recruiting, because you can tell people what their job(s) will be.

If you want, you can make a list of everything on the base that gets done during your program. Include things like

SHORT TERM STAFF POSITIONS AVAILABLE 1995		
CARE Group 1	DISTRIBUTION	CANDY SALES
1.	1.	1.
2.	2.	2.
3.	3.	3.
4.	4.	4.
5.	5.	
6.	6.	
Group 2	SHORT TERM OFFICE	RECEPTION
1.	1.	1.
2.	2.	2.
3.		
4.		
5.		
6.		
KITCHEN	UP FRONT	HOUSEKEEPING
Breakfast Supervisor:		
1.	1.	1.
2.	2.	2.
3.	3.	3.
4.	4.	
5.		
Lunch Supervisor:	TRANSPORTATION	MAINTENANCE
1.	1.	1.
2.	2.	2.
3.	3.	3.
4.	4.	4.
5.	5.	
Dinner Supervisor:	DRIVERS	LIFE LINES
1.	1.	1.
2.	2.	2.
3.	3.	
4.	4.	
5.	5.	
6.	6.	
	7.	
	8.	
	9.	
	10.	
	11.	
BOOKSTORE	BUS & VAN CLEAN UP	COKE MACHINES
1.	1.	1.
2.	2.	

Staff Positions Needed

reception, maintenance, etc. Then, when you're recruiting summer staff, you can recruit a receptionist for the summer, thereby freeing the receptionist to help with your program. (Of course, this works best if the current receptionist wants to work with the program!)

Please note, you may not need one person for each slot on your staff position chart. Some jobs are only half-day responsibilities, so you can give that person another job. For example, in L.A. the drama trainers train during the afternoon. They're free during the morning, so these people can be put on breakfast or lunch prep.

Most of your staff should have a few different responsibilities. Most likely this will be in the form of a morning task, and an afternoon/evening task. Here's a little rule of thumb that you can use when you're scheduling your staff. Don't burn them out! Use the $\frac{2}{3}$ - $\frac{1}{3}$ rule. The $\frac{2}{3}$ - $\frac{1}{3}$ rule says that you should give your staff something to do for $\frac{2}{3}$ of the day, and then give them $\frac{1}{3}$ off so they can do their own thing. This will help your staff tremendously, and they'll really appreciate the time to themselves.

Okay, I know that sounds impossible, in fact we in L.A., while that has been our goal, have never really been able to achieve it. There's just too much to do between 7:00 in the morning and 11:00 at night. And we don't have enough room to have enough staff to give them all $\frac{1}{3}$ of the day off. What really happens is we try to give everyone some time in the day off. It's not always a solid six hours, but we try to give them some time to themselves.

It's also good to rotate jobs. For example, answering the phones all day kind of stinks. So have two people alternate. One can answer the phone in the morning, and train drama in the afternoon. The other can cook lunch in the morning, and answer the phones in the afternoon. This helps your staff not get burned out on their job. Happy staff are good staff.

For most people, it's important to have a set schedule. So don't go and give poor Mary something different every day. She'll forget where she's supposed to be, when she's supposed to be there, and how she's supposed to do it, consequently, Mary can't do a good job, is frustrated, and you'll have to track her down and tell her what to do when. If your staff don't know what they're supposed to do, they're insecure, and unhappy. This makes you look unorganized. (It's okay to be unorganized, just don't look unorganized!)

Staff Application

Once we've made a contact and they're interested in being on the short-term staff team, we send them an application. We strongly encourage you to have some sort of application process for your staff. It makes you seem professional, and it shows that you care about who comes on staff, and that being on staff should not be taken lightly. Also, this is an important protection for you. You can use the application to weed out those who are unqualified. We've found that we don't have



enough positions for all the staff who want to come. By using the application process, we can see which applicants are most qualified.

We've been using this staff application ever since Noah got out of the boat. It really could use an update, but we've just never gotten around to it. Your base probably has some sort of application that you can use as a template for yours. If not, we humbly, (very humbly) offer this application to you.

Staff Application Cover Letter

This is the letter that we sent along with the application. (By the way we used to call this Summer of Service, that's why this letter starts "Dear S.O.S. Staff Applicant").

The Staff Files (Not to be confused with the X-Files)

Once you send out your applications, they'll kind of trickle back in to you in various pieces. I don't mean that they've been shredded, but that you'll probably get the application first, then slowly you'll get the references. It's a good idea to make up a file for each application that comes in to you. Then as the references come in you can add them to your files. A word about the references, sometimes they're very slow to come in, you may have to call your applicant a few times to tell them to get them to you in a timely manner.

Each file also contains some other information. Here's a couple of other sheets you can put in your staff files.

Staff Folder Cover Sheet

You can use a sheet like this one for your staff files. Staple this to the outside of the file folder so you can see it when your flipping through the files in your file drawer. Update it as you go. You may want to leave a little room on there for notes or something.

Youth With A Mission
LOS ANGELES

Dear S.O.S. Staff Applicants;

Thank you for your interest in serving with Youth With A Mission for the summer of 1988.

Please fill out the enclosed application and return it to us as soon as possible. There is a \$25.00 non-refundable application fee that will go to accompany the application. When we receive completed applications, we carefully read them and may over the mail. We will notify you as soon as we have come to a decision.

Summer staff volunteers can be teen alumni or non-teen individuals desiring to serve the Lord through the short-term summer program of YWM Los Angeles.

Each volunteer will be asked to pay a staff fee of \$200.00 for the summer to cover food and lodging. All staff members of Youth With A Mission are non-vegetarian and must retain their own supplies.

Our summer will begin May 28, 1988. We have training sessions followed by a few days of preparation before our first band arrives. We ask for a full three month commitment although exceptions may be made ahead of time if our workload permits.

The opportunities available are: drama training, kitchen, maintenance, office, recreation, hospitality, landscaping, bus drivers.

There are also opportunities to serve at the Tijuana base for the summer months of the summer program. If you are interested in this please specify on your application.

If you are interested, please send your application to:

Short-term missions, Summer Staff
11414 Wilshire Street
Lake View Terrace, CA 91422

In His Service,
Kay-Charlene [Signature]
Short-Term Coordinator

LY/MS

P.O. BOX 282 • JARLAND, CALIFORNIA 91033-0282 • PHONE: (818) 890-2750 FAX: (818) 890-2750

Application Cover Letter

Name: _____ Age: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone #: Home () _____ Work () _____

ACTION TAKEN

Application sent _____	Update letter _____
Application received _____	Finger update _____
Letter of Acceptance _____	Finger update _____
Letter of Denial _____	Training schedule _____

Position of Interest: () _____

Position Address: _____

Date of Arrival: _____ Mode of Arrival: _____

Carrier/Fin #: _____ Visa of Arrival: _____

Airport: _____

Departure Date: _____ Carrier/Fin #: _____

Airport: _____ Flight Time: _____

WHEN SHOULD WE CONTACT IN CASE OF EMERGENCY?

Name: _____ Relationship: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: Home: () _____ Work: () _____

Staff Folder Cover Sheet

This log gets fastened to the inside cover of the staff file. Use it to record any important information while talking to the staff member on the phone. (Like when they plan to arrive, etc.)

conversation Log

We use this letter to inform the applicant that they have not been accepted on summer staff. Most of the time it's because we're full. (As the letter at right shows). But sometimes we'll get a bad review from a pastor or teacher and decide not to accept someone. Believe it or not, we actually have to turn quite a few people away each year because we fill up pretty quickly. Now, maybe we can refer overflow staff to each other. By the way, this letter should be on letterhead.

Sorry, We're Full

Acceptance Letter

Assuming everything goes smoothly, and we get the whole application and the references are good, and after we've prayed, we send out this acceptance letter. It also includes a "to bring" list and an arrival and departure information form. This letter goes on YWAM letterhead to make it real official, and we go so far as to include a self-addressed envelope for their convenience.

A few days after the letter is sent we call the new staff member to get them fired up. We want to motivate them to prepare their hearts and minds for the hardest/best summer of their life. We tell them God is going to use them individually, and for them to be praying for divine appointments.

It's important to continually communicate with potential staff. They may decide in January that they want to be on staff, but if you don't communicate with them, they can lose their vision, and look for something else to do.

Depending on your base, your staff may be squeezed into small living quarters. Be sure to communicate this to your staff. Tell them not to bring their entire closet. Let them know that they'll have a roommate or roommates.

Also, please let them know that it is important that they stay for the whole program. If you allow staff to come and go throughout the summer, you'll spend a lot of extra time training new staff. This tends to be problematic in L.A. towards the end of the summer. Staff are anxious to get home and get ready for college or whatever, and most of them aren't all that excited about the cleanup days we have scheduled after the last kids leave. Of course, exceptions can be made, but don't say we didn't warn you!

A Word On Staff Fees

We didn't originally charge staff fees, but then we didn't want to make it a "freeloading" situation. We felt that a number of individuals were taking advantage of free room and board, and weren't really committed to working. So we began to charge a small fee (\$250) for the 12 weeks of summer. This worked to weed out those with wavering commitment. We were sure to reserve a good portion of this money for staff outings on off days, (Disneyland etc.) With the staff fee, we took into account where the staff were coming from. For example, if a staff member had to buy an expensive plane ticket, we waived the summer staff fee.

We've gone back and forth on this staff fee thing. There's advantages to making it totally free, and there's advantages to having your staff pay a small fee. Perhaps a good compromise could be to charge a minimal fee, say \$100, and then be sure to spend that \$100 on your staff. Give them staff tee shirts, give them ice cream parties, give them trips to see the local sights on days off. Be kind to your staff, and they'll come back! (You may want to assign one or some of your staff to be on the "Staff Fun Committee".



Acceptance Letter

Staff Evaluation

We put this in the staff recruiting section because we don't know where else to put it. We give our staff a chance to evaluate us. We feel it's important to give them a voice. Often times they have good things to say.

No, we don't evaluate the staff with this, we have them evaluate us. We want their input so we can do things better. Hopefully you'll have an ongoing dialogue with your staff throughout the program. Hopefully they'll be able to share with you how it's going. But we also like to give the staff a chance to officially have a voice. We do this at the end of the summer, and we have a one-on-one meeting with them and ask them to share with us what was good and what was bad. Most of the time this is positive, but we've also recieved some constructive criticism. Don't be afraid of this, even if it's said in a negative manner. Criticism is good, and we learn best from our mistakes. So don't get all defensive.

Please make any comments, suggestions, or tips any improvements that could be made in the following areas. Feel free to mention the positive as well as the negative! If your address / phone number is going to change over this time, please write your new address on the back of this sheet. Thank you:

- (1) Training time (lect, training sessions, work days, etc.) :
- (2) Housing :
- (3) Schedule / Program (Pension plan, continence service, etc.) :
- (4) Work duties :
- (5) Menu / Heat time (when do you think about the food?) :
- (6) Folder (incl. manual, brochures, guides, etc.) :
- (7) What did God teach you this summer? :
- (8) What was a high point for you or what affected you the most this summer?
- (9) Are you interested in returning as staff for next summer? (include date) Yes No

Staff Evaluation

E. Staff Training

I know we keep saying this about everything, but it's true. Staff training is the most important thing you can do. It's just as important as registering the groups, it's just as important as having good food. Your staff will have a lot of contact with the kids, and in most cases, have a greater impact on them than anything else you do. The kids that come will look up to your staff, and this gives your staff a strong position of influence over them. Therefore, your staff must be trained well in order to have the greatest impact on the kids.

In one sense, you can look at your whole program as a type of staff training. Your staff are going to gain a lot of experience over the course of the summer. They're going to learn things about leadership, and about themselves that they couldn't learn anywhere else. If you have your act together, train your staff, and treat them well, your staff will then be prepared for the next step God has for them. We believe very strongly that God sends us staff because He trusts us to train them and give them experience in leadership. As leaders of the program, it is our job to raise up these staff into positions of responsibility and authority, so that their experience will give them confidence, and ultimately success later in life. I know this sounds like a heavy responsibility, but this is what God is calling us to, training up others.

A word about responsibility and authority, they go together. Please don't make your staff responsible for anything without giving them the measure of authority they need to carry it out. For example, if you make a staff member responsible to gas up the vans, you must give them the authority to do it. If you're not willing to give them petty cash, or a gas card, you've put them in a position where they can not win. This is a frustrating spot to be in, and not fair to your staff member. This requires a certain level of trust, and if the worst happens, and the staff fails at the task, then they learn, and good comes out of it.

Staff training is supposed to empower your staff so they can do what's required of them. Therefore, staff training needs to be a balance between the theoretical stuff, and the practical. After the training time, your staff should know what is expected of them. If they don't know what's expected, they'll be sure to not meet your expectations. Again, this is unfair, and puts the staff in a difficult position. So find out what you expect of them, tell them, then show them, and then let them practice. After they've practiced, let them know how they did. Once you've gone through these simple steps, you'll find that your staff are empowered to do their jobs.

The toughest part for you is to figure out what you expect of them. Back in the staff recruiting section we told you to make a list of jobs for you to fill with staff recruits. If not on paper, then in your mind, you should be writing job descriptions for each of these staff positions.

Another good thing about staff training is that your staff will have an understanding of the big picture of the program, and they will see how their job fits into this picture. You'll want to tell your staff they make a difference in kids lives. Even if they only do lunch prep and then mow the lawn on Wednesday's, they are part of a team that transforms lives. This is an incredibly motivating force. Use the force, Luke.

The quality of your staff training directly affects the quality of your program. If you've got great

people, but they don't know what to do, then your program will stink. If you've only got mediocre people, but they're well trained and know what's expected of them you'll have a superior program. Youth Leaders will comment on how helpful your staff are, kids will say their lives are changed because staff members take interest in them. It'll be an all around good thing. Even if you plan perfectly, and have everything all set just right, and you don't train your staff, your program will look crummy. Think of it like this, your staff are your program. Without them, all you'd have is a bunch of plans and a bunch of kids. Your staff breathe life into your program and make it happen. Alternatively, a bad staff member can suck the life out of your program and you. (The goal of course, is to have great people who are well-trained).

A word of warning. It's easier to do it yourself than to train someone else to do it. Don't fall into this trap, take the road less-traveled, and spend time training your helpers. It will pay off in the long run, in that you won't be required to do everything! Do your best to work yourself out of a job!

While training your staff, be open to alternative methods of getting the job done. You may think of one way to accomplish a task, but this is not necessarily the only way, or even the best way. Your staff may come up with another way to do the job. Be open to letting them use their way. For example, say the task is $2 \times 5 = ?$ I don't care if you memorize the multiplication table and automatically know that it's ten, or if you add five two's together with pen and paper, all I care about is that you get the number 10. (Educators call this Outcome Based Education or OBE). This gives the staff a little bit of freedom in doing the job their way. Now, there may be some situations where you need to have the staff do it your way. For example, cooking hot dogs- you can boil them, or you can grill them. Boiling is easier and quicker, but they taste so much better when they're cooked on the barbeque. We insisted that the cooks grill the hot dogs.

Another benefit of training your staff is they bond together. This is good in that they become like a team, a well-oiled machine. They've got shared experiences, inside jokes, etc. It is to your benefit to have your base staff that will be helping you join in the staff training. Then they can feel a part, and own the program too.

Okay, enough already. You're asking "How do we do staff training!" Well, first of all, here's how not to do staff training. Don't be unprepared for training your staff, don't be late on training your staff, and for goodness sake, don't get up there and be a talking head for three hours at a time.

1. Tell Them

Here's how you do it. First you tell your staff what they're supposed to do. We in L.A., have a time where we have all the staff together and we go over what's expected of them all. Then later in the staff training week we tell each individual staff what's expected of them in their job functions. We go over their job descriptions with them, introduce them to their supervisor, and tell them when they're supposed to report to this supervisor.

2. Show Them

You might think you're done once everyone knows what they're supposed to do, and when they're supposed to do it. But training is far from over! Now, if applicable you show them what to do. (Studies show that we remember only 10% of what we hear, 20% of what we see, 60% of what we see and hear, and 90% of what we experience). If they're in the kitchen, the kitchen supervisor shows them how to make hot dogs. "Umm, ahh, ve greel dem, ya" (Long live Roger the Swiss-German Chef!).

Once they've seen it done, we let them try. And if they burn all the hot dogs, we put them on trash duty, (just kidding).

3. Practice

We're not just talkin' hot dogs here. If you're going to do a passion play, you'd better practice it twice, (or three times, or as many as it takes). If you're going to play games, practice. If you're doing the commitment service, do it just for your staff, so they know how it works. The week before the kids come, should be filled with practice times. What do you do with the things that can't be practiced? Why, role-playing of course! For example, lights out, (or any kind of discipline situation) can't really be practiced without some snotty kids. Therefore, you get to play the role of the snotty kids, (something some of you have some experience with). And your staff get to squirm and try and come up with an appropriate response to your snottiness. This is a good opportunity for discussion. If you were to just give out all the answers, without making your staff try and think things through, they won't remember anything when the time comes. But if you discuss things, two things will happen. Your staff will learn, and you will have a pretty good idea of how competent your staff are. (Don't be too critical of them at this point. Most of them have no experience in this kind of thing).

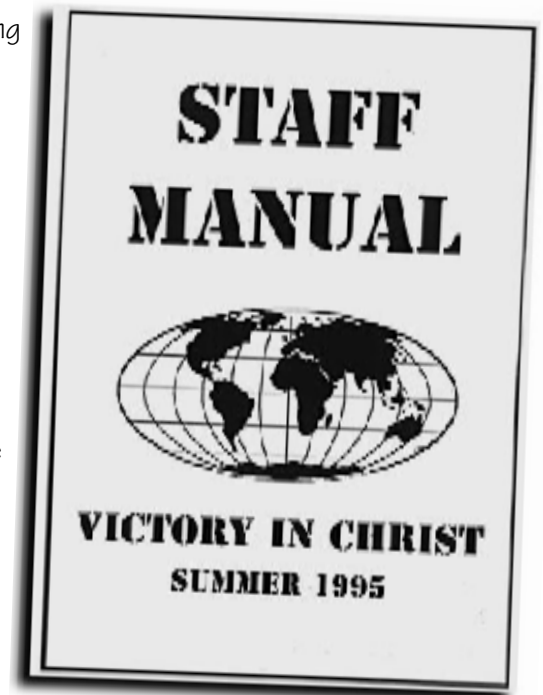
4. Evaluate

You might think you're done now, but you're not! It's very important to follow up with your staff after they've had a chance to give their job a try. These people have been getting graded every quarter of their lives, and they expect to get some sort of feedback from you. Therefore it's appropriate for you to tell them how they're doing. Most people actually want feedback, even if they act like they're terrified of what you're going to say. This is also a good time to gently remove someone from a responsibility they can't handle. And some people may want you to give them something else to do once they've tried their job. Be ready to be flexible, but just say no to whiners.

We're developing a staff training manual for your use. Unfortunately it's not ready just yet, and most likely will not be available this summer. However we are enclosing a copy of the staff training manual we've been using ever since David did slew the giant. Feel free to draw from it whatever you find valuable.

You'll also find some Bible study notes from Art Collins, a Bible teacher extraordinaire. These were used to share with the staff of the importance of keeping up the spiritual life during the program. (Sean, should we include this?)

We have two weeks of staff training in L.A. The first week we do creative arts training. We have the trainers come this week so they can be trained in the creative arts. At the end of the week the trainers will know the dramas pretty well, and can teach the kids when they arrive. Then, after all the staff have arrived, we spend the next week practicing and training everyone. We usually do a few days together with the Tijuana summer staff too. We take the L.A. staff down for a couple of days so that everyone will meet each other, and so that the L.A. staff will know where



the kids are going and be somewhat prepared to answer the kids' questions. This is an important time of bonding for the staff. If at all possible do training with your partner base. It's also good for us because everyone then gets the same basic training. We use the joint training time to go over the basics of being on summer staff. We don't get into the specifics of what responsibilities each staff member will have. We stick to how to minister to kids, the importance of keeping up their spiritual life, the staff rules, and YWAM philosophies.

Principles to Share With Your Staff

Here are a few principles we want to share with you so you can impart them to your staff. These are in no particular order, so don't think the first one is important and the last one is bogus.

Look Out For Wallflowers

Jesus was great at this. He picked all sorts of unassuming people out from the crowd. His disciples were all just average people who would've blended in, if He hadn't said "Follow me." Zacheus is a great story. And believe it or not, as a child I was a wallflower type. And if it weren't for a camp counselor who took an interest in me, I may not have become a Christian. Teach your staff to go so far as to love the unlovely. Jesus put treasure in jars of clay. (Sounds like a good name for a band?)

What do you do with the obnoxious kid?

Believe it or not, I could also be an obnoxious kid. I know it's hard to believe but it's true. And I realize it sounds like I'm schizophrenic based on what was written in the above section. Let's just say it's a long story, never to be told. Anyway, what do we do with the obnoxious kid? We may be tempted to squash them, or ignore them, but neither of these are particularly effective. If you ignore the kid, their needs will never be met, and the kid will learn the cycle of rejection, and be comfortable in it. If we squash them, this doesn't really serve their needs either, even if it might feel really really good to do it.

So what do you do then? You try and channel their energy in a positive way. (Boy that sounds new agey, channeling the energy...) You want to make sure that their needs are met, but also that they don't totally disrupt everything. This is a fine line, and often quite difficult to walk it out. Sometimes the obnoxious kid is crying out for discipline. The important thing to remember is to not turn the kid off in your mind. Give them the attention they need, show them love. Honor them, look out for their best, and endure their "obnoxiousness." (This needs some work).

Emergency Plan

It has been mentioned elsewhere that you need to think up some plans in case of an emergency. Be sure to write these down on paper and share them with your base leadership so they're aware of what you're doing. Once you have a plan, you must share it with your staff. We've never really had an "Earthquake Drill" in L.A., but maybe we should. Along with this, let your staff know where the first aid kits are and let them know it is okay (or isn't, depending on your mood) to distribute band-aids to the kids that need them.

Lead by Example

Just as we are to set an example to our staff on what it is to be a leader, the staff are to set an example for the kids. Let them know that now is the time to put off the childish things and become a leader. Also let them know that becoming a leader is a process. (By the way, here's how you can tell if you're a leader— answer this question: Is anyone following you? Just thought I'd throw that in.)

Power Trips

When you empower your staff you're giving them more power than they've ever controlled in their life. For some it's like giving an Uzi to a ten year old. Be very clear with your staff that they are never to be on a power trip. They are never to threaten your guests, even if the kids are being unruly. If they can't handle a situation, they are not to scream, shout, and stamp their feet. Instead they are to get someone who can handle it, namely you. Many of the younger staff are insecure in their leadership, (many of us are too). Often times this insecurity shows itself in false bravado, and swagger, and general ugliness. The kids can sense this kind of thing, and if they're so inclined they'll see how far they can push the insecure leader. Be aware of this and be ready to back your staff up. Let them know they're not out there alone.

Got Your Back

Staff are to back each other up. Never contradict a fellow staff member in public. If what they say or do is wrong, in private let them know. This goes for those in leadership positions too. Tell your staff that you are behind them, and that you will back them up. (This needs a little more development).

Older and Younger

Here's a principle you should use if at all possible. Have your older more experienced staff work with the younger less experienced staff. The young ones will emulate the older ones and learn from them. This decreases the mentorship workload on you. For example, we have staff stay in the dorms with the kids in L.A. To put a young, inexperienced staff member in charge of a dormful of kids can be a problem. For the staffmember, it can be real intimidating, and out of insecurity they can react in the wrong way. However, if you put a more experienced staff member in there with them, the younger one can learn from the older one, and be ready to lead a dorm next year.

Not My Job!

Kill this now. Don't let this get a foothold in your program. Inform everyone that they are to keep a lookout for things to do. Don't let them be trapped by "Not My Job Syndrome." Tell them if they see a trash can that needs to be emptied, they are empowered to empty it. This is all about ownership, and it's difficult to define how to inspire someone to own the program like you do. This is one of those tricky "Leaders inspire others" areas. Don't hesitate to lead out in this area early on in your program. If you see something that needs to be done, and you have time, grab a jr. staff member and do it with them. This shows the staff that even you will empty the trash (or whatever) and that they too can be on the lookout for these things. Employers love employees who have their eyes open and will do whatever it takes to get the job done. If you train your staff in this, they will be highly employable. (Yet another benefit to working with you on your program!)

With the Youth Leaders

Let the staff know that they are to work with the youth leaders. They should if at all possible, in every situation, enlist the help of the youth leader. If a kid is up late and talking and laughing and won't go to bed, get their youth leader to help you shut them up. On the flip side, don't work against what the youth leader is trying to do. (Need an example).

Short-Term Staff Responsibilities

Here are some short job descriptions for Mission Adventures staff, as well as some of our comments on the various jobs.

General Guidelines for All Staff

It is important for the staff to mix with the kids as much as possible. Please eat with them, hang out with them, sit with them during sessions. Don't form staff clumps.

Be Flexible!

Everyone is required to attend all meals (even if you're sick of the food), and all sessions.

Creative Arts Trainers

Creative arts jobs on the L.A. base are considered the coolest, highest profile job. 90% of the people that apply for summer staff want to train dramas. This is a good thing, but it must be handled correctly. We do our drama training in the afternoon, and so we give the trainers a morning responsibility. Most of them will be in the Kitchen preparing breakfast, or lunch. This helps us with the morale. We used to have kitchen staff work in the kitchen all day. And the drama trainers would just be with the kids all day. It got to the point where the drama trainers were getting snooty because they got all the glory, and the kitchen people were getting frustrated, because they got all the grimy, sweaty, grunt work.

Morning Schedule: If you're not assigned to breakfast or lunch prep you are to either attend the session or be on the intercession team. Each week we alternate the Creative Arts Trainers between sessions and intercession. Half of the trainers will sit in with the kids during the session, and the other half will be in the prayer chapel praying for the day.

If you are part of the worship team, and you are scheduled for intercession, please make sure you go to the prayer chapel after worship.

Afternoon Schedule: There will be a Creative Arts Trainer's Meeting after lunch. At 2:00 go to your training areas to train the kids.

Kitchen Crews

The kitchen is the biggest thing. Get a good supervisor for each meal, and some good helpers for that meal. Keep them on that meal for the length of the program, unless they threaten your life. That way they can get better at making breakfast or whatever. If you've got them switching all around, it gets complicated, and they'll make nothing very well. We make the kitchen people supervise the cleanup. We give them kids to do the actual clean up. This requires that the kitchen crew keep the kids on task. If the kids don't do the work, then the kitchen crew will be stuck with cleanup too.

Your supervisor is: Roger "the Swiss-German Taskmaster" Ambauen.

Breakfast Crew

You are responsible for breakfast prep. Report at 6:00 am daily. You also will supervise the kids who are assigned clean-up.

Lunch Crew

You are responsible for lunch prep and supervising lunch clean up. Report to the kitchen at 10:30 am.

Dinner Crew

You are responsible for dinner prep and supervising dinner clean up. Report to the kitchen at 3:30 pm.

Bookstore People

Morning Schedule: Man the candy table outside the lecture hall, and open the bookstore for the break.

Afternoon Schedule: Open the bookstore until dinner. (12:30-5:30)

Evening Schedule: Open the bookstore until the evening session begins. (5:30-7:00 or 7:30)

Short-Term Office Help

During the afternoons you are responsible for data entry, answering the short-term phone, taking messages, photocopying, etc.

Housekeeping

(Morning or Afternoon) Responsibilities include: Cleaning public bathrooms, sweeping sidewalks, tidying offices and lecture area. Also, coordinate with Hospitality on speaker housing etc.

Speaker Hospitality

Responsibilities include: making welcome baskets, coordinating with housekeeping, checking on when beds need changing, stocking supplies for speaker, (cereal, bread, juice, fruit, newspaper, etc.). Be sure to post a schedule in the speakers room. You are also to make yourself available to the speaker for errands (photocopying etc.)

These job descriptions aren't all inclusive, (by any stretch of the imagination). We rely heavily on several key people to supervise the short-term staff. The Creative Arts Director takes care of all the trainers. The base's Kitchen supervisor takes care of all the Prep Crews. The base's hospitality person takes care of the housekeepers. Try to utilize some of the people who are already on your base to supervise some of the short-term staff.

F. Creative Arts Preparation

Your creative arts supervisor has a lot to do before the kids come. As you are probably just starting out with the creative arts, you will want to find a Creative Arts person as soon as you can. This is a big job, and should be done well. Your goal for your program is to train each team so that they will have an hour-long program to present on outreach.

Here's a list of the kinds of creative arts resources we use in our program.

Dramas

These are approximately 10 minute dramatic presentations. They involve choreographed movements to a soundtrack. The kids learn to listen for the "audio cues," and then perform the appropriate dramatic action. These are designed to communicate across cultures without words.

Clowns

We use clowns to minister to the kids in Mexico. We teach each team several clown skits and provide the necessary costumes. (Both for training and outreach.)

Puppets

We use puppets to minister to the kids in Mexico. We teach each team several puppet skits and provide the necessary puppets. (Both for training and outreach.)

Music and Dance

We use music and a tambourine dance to draw crowds for street evangelism. We teach a tambourine dance, and provide the necessary tambourines. (Both for training and outreach.)

Gather Resources

One of the things you'll want your C.A. person to do right away is gather the needed materials to train your kids. The network has several resources that can be made available to you. We have two main dramas, The Redeemer and The King of Hearts. We're working on developing a third, The Champion. (Unfortunately The Champion will not be ready for this summer). We also have several clown skits, puppet skits, and tambourine dances available.

Once you've got your resources together, your creative arts person may have to spend some time learning the various dramas and things. You can use your DTS teams as guinea pigs and try and teach them the dramas, etc.

As your groups register, your creative arts person will need to have the registration data for each group. This requires some coordination with the mobilization person. The C.A. person will then have to figure out what each team will learn during the training time. This can be a tricky job since the numbers and guy girl ratios tend to change a little.

We use a sheet like this one to figure out what each group will learn. Let me walk you through it. Let's say a group is coming with 24 kids (10 boys and 14 girls), and two leaders. You will want to find 24 slots on this sheet for this team. We usually don't have the leaders learn any of the creative arts, they have other things to do during the training time. As you're planning, remember that each kid can only fill one slot since all these resources will be trained at the same time. That is, one kid can't learn the tambourine dance and the puppets. Let's say you decide to give them the following resources, Tambourines, puppets, clowns, and The Redeemer. You'll notice that each of these requires a certain number of males and females. And you'll also notice, according to the sheet, that these resources only add up to 22 people. In order to get 24 slots, you can add two people to the tambourine dance. Note there is some flexibility in this schedule. Now, the dramas absolutely require the correct amount of people, (and the correct genders). The one more person. But the puppets can be done with five people, that's all. (We've even done it with just four people, but the tambourine dance can be done with as few as three people).

Creative Arts Sheet

Once the teams have been assigned their resources, it is time to communicate with the youth leader. We used to send a letter to the youth leader a few weeks before they arrive. (Don't do it too early, or the numbers of kids will change, and you'll have to do it all over. And don't do it too late, or they'll never get the letter!) In it we tell the youth leader which resources their group will be trained in. We also tell them to have their kids bring the appropriate clothing for their dramas. For example the tambourine dancers usually wear long skirts (if they're female or Scottish). The dramas require black and white clothing. So we ask the kids to bring a pair of black pants, a pair of white pants, a black t-shirt, and a white-t-shirt. We also let them know that we have some clothing they can buy from us.

This is an important step, to communicate with the youth leaders. Don't neglect it. When that letter arrives on the youth leader's desk, they tear it open because they're hungry for information about the trip. So use this hunger to your advantage.

When your creative arts staff begin arriving, it is your C.A. person's job to train them to be trainers. You might think it's good enough to just train them to do the drama. But this is not the case. Take the extra step and help them learn how to teach the drama (or other resource). Once they've learned a certain segment of a drama or other resource, have them practice teaching it to each other. You can observe them teaching each other and give them tips and pointers. By doing so, they will be developing the skills they'll need when the kids arrive. When planning your creative arts training schedule, figure that it will take about 8 hours of training time just to learn the drama. Then you'll need at least another half day to go over frequently asked questions and how to teach the drama. Don't just hang them out to figure out how to teach it for themselves. That's not good training.

One thing to emphasize while training your trainers is to be gentle with the kids. It is often frustrating to learn something complicated and new. (Which they know from trying to learn it themselves.) Therefore they should be patient with the kids they are training.

Set Design

One thing that will really make a big impact on your program is designing a "set" for your lecture hall or other appropriate area. The set does a couple of things, 1) it reinforces the theme in a dramatic way. Kids have not forgotten our Victory in Christ theme because it was reinforced with all sorts of military visuals. 2) It shows your guests that you will go all out for them. It says you are prepared and that you want to make a big impact. I know this sounds like a huge deal, but your set doesn't have to be elaborate. This is a big part of the "pixie dust" that will help your program go from merely good to fantastic. On the L.A. base the design and construction of the set is the Creative Arts Department's responsibility.

As part of the Mission Adventures Network, you'll receive some set design ideas, but don't hesitate to start thinking about how you would illustrate the theme. Your ideas may be better than the ones the network comes up with. (Remember to share your ideas with others!)

Once you have an idea, the key is to find a way to make it real. We've had some pretty elaborate sets in L.A., and surprisingly they weren't that expensive. If you or your leadership balks at the seemingly frivolous expense, think of the expense on a per kid basis. If you expect 500 kids to see this set, and it will cost you \$1,000 dollars, that's only \$2 per kid. Aside from the money, you'll need some people to pull it off. Hopefully you'll find some people who are handy with tools as well as some people experienced in the theater arts. If you don't have people like this, start working on it early enough so that you can recruit. Check out the local college's and high school's theater arts department. Ask the teachers how to do certain things. Show them your set ideas and ask for advice on how to make it real. Someone may even volunteer to help you out!

During the program, the C.A. person is to supervise the trainers. Each day there is training in L.A. the CA person holds a meeting before the training begins. The CA director uses this meeting to encourage the staff, discuss strategies for training, and praying for the training time. The job of trainer is an important position in your program and should be filled by competent individuals. We try hard to have second year staff fill these positions. That we know they have some level of maturity. It is the CA person's job to make sure his trainers are doing a good job. The CA person should probably spend the first week of the program visiting the various training areas to encourage and help the staff.

G. Transportation

One of our values is to do as much as possible to ease the load on the youth leader - we're maintenance free. This includes transporting the groups from the airport to the training, from the training to the outreach, and from the outreach to the airport again. Some groups choose to bring their own transportation, which we love, but many groups will want you to cart them around. It's important to keep tabs on how many people you'll be transporting so you'll know what you'll need to do the job. In L.A. we've invested in a big coach bus. This has been a good investment for us, but it involves high expenses. If you're just starting out you may want to consider renting vehicles for the time that you'll need them.

Figuring out how to transport all the people that come through our program is a big job. We make sure to find a good responsible, detail minded person for this position. You may be thinking to yourself, "Boy we don't have anyone like that on our base, I'll have to do it myself." Don't underestimate the complexity of this job. You may want to keep your hand in it, but if at all possible, find someone, anyone to take this responsibility.

If you're expecting a lot of kids this season, you may find that your base doesn't have enough vehicles and drivers to transport everyone. If you can't rent vehicles for the time that you need them, you may want to consider asking local churches if they would be willing to rent their church bus or van to you. If you're short on drivers, find out how much it would cost to "rent" one of the church's drivers. You may even want to put an ad in the paper for professional drivers. (I can see it now- "Missionary Seeks Bus Driver...")

One issue you must work out in advance is insurance. Make sure you have good insurance for your vehicles. We found out by accident (literally) that our insurance only covered drivers 25 years old and older. We thought for sure it was 21 and over. Also, if you travel in Mexico, look into getting year round Mexican Insurance that you can add other vehicles to. This works a whole lot better than stopping at the border everytime and paying too much for insurance. If you get a policy you can add vehicles to, you can then add the vans that the groups bring down. The price is usually much cheaper and the coverage is better than the insurance you can get at the border.

Another issue you will have to work out in advance is vehicle registration. Make sure your vehicles are all registered and up to date. There's nothing more embarrassing than getting pulled over with a group for not having up to date tags. Hopefully someone in your base's administration office will take care of all this stuff for you, but if not, you're going to have to do it.

Also, you'll want to make sure your drivers have the appropriate licenses. You're probably aware that buses require drivers with special licenses. But did you know that some states require a certain class of license for driving a 15 passenger van? Make sure your drivers are licensed appropriately. You may even want to make a trip to your local Department of Motor Vehicles to get the study books so your staff can study up.

The transportation supervisor is to coordinate all the transportation needs for the entire program. (This is a big job, so put somebody responsible, and good with details in this position). The transportation coordinator will have to communicate with the mobilization person so they have the most

accurate information. They figure out which groups go in which vehicles. They figure out who is going to pick up which group at the airport. They figure out how to get them all to the outreach area. They supervise the drivers. They also coordinate with the youth leaders who are driving their teams to the outreach locations.

Drivers are like gold. If you're like we are in L.A., you can never find enough drivers for your vehicles. Our insurance requires a California Drivers License, and that the driver be at least 25 years old. Check with your insurance company for any restrictions like this. We operated for years thinking we could have 21 year old drivers, until we had a rude awakening and found out that only 25 year old drivers would be insured. Find drivers now. Chances are you'll need to get full-time YWAMers to do your driving, so start schmoozing your fellow staff members. Give them chocolate or whatever it takes as long as they promise to drive during the program!

A word on border crossings. Chances are you are going to cross some sort of international border with your vehicles. It is very important that your drivers and your kids take the border crossing seriously. Make sure all your participants bring appropriate I.D. for the border crossing. If you're going to Mexico, chances are they won't need anything to get in, but getting back to the U.S. they may have to show proof of citizenship. In most cases a driver's license or a copy of a birth certificate is adequate. Non-U.S. citizens are required to have a valid passport, and perhaps other documentation. Make sure your groups know this, and make sure they don't pack their I.D. in their suitcase on top of the bus!

Driver Training

When you're training your staff, don't forget to train your drivers! They are usually the first people to have contact with arriving groups. You can only have one first impression! Here are a couple of tips:

Have the drivers wear the theme tee shirt. (Along with the rest of the staff on arrival day).

Make sure your drivers have keys for the vehicles.

Make your drivers responsible for basic maintenance, (i.e. gas & oil). You may want to issue the drivers gas cards, or a few dollars of petty cash for emergencies. It's no fun running out of gas on your way to the base from the airport. It's not a very good first impression.

Make your drivers responsible for cleaning the vehicles inside and out. Don't pick up a group in a filthy van. Even a beat up nasty old van looks better when it's washed. (Try it!)

Make sure your driver knows where to go to pick up the arriving team. If they've never been to the airport, make sure they have an accurate map, as well as the base phone number, and any other numbers that they can call if there's a problem. Make sure they have a few quarters, a phone card, or that they can call collect.

This is very important, make sure your drivers have the incoming team's flight information- write it down for them. It must be the same information that the team gave you, mistakes cost lives! It's no good to have the driver standing at the gate or parked at the curb, if the team is supposed to meet him at the baggage claim area. (We tell our drivers to meet the team at the curb outside the bag

gage claim area. We also give the driver a YWAM sign to hold so the team can recognize them).

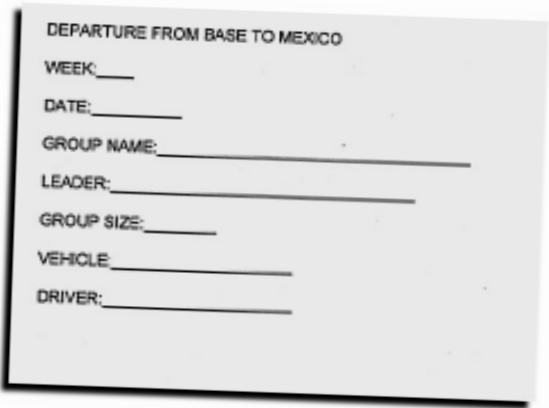
Be prepared for late flights, lost luggage, and missed planes. Don't expect your driver to pick up two different groups two and a half hours apart. If the first group is late, then the driver won't get back to the airport in time to pick up the next team.

What do you do when you miss an airport pickup?
Before you leave the airport, double/triplecheck the flight numbers and make sure the flight isn't delayed, etc. Ask the ticket counter people if you can't find the information on the monitors. Check the gate areas, check the baggage claim areas. Do this a couple of times. Use the courtesy telephones to page the youth leader. Do this a couple of times too. Call the base and see if somehow they found their own way to the base, or if they've left a message on the answering machine. Only after you've done everything you can are you allowed to leave the airport.

Picking Up Your Staff

Your transportation coordinator's first test is to coordinate picking up all the staff that are coming in to help you with your program. (Hopefully you've got a bunch of people coming to help- if not, get on the phone and call anyone who owes you a favor!) You will need to give the transportation coordinator a copy of the staff member's arrival information. You may want to enter all this information into a spreadsheet like we do. Or you can do it the old fashioned way with pen and paper, (like we used to do).

Departure from Training Location to Outreach Location
We tape a form to each departing vehicle. It has the group name and the number of people traveling in that particular vehicle as well as the assigned driver. If a group's size is too large to travel in one van or bus, a plan for where to seat every one is important. It is helpful to indicate whether their luggage will be on the same vehicle. Often the luggage will need to be put in a different van. Here's what the form looks like:



DEPARTURE FROM BASE TO MEXICO

WEEK: _____

DATE: _____

GROUP NAME: _____

LEADER: _____

GROUP SIZE: _____

VEHICLE: _____

DRIVER: _____

Departure Form

The transportation coordinator fills these out when he or she has figured out how everyone is going to be transported. On the morning of the departure the transportation coordinator tapes these to the inside windshield of each vehicle. (That way the driver can just rip it off the window when they get underway.

We do the same thing when the outreach is all over and we pick up the people to take them to the airport.

Transportation Schedule

Back before we put everything into spreadsheets, (thanks Joe), we manually copied the transportation information onto this form. The transportation coordinator uses this to see how many kids, and how many teams he or she needs to transport for the week. It includes the name of the group, the leaders name, and how many kids. This sheet could include a grand total, and which vehicles they'll go in. Again, this could be spreadsheetized if you've got access to a computer.

Transportation Log

This is the way it's done in L.A. If anyone wants to use a vehicle, they have to sign it out. A book of these sheets is kept in the main office area, along with the keys. (This may sound familiar to you, or maybe not). Each sheet represents a day. Across the top, there are hours of the day. We mark off when we'll be using which vehicle. The reason we do this is so that everyone on the base, even those who haveing nothing to do with the program, know which vehicles we need, and when we need them. You probably already have a system in place on your base. But if not, we humbly submit this system to you.

Map

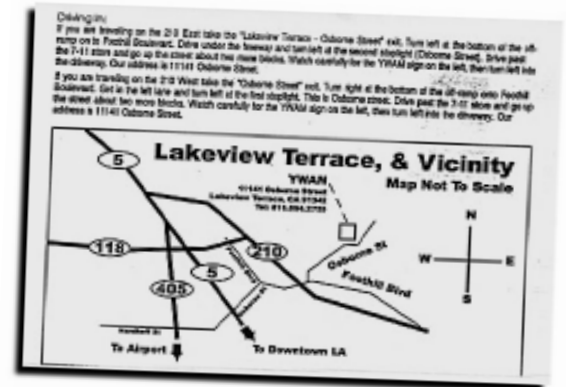
For groups that will be driving in, we send them a handy little map for their reference. Did you know it's an infringement of copyright when you photocopy the Thomas Guide or Rand McNally map? Therefore it's a good idea to make a little stick drawing like this to help people get to your base. If anyone of your groups will be driving to the outreach location, it's a good idea to create a map for them.

TRANSPORTATION SCHEDULE

WEEK 1 _____

Group Name: _____	Group Name: _____
Leader: _____	Leader: _____
Group Size: _____	Group Size: _____
Group Name: _____	Group Name: _____
Leader: _____	Leader: _____
Group Size: _____	Group Size: _____
Group Name: _____	Group Name: _____
Leader: _____	Leader: _____
Group Size: _____	Group Size: _____
Group Name: _____	Group Name: _____
Leader: _____	Leader: _____
Group Size: _____	Group Size: _____
Group Name: _____	Group Name: _____
Leader: _____	Leader: _____
Group Size: _____	Group Size: _____
Group Name: _____	Group Name: _____
Leader: _____	Leader: _____
Group Size: _____	Group Size: _____

Transportation Schedule



Map to L.A. Base

H. Miscellaneous Extras

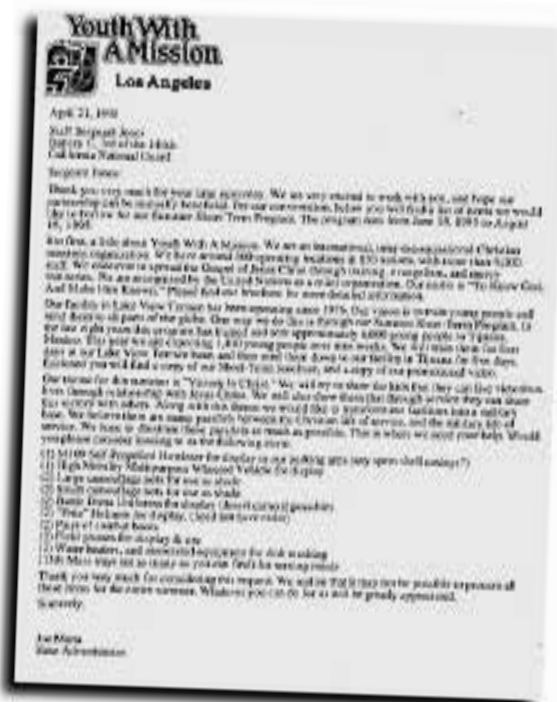
As your program grows, you will find that more and more preparation is necessary. From ordering name tags to finding transportation, you've got a lot to do before the teams arrive. It's best to start early in preparing for the program. We usually begin planning and preparing in September for the next summer. However, you might be able to get by starting in January. We don't recommend it, but you might be able to do it. The last section in this manual is a timeline of what to do when. Use it as a handy guide to help you prepare for your kids.

Developing Relationships

You'll find that you will need to purchase or rent a lot of stuff for your Mission Adventures programs. Start now to build relationships with the vendors you are working with. We've found that many of our vendors are interested in what we're doing, and this has opened doors for witnessing. Also, many vendors have chosen to help us out with free gifts or reduced costs. Be on the lookout for developing relationships with vendors. (For example find a rental company who will give you a good rate on renting vans because you're going to come back all summer and rent more. Enterprise has given us great deals because we keep coming back.)

Housing

Probably the number one headache on the L.A. base is finding enough room for all the kids. Depending on your base's setup, you may find yourself in this same predicament. Start as early as possible on this problem. In L.A. there's a housing committee that makes all the housing decisions. We find it necessary to have a Mission Adventures representative on this committee. Their job is to continually bring before the committee the needs of the Mission Adventures program. (Of course these needs are balanced by other needs on the base). We've made contingency plans of erecting tents on our property and renting Port-a-Showers and Port-a-Potties for the kids. Thankfully we've never had to do this. One thing we've run into with the housing issue is a resentment among the staff toward the Mission Adventures programs. We've had to work very hard to overcome any negative images of the program. Avoid alienating your fellow missionaries with your program. Right now it might be kind of small and cute, but if it grows, it can physically consume your base. We strongly encourage you to put mechanisms in place to show your base staff the the impact you program is having on the kids. When they see that God is saving these kids, and changing their lives, your staff will be very supportive. This changes their perspective. No longer are the kids nameless, noisy, and running all over the base, they're people that God is touching. You can bring base staff in by asking for their help, involving them in decisions and always clearly communicating what you're doing. Invite them to your passion play, and the committment service. Let them see what you're doing, let them see God move in the kids lives.



Letter to National Guard

Menu

Food is really important, especially to the kids. So many of them have been to a camp where the food was bad and they're expecting better from you. Start early to develop a menu that is "kid-friendly." Find foods that kids liked. When I was a kid, we had a cook at camp that went on a healthfood kick. We had bran muffins and bran pancakes and prune juice and no-meat burgers. It was horrible. It wasn't something I'd eat at home. I couldn't believe they'd try to serve us that crud. (To this day I think it was a strategy to drive candy sales at the snack bar.) Now, I don't mean that you shouldn't try to serve healthy foods- just balance that desire with the desire for having the kids actually eat it.

Joe Matta has developed a neato spreadsheet that will help your cooks prepare the meals. Speaking of cooks, if your base had dedicated cooking staff you are blessed! Thank them repeatedly for their hard work. Also, work hard to get them quality help during the time teams are there to help with the increased workload. If your base does not have dedicated cooking staff, you may want to consider buying ready-made foods in quantity. In our area Price-Costco (similar to Sam's Club) sells big tins of lasagna that are pretty good, and almost impossible to ruin. When you're out and about, look for foods that are easy to prepare in quantity, somewhat healthy, and attractive to kids. Make a list of these and put the best ones on the menu. Remember, simple prep is the key. Make it hard for the cooks to ruin the food.

Nametags

We recommend that you use nametags for each of your participants. Make them big enough so that you can read the names from about 10 - 15 feet. That way you can call people by name instead of "hey you." Believe it or not, this is very important. It makes your guests feel like they are important to you, not just one of a faceless mass. We get comments every week about how the kids like it when the staff smile and call them by name. We used to use a piece of cardboard with a big safety pin. This was okay, but people complained about having to poke holes in their clothes. We then decided to use the "all access pass" concept seen at many events. These are colorful laminated tags that can be worn around the neck. There were two problems with lamination. One it's hard to write a kids name permanently on the lamination. And two, lamination is expensive. So we searched and searched until we found a name tag sized plastic sleeve that worked perfectly for our needs. The nametag is also another way to reinforce the theme. We usually include some sort of graphic on the tag along with the theme logo. I think we'll probably provide you with a design that you'll be able to duplicate.

Participant Kits

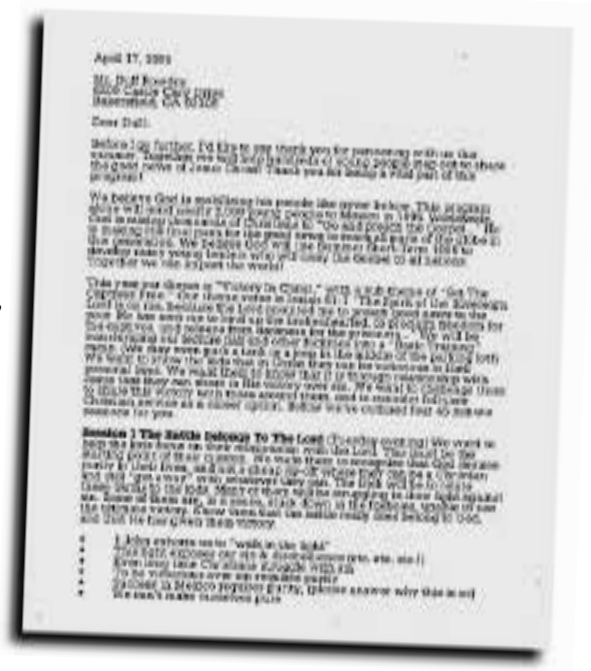
Before we get too far, you'll need to order the number of participant kits you think you'll need. Get one for each person that's coming, and be sure to get enough for your staff. You may want to get a few more to use in case a youth leader brings 3 more kids than planned, and maybe a few for promotion.

Speakers

Oh my gosh! I almost forgot to put anything about speakers in here! Anyway, about March or April you'll want to line up speakers for your program. You can use people on your base that are speakers or you can use youth leaders, or anyone else you can find. Make sure your speakers are dynamic enough to hold the kids' attention. The speaker won't bring your program to ruin, but he or she can bring it down. If you do have a youth leader speak, try to go and see them speak once before you offer them the job. It also helps if they've been on a mission trip before. As you meet youth leaders who come through your program, be looking for next year's potential speakers.

We pay the speaker's way to the program, (airfare, or gas), and we give them a small honorarium. We have them speak 4 times and we give them \$75 per session. (\$300 for the mathematically impaired). Your base may not be able to do this right away. I suggest you do something for the speakers, because you may want to have them back next year.

There's a copy of the speaker letter we used in 1995. As you can see we're pretty detailed on what we want the speaker to talk about. Some speakers love this, and try hard to tie in with the theme, others totally ignore it. You can guess which ones we ask back the next year!



Speaker Letter

FOYER

CHIMNEY

Section III LIBRARY

TRAINING

⑥ INTER POST ET



1. One-Hour, Fire-Resistive Roof-Ceiling or Floor-Ceiling Raftering are Assigned to the Following Construction (Descriptive Details for each assembly are noted below and in Figure No. 41)
2. A single layer floor of 3/4" tongue and groove plywood or 2x12" tongue and groove APA rated structural use panel (Exposure 1 or exterior glue), with joists spaced up to 24" on center and a ceiling of two layers of 1/2" thick Type X gypsum board applied to the bottom chord. All butt joints of the 3/4" plywood or 2x12" APA rated structural use panel (Exposure 1 or exterior glue) must fall on framing members. The first layer of board shall be attached with 1 1/2" long Type S screws placed 22" on center. The second layer shall be installed with the joints staggered from the first layer. It shall be fastened with 3" long Type S screws spaced 12" on center in the field and 8" on center at the butt joints. Type G screws 1-1/2" long shall be spaced 8" on center and 8" each side of the butt joint. The second layer shall be finished with joint tape and compound.

A. The Training

This three and a half-day period is what sets our program apart from all the others out there. Everyone does outreach, but few do quality training before hand. One of the goals of this time is to create an atmosphere where our guests can explore their relationships with God, discover His heart for the lost, and sense His call on their lives.

One of the reasons we've been successful in Los Angeles is our focus on customer service. We work very hard to put the kids' interest first. They are our guests and we treat them as such. We find ways to prefer them, they eat first, we call them by name, (that's why we have nametags), we look out for their protection. We try to do everything we can for them. We want to serve them, so they'll be blessed and can be a blessing in turn.

One thing to keep in mind as you develop your training program is to keep a missions focus. You're going to do a lot of "camp-like" things with the kids. But you can't let your program be merely a camp experience. One of the obvious things that sets your program apart from camp is the fact that when you're done with them, they go on outreach. And believe me, this won't be far from the kids minds. But another way you can make your program have greater impact than the typical camp is to focus on missions. We are missionaries, and we can impart a mission vision to those we come in contact with. We have access to information and stories that can inspire our kids to get involved and see the great commission accomplished. So make everything you do relate to missions somehow.

In Los Angeles, we've had to over the years develop a "whole base" approach to this program. It started out rather small and cute in 1986. 30 People went to Mexico city to distribute Bibles. But it quickly grew into 250, then 600, then over 1,000 kids coming through each summer. The rapid growth caused some problems for us. Staff members who had nothing to do with the program began to resent it because there were a lot of noisy kids around all summer. Our base was no longer peaceful and quiet. Instead it got overcrowded and uncomfortable. Kids were everywhere, it took forever to get through the food line, etc. Some staff even began to plan to be away on vacation or raising support throughout the summer months to get away from the short-term program. Some of us working on the program began to resent the other staff members for deserting us during the summertime. And we self righteously thought that it's better to have a base full of kids getting saved and being trained for outreach, than to have a nice quiet base where nothing ever happens. This was a big morale problem. So we began to implement a few things to get beyond it.

We started to say that Short-Term was a whole base ministry. It was no longer just the short-term department's ministry, but the L.A. base's ministry. Now all the departments on the base work together to host short-term. The accounting department helps out by keeping track of the books, etc. We began talking about how much short-term cost. Not only in dollars, but also that it costs us some of our privacy, some of our space, and some of our time. We asked people to count this cost, and see if this price was worth changing the kids lives. We asked the staff if they were willing to sacrifice to make short-term happen. They responded, and short-term happened. We began to ask different members of the staff who ordinarily had no involvement in the program how they'd like to be involved. People responded to personal invitations. Some said they'd help out in the kitchen for a

few meals a week to help lessen the load on the overworked kitchen crew. Some staff members said that youth ministry wasn't really their thing. We respected that and didn't ask them to have a lot of kid contact.

We also began communicating in staff meetings about short-term. We let them know how many days before the kids arrived (sometimes starting in January—162 days until the kids get here!). We asked for their prayers and let them in on what we were planning for the theme that year. And when we started making these really awesome packets of materials with tee shirts, magazines etc., we gave one to each staff member to show what we were doing for the kids. This was important on our base because people appreciated the gift, and got excited about the summer program. You may find similar things happening on your base, or you may not. My advice is to keep the lines of communication open, and be sure to have the base leadership behind the program. If they're not convinced it's worth all the hard work and discomfort, then you're doomed.

B. The Schedule

What: This is a day-by-day, hour-by-hour, schedule of the 3.5 day training model. This particular one was used in for Summer 1995 "Victory In Christ."

Why: There's a lot to do and a short time to do it in, so we need to have a tight schedule.

How: We posted these in all buildings, (dorms, lecture hall, kitchen, anywhere the kids might be).

When: You'll probably find yourself tweaking your schedule a few times before it's just right. The schedule we have now has evolved over the years. While we're pretty happy with it, there's still some rough spots that could be smoothed out. Please feel free to change this schedule to fit your base's needs.

Other: See also the small “Go For The Gold” Schedule used in 1996. It was given to each of the kids in their

[illegible]

Summer 95 Schedule

packet and included a tentative outreach schedule

Lastly: Do your best to stick to the schedule. This increases your guests' confidence in your program. Be sure to have some "fudge time" built in to allow for people to get to the right place. Note: if everything starts twenty minutes late, it will reflect poorly on your program. If something isn't working, don't be afraid to change it. If you do change something, you must over-communicate the changes.

[illegible]

Summer 96 Schedule

C. The Script

What: This is an expanded “minute-by-minute” schedule. This particular one was used during 1995’s “Victory In Christ” program.

Why: This was made just in case someone is sick and can’t take care of their duties. Theoretically anyone could pick this script up and fill in for them. It’s also useful for helping new leaders develop some “up front” skills. They can use the script to practice and then give it a whirl.

How: Spend a few hours envisioning each event in your program. Then write down what you see. If this sounds wierd, professional athletes do this kind of thing all the time. You’ve seen it during the Olympic coverage. Some athlete is mentally preparing to do their long jump or something. They close their eyes, and go through it in their mind. Sometimes they’re really into it, and kind of act out what they’re doing. It makes for real dramatic sports coverage, and it is a great tool for you to use too. Once you’re done writing, give one to each of your leaders, and if you’re really generous, give one to each of your staff.

When: This is one of the last things you’ll do before your program starts.

Other: When you make your script, you may want to have a few of your key leaders (those who will actually be running the meetings) with you. Spend time visualizing how you want your meetings and events to go. Then record what you see, and tweak it from there. Don’t do this until your master schedule is finished, otherwise you’ll have to change the script as many times as you change your master schedule.

I used this document continuously while running the show in L.A. It was an invaluable tool that kept me on track and prepared me for each event. It was also important in aiding my memory. Because I had everything written down, I didn’t forget any important points/announcements etc.

Also, the speeches I gave evolved over the summer, and I scribbled all over my copy of the script. Things would come to me that I felt would reinforce the theme or strengthen the message of that particular activity or event. Look for ways to improve your script as you go.

As you’re envisioning this thing, keep in mind how you can make the transitions between events smooth. Sometimes you’ll find that you can make a greater impact if you have a good transition. For example, our first session and the passion play are tied together with a little transitional device. We “interrupt” the session with the passion play. This transition ties the two events together, and makes it stronger. There’s a synergistic relationship between the two. They’re better together than they would be alone.



Summer 95 Script

D. Staff Meeting

Day 1

What: We start each week with a get-together that includes praise & worship, as well as some prayer for the next week.

Why: It's a good connecting point with your staff, and provides a handy platform for announcements etc. This is also where we hand out the morning's "shine" duties. Staff are assigned to straighten up the meeting area, sweep the sidewalks, etc.

How: My guess is you already do some sort of staff meeting on your base, so you already know how.

When: These meetings need to be planned, but I don't care how far in advance you plan them. (We usually planned them 15 minutes before they started.)

Other: This is a good time to get and give feedback with your staff. You can ask them how they're doing and pray/praise accordingly. You can also let them know how they're doing and pray/praise accordingly. We always read a few of the positive evaluations that the kids filled out from the week before to give the staff a few strokes.

We also use this time to pray. Sometimes we'll have a prayerwalk around the meeting area, sometimes we'll pray over the different church groups that are on their way. Sometimes we'll pray over the seats in the meeting area, that God would bless those who sit there, etc. Be sure to budget some quality time for prayer during your week.

E. Shine

Day 1

What: After the staff meeting and a short break, we assign various last minute clean up and polishing type duties to the staff. These usually include preparing and cleaning all the public areas, straightening the meeting areas, sweeping the sidewalks, etc.

Why: We want the place to look great as the kids arrive. We do this for two reasons: 1) It sets a high standard, those kids are going to clean the place when they leave. 2) More importantly it shows the kids that we care. (See *Pixie Dust* under the group arrival section.

How: Use your staff and any other volunteers you can find or coerce. Don't do it all yourself.

When: Each week before the kids are scheduled to arrive.

Other: Invariably one of your groups will arrive early, so be prepared. You may even want to have a staffmember or two on lookout duty while they're shining the place up.

We have a 7.5 acre campus in L.A. and we had a heck of a time tracking each other down during the program. Somebody would have a question about the creative arts training that I couldn't answer, so I'd spend the next 20 minutes walking all over the base trying to find the creative arts guy who could answer the question. This was good for my cardiovascular health, but a waste of my time. The solution was to buy a handful of walkie talkies. This saved our lives! And it turned out to be a good customer service tool. A youth leader could grab any one of our 5 leaders with walkie talkies and have access to all of them. The trick is to get good enough walkie talkies so that they're useful, and then to use them. We all agreed to keep ours on from 8 or so in the morning until about 11:00 at night when the kids were supposed to be in bed. I can't emphasize enough how important this was to us. If you've got a big campus, get some walkie talkies!

F. Group Arrival

Day 1

What: Greet them, Register them, Bunk them, and Hang with them.

Why: This is a critical time in your week. Your guests have been thinking about this trip for weeks and this is their first chance to see what it's going to be like. They're already making judgements and decisions, about you, your staff, and your base even before they're off the bus.

How: Pixie Dust! Disney uses this term to define all the little things that add up to a great experience. Some of those little things include: how clean your base is, how everyone is smiling and helpful, how this really big mouse with a high voice is walking around getting his picture taken with little kids...

When: Whenever the teams arrive, be flexible.

Other: See Below

Greet: Have staff assigned to watching for the vehicles, and then have them run madly out to greet them. (Okay not, madly and maybe not even running, but have them greet them). "Welcome to YWAM! My name's Jessie, and we're so glad you're here! How was the flight/drive?" Also, have your staff wearing the t-shirt or a special staff t-shirt on arrival day. This makes it look like you guys have your act together, and it makes it easy for your guests to identify staff.

Register: Have every group leader and their kids line up at the registration table. If the registration area is pretty full and there are other groups arriving, you can have one group register while another group gets bunked. At the registration table you'll confirm how many people signed up, and how many came, you'll collect any money due, and you'll give each guest a nametag. Also, you'll collect accurate emergency telephone numbers from each guest. Be sure to have accurate, up to date information on each group. This is a big job to keep all this information, and it is very important you do a good job with this. You don't want to have problems with this stuff.

Bunk: Have staff assigned to show your guests where they'll be staying. Let them put their luggage down and pick a bunk. Be sure to show them where the bathrooms are.

Hang With: Once they're registered and bunked, have your staff hang out with them, start a volleyball game or whatever. You may have to plan an activity or two for your staff to run. Don't make it mandatory "forced fun" or anything. Just give them something to do together. You've only got a few days with them, so have your staff start to get to know the kids now. This will lead to ministry opportunities after the Passion Play and Commitment Service. It's also a pixie dust thing - it says We're prepared for you, and we want to know you.

Early and Late Arrivals: Have a plan in place for this. For early arrivals, if your registration table isn't ready yet, show the kids to their dorms and let them settle in. Give them a time to when registration will start. If their dorms aren't ready yet, scramble a dorm cleaning squadron to buff out where

they'll be staying. In the meantime start a volleyball game or something. For late arrivals, if it's after dinner save something for them, and register them after they've eaten. If they're really late have someone wait up for them and show them to their rooms. Be prepared to go on a late night taco bell run if they're real late and haven't eaten. They can register in the morning.

Sometimes there's problems with flights and pickups and things of that sort. (Thanks Joe). It's very important to handle these situations gracefully. Sometimes when a group is late they'll try and call the base, and if it's after business hours, chances are no one will answer the phone. Therefore it's important to not only have a reliable answering machine, but to check it regularly. It's also a good idea to have a couple of emergency numbers listed on your answering machine. We had our base administrator's home phone number on ours. He did get a few calls late at night, but he says it was worth the hassle in order to take care of an incoming group's needs.

If a group is really late and you've not heard from them, you may need to make a call to their church, or to the youth leader to see if they left on time. Sometimes in a travel snafu, they'll have so many problems to deal with, they'll forget to call you and let you know what's going on.

G. Dinner

Day 1

What: The evening meal.

Why: Because your guests have spent a long day traveling, and are probably hungry. Besides they've already paid for it.

How: We should probably write a YWAM Cookbook or at least a food manual. Serve normal foods that the kids would eat at home. Don't try to freak them out with all sorts of health foods, they won't eat, and they won't be happy. We missionaries are often tempted to serve the kids foods from far away lands to get them used to the missionary lifestyle. I've even seen situations where we want to teach the kids a lesson that the third world only eats rice and beans, so for the next week we're going to have rice and beans too! While this can be an effective tool, it can also backfire and be a real morale buster. If you do choose to do something like this, don't you dare try to do it on the first day. And when you do it, give the kids warning that it's coming, and give them the reasons why you're doing it. Remember, it still might not work. Americans are wimps when it comes to food and sleeping arrangements. (Canadians aren't any better). My advice: serve good food.

We're also tempted to save some money by buying cheap food. No matter what, you can always find food cheaper somewhere, but most of the time it's not worth it. The price you pay in customer satisfaction is way higher than the few dollars you save serving "Grade D" beef. My advice: again, serve good food.

When: Every evening

Other: Food is a morale thing. Most people, no matter what kind of hardship they have to go through will go through it better if they're well fed. Therefore, serve good, hot food that kids like. And make sure there's enough of it. Don't try to waste absolutely nothing by having the exact amount of food you think the kids will eat. Invariably they'll want more. It's better to have a few leftovers than to have hungry kids.

Have alternative foods like peanut butter and jelly out during meals so if somebody doesn't like the entree, they can at least have a sandwich. Also, have some sort of salad at most of your meals, some kids are vegetarians and don't want to eat any kind of meat. While we can't cater to special diets, (and we make the groups aware of this in our documentation) we try to accomodate everyone.

Presentation is important too. If you've got good food, but it doesn't look very appetizing, people will think it's not good food. So take the extra time to present it well. Instead of throwing a slab of cheese on a piece of saran wrap on the table, have it sliced and arranged neatly on a tray. Keep it hot if it's supposed to be hot. Put foil over it until the last moment when the kids start coming through the line.

In L.A. we go so far as to keep track of the guy/girl ratios, that is guys tend to eat more than girls

so we adjust our food prep according to how many guys are coming. We also keep an eye on the weather. If you've ever been in the San Fernando Valley in July, you know it gets hot. And when it's hot, people tend to eat less, so we try and account for the weather in prepping our food too.

Also, have snacks out at all hours. A hungry guest is an unhappy guest. If your base doesn't have dedicated food service staff, and the staff you have are "inexperienced," so to speak, you may want to buy ready made type foods that are hard to ruin. You'll probably spend the most money on food, but it's well worth it.

One last thing. You will never get a "good," "great," or "fantastic" rating on food. If you get an "okay," or "adequate" rating you're doing great. If you get a "crummy" rating or worse, you may have to do something.

You're going to spend a lot of money on food. This is okay. Don't fall into the temptation of saving some money by buying crummy food. Go ahead, spend the extra money to get quality stuff. The kids can tell cheap food a mile away. And if you get the good stuff, they may not say anything, but this is one of those times when silence is golden.

Here's a tip that can save your neck: Have your kitchen people practice the menu before the kids get there. Do it during your staff training the week before the kids arrive. This is where you can iron out the kinks in your menu, so you won't have to feed junk to your guests.

Here's another tip: There's a few times when we need dinner clean-up to go quickly. For example on Thursday night when we do Show Night, the kids have got to meet their trainers right after dinner to prepare for the big performance. Therefore we use paper products at dinner so clean-up goes much quicker.

Eat with the kids. Tell your staff to spend their mealtimes with the kids. This may not seem like a big deal, but the kids love it. It really sends a message to them that we actually like them, and take an interest in them if we sit and eat with them. Don't fall into the trap of letting all your staff "get away" during the meals. And don't let your staff sit all together, either. If your staff never sit with the kids, it sends a negative message.

H. Orientation

Day 1

What: This is a “Welcome to Our Base” meeting that sets the tone for the rest of the week.

Why: Everyone will be disoriented when they arrive, so we’ll need to orient them.

How: I’ll cover the how below

When: We do ours after dinner, but anytime shortly after your guests arrive and are settled in can work.

Other: This meeting sets the tone for the whole experience—crazy, fun, organized, focussed on missions.

This first meeting sets the tone for all the other meetings you’ll have for the rest of the week so it’s got to be good. (Have we said “set the tone” enough yet?) We like to have something happening in our lecture hall when the kids are first entering the room. We paid big bucks for a nice sound system and a huge TV, so we put them to good use by playing Christian Music Videos and or sports bloopers, or some sort of thematic video.

The reason we have something going on is because it tends to be a good draw. Don’t you hate it when everyone straggles in for the meeting? So we try to have cool stuff going on, so people might even come early. (Also, it helps justify the expense of the aforementioned sound system/Big TV package).

As the kids and leaders are entering we have staff greeting them with the Participant Paks (T-Shirt, Magazine, etc). Most everybody thinks the pack is really cool and they rush to their seats and start opening their presents.

Then without any warning we start the meeting with a bang. The lights go out and we present whatever we’re presenting that year. In years past it’s been a drama or dance done by our staff (The Champion, or The Redeemer). Usually the kids go nuts and think this is just awesome. Feel free to come up with something flashy. Use video, or loud live music and lots of pyrotechnics. If you come up with something really good and related to the year’s theme, be prepared to share it with the rest of the partners.

If your opening meeting starts with a bang, you’re sending a subtle (unsubtle?) message that you’ve planned and prepared for your guests arrival, you’re excited they’re here, and you have your act together. Also, for the groups that have spent the last 4 days traveling in a van, it tends to keep them awake.

After the opening presentation, we welcome everyone to YWAM and tell them they’re about to have an experience that may change their lives. We then go on to describe this year’s theme and point out all the fancy elements of the set (lights, banners, flashpots, glowing maps, etc.). Then we go through the Participant Pack and describe the contents therein. (Sometimes somebody gets an

incomplete pack so we have extra stuff on hand to give them.)

From there we have the youth leaders stand up and tell us where they're from and how they got there. This can be a "contest" time to see which group is the loudest or whatever.

Once that's over with we used to introduce our staff. As our program grew this portion got to be more of a chore. So instead of introducing all 80 people on the base, we introduced the Base Leader, and the First Aid person. Granted the introductions no longer had as much pizzazz, (unless the first aid person was from Canada), but we managed to end the meetings long before midnight.

Here's where that zany exercise called the Memory Verse creeps in: At this point most of the people in the room think we're pretty cool and with it. Then, to show them our true colors, we spring the memory verse on them. We first demonstrate the memory verse and its corresponding actions. Of course, this makes us look really foolish. Then to get even, we have everyone stand up and follow along with the memory verse. Those who are too cool to participate join us on stage one last time to show everyone how it's done. We repeat this memory verse exercise every time there's a meeting, and at the end of 3 days, everyone can do it without cheating!

We've even had kids come back a year later and remember word for word, action for action, last year's memory verse. Although it looks foolish, the actions are a mnemonic device that helps us remember the words. (As far as we are able to discern - which ain't that far - mnemonic has nothing to do with the demonic).

After the hubbub dies down and everyone's sitting again, we'll give them tonight's schedule. We'll also point out that there are schedules posted everywhere, and if we've made a pocket schedule, we'll tell them to keep it with them. We also spend time in every meeting letting them know what's next, (1 or 2 events at a time), so they don't really need to have a schedule, it's just there for those that don't pay attention to the announcements.

At this point we introduce the first aid person. Sometimes we've had actual nurses or nursing students be our first aid person. Other times we've had somebody who came close to getting their first aid merit badge. The point is to have somebody be the point person for first aid. In the last ten years the only serious injury we've had to deal with is a broken arm. (Although we had a few asthma attacks that left us short of breath.) Speaking of first aid, you should spend time thinking (before the kids arrive!) about what you'll do if you do have an emergency. (I suppose we may cover this somewhere else so I'll just mention it here.) In L.A. we have the first aid person stand up so everyone can see them and hopefully identify them when the need for a band-aid arises. Also, we have the first aid person warn everybody about the smog in L.A. We tell the kids to be aware of it, and that if they have asthma, to keep their inhalers on their person at all times. If you are in an area where the environment can affect people's health, be sure to let your guests know about it. For example, if your base is at 10,000 feet above sea level, tell your kids about altitude sickness and how they can adjust to the altitude.

Another note about first aid: You will need a first aid kit. And you'll need to get it before the kids get there. You can buy a regular first aid kit that has band aids, guaze and bactine. But you'll also want to make sure you've got a lot of the common stuff around. Here's a partial list. Aspirin, Ibuprofen, and Tylenol (if you get only one, somebody's bound to be allergic to it, and some people actually prefer

one over another) Imodium A.D., extra ace bandages, hot/cold packs, etc. It's a good idea to have a couple of kits around. The first-aid person can have one in their possession, make it a portable one that they can grab when they need it. Put another fully stocked one in your meeting area. Don't make it available to the general public, but make your staff aware of where it is.

It's an excellent idea to have a plan in place for emergencies. Do you know where the local hospital is? Do you have a way to take someone there at any time? We got a set of keys to the base vehicles for use in emergencies. And we actually used them once. When you do have your emergency plan, make sure you train your staff, so they know what to do when there's a problem.

From here we get into the nuts and bolts about living on our base. We let the kids know that this is where we make our home, and since we all live close together we've needed to have some guidelines so we don't kill each other. (MISSIONARY MASSACRE IN LAKEVIEW TERRACE: Pshycho Christian Zealots Slay Each Other Over Bedtime Snafu!) We tell them about how they're going to help with kitchen clean up. And we tell them all the particulars about living on our base. We try not to blur the lines between rules, and how things are done. For example, you can make a zillion rules about how to scrape your dishes, where to put the silverware, what to do with the cups, etc. etc. etc. But soon you'll find yourself with a full page of rules about dining. And combine that with the half page concerning the showers, and the 3/4 page about the recreation equipment, and you've got a lot of rules that are boring to sit through, and your staff will end up having to police. Instead make a few rules like "No Smoking Marijuana in the Dorms" and "No Sexual Activity Allowed" Then you have your staff help people be aware of all the ways that things get done on your base as they happen. (Editor's Note: I'm not sure I like how this is all coming down - Does anyone know what I'm trying to say?)

Speaking of Emergencies, we give the kids a brief orientation on what to do if the unthinkable were to happen. The reason we do this is because in California in 1996 there were more than 18,000 earthquakes recorded. Okay, so most of them could only be felt by very sensitive machines that Cal Tech paid big bucks for, but it's not unthinkable that there be an earthquake while we have kids there.

We try to make it lighthearted and fun so the kids don't freak out and focus on disasters, but we need to make them aware of what they need to do if something happens. We also have a plan in case of fire or other emergency. The funny thing is, we didn't really have much of a plan until we thought of the possible legal ramifications of a kid dying in an earthquake on our property. So if this is something no one on your base has thought about, start thinking!

On that lighthearted note, we take a break. We let the kids go, and we ask to meet with the Youth Leaders for a few minutes. This whole topic will be covered more in depth in the next section. Thank you for your patronage.

I. Youth Leaders' Briefing

Day 1

What: This is a quick meeting to get the youth leaders going.

Why: The youth leaders are going to want to know what to do. No matter how many instructional videos, and how many beautiful and informative manuals you've sent them - they didn't watch/read them! (Just kidding, some of them do look at the stuff we send them.) This meeting is mainly to give them enough info to get them through the evening, and the following morning. Then at lunchtime on day 2 (tuesday) we spend a lot more time going over things with them.

How: As we give the kids a break we invite the main youth leaders to come up to the front of the lecture hall for a quick meeting. We try to limit it to just the main leaders because we've been surprised by the vast number of 17 year old kids who are in charge of counting the team members as they get off & on the bus who consider themselves leaders.

When: Immediately following the orientation. Try to keep it to 15-20 minutes. It's easy for this little meeting to get too long. Be organized ahead of time so it doesn't take too long. Use your script.

Other: Here's the details.

This meeting sets the tone of all the other meetings. (Just kidding). This meeting could go on forever with all the questions the youth leaders have, but we try to limit it to a few important topics by promising them all will be made clear in heaven.

Seriously though, we extend a more personal welcome to the leaders and we let them know that we feel we're privileged to work with them and their group. We try to let these people know that they are really awesome because of what they give to the kids. We are lucky to be able to serve them and their kids for a few days, these are the people who slug it out everyday for their kids. These are the ones who are really the kids' shepherds, and we're just coming alongside them for a few days.

This is where we introduce the youth leaders to each other too. Sometimes these poor souls think they're the only ones who agonize over the kids, so it's good for them to meet others who think like they do. We've seen some pretty good friendships develop out of this program. Also, some groups bring only a few kids and in order to have a complete creative arts team, they'll need to combine youth groups for the duration of the trip. This is where we tell them which groups are going to work together.

Again, we go over the schedule with them. Sometimes it feels like we're saying the schedule over and over again, and that's because we are.

Then we go over the CARE sheet. This is a sheet we've prepared in advance that has all the creative arts tools that we'll be teaching on it. Underneath each tool, there's a line for each participant required. For example, The King of Hearts drama requires five people, one of whom must be a guy - to play Jesus. Therefore under the King of Hearts heading there are five slots. We give each group a

sheet that has been highlighted with what their group will be learning. For example Redeemer Lutheran might be learning the King of Hearts, Puppet 1, and the Tamborine Dance.

The youth leader's job that night is to fill in the blanks with kids names. We let them decide if they're going to do it in a democratic, or autocratic fashion. Preparing these sheets is a pretty big job, and if your base is going to do the creative arts training we encourage you to have a trustworthy person in place doing this job.

The Kitchen Patrol sheet has ten blanks on it that the youth leader uses to get volunteers, or nominate his kids for kitchen clean up duty. We have each group do the clean up at least once, and maybe twice. We ask the youth leader to fill out the sheet and post it on the board by the kitchen door. Then before each meal we pull down the appropriate sheet and read out who's on kitchen duty. (We let these lucky folks go first through the food line - usually to loud cheering.) We use ten kids in our KP, because we have a big enough kitchen and enough kitchen staff to keep the kids on task.

That pretty much covers the nuts and bolts and we end the meeting by taking a few questions. To be honest, I'd like to have a longer time available to talk with the youth leaders and answer all their questions, but there's just not time. Perhaps if your schedule has people coming earlier in the day, you can budget more time for this meeting and make more of it. (Perhaps over dinner).

We end the meeting by giving the youth leaders some ideas on what they can do in the upcoming team meetings. We encourage them to get their groups talking about what they are expecting out of the trip. And we encourage them to get their kids praying for the next few days.

J. Team Meetings

Day 1

What: Also known as small groups. It's a set-aside time for the youth leaders to meet with their teams.

Why: We want to give time for the groups to meet together to cover whatever business they feel they need to cover. Some groups spend time praying, and worshipping. Others spend time talking and laughing. One group even decided to go horseback riding. (Which we kind of discourage). Small groups can be a more personal time of ministry, and an important connecting point for the kids and their leaders.

Also it's good for the youth leader because this is the only time in his/her day where they actually lead their group. The rest of the training time we take care of everything, and this is a reminder that they're still in charge.

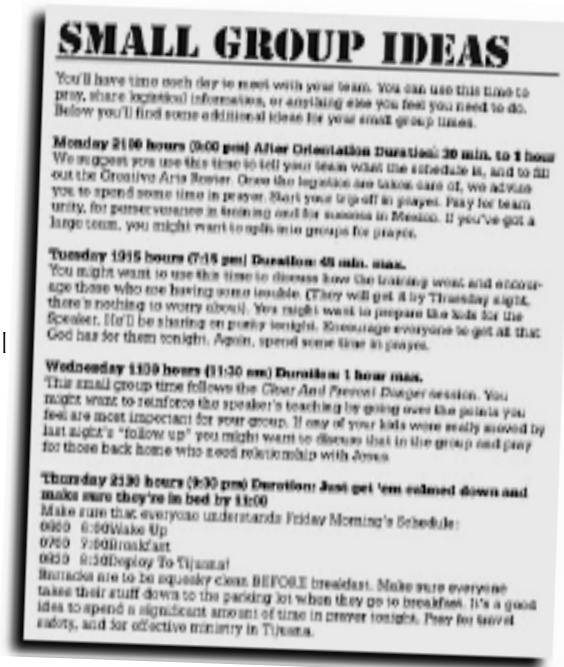
Lastly, we do this so we can meet with our staff while they meet with the kids.

How: Put it in the schedule and do it.

When: Everyday at least once. Although, there's some time in the schedule to allow the youth leaders to call additional meetings.

Other: We used to put together a bunch of small group Bible studies complete with questions. They followed the speaker's notes and were intended to reinforce the speaker's message and the theme. We never forced the youth leaders to use these, and we found that they were in fact, not using them. So we stopped wasting all that effort.

Instead we give a short one page list of suggestions to the youth leader for the small group time.



K. Ready For Bed & Lights Out

Day 1

What: Tired kids don't pay attention, don't learn much, and they lose their focus.

Why: Because we have to sleep, even if they don't.

How: Egads, I don't know!

When: Ours is usually at 11:00

Other: The youth leaders are harder to get to bed than the kids!

The first night sets the tone for the rest of the week, really. This GRFB time is typically the biggest chore in youth ministry. How can we motivate kids to get to bed and go to sleep when they're totally wired? In my camp days we used to use "lampreys" and other forms of physical torture. (The old snuggly up over their head trick was also very effective) But in today's mamby pamby, politically correct, no scars society, we've got to be more subtle.

Seriously though, we've found a method that works 80 percent of the time. Here's how it works. If you decide you're bed time is 11:00 pm, have a mandatory "in the dorm/cabin/tent/whatever time" of 10:30. And have your staff go with them. Then as everyone is changing clothes and brushing teeth, have your staff spend quality time with the kids. Start conversations with them. Ask them how they're doing, if they forgot a pillow or something, get one for them. The key is for your staff to take an interest in them and give them attention. This really can be a cool bonding time between staff and participant. You as main leaders can make the rounds through the dorms too. Ask them how they like it so far, take suggestions, and mention their names up front the following morning. The kids can even appreciate it when you check up on them and make sure they've got everything they need. Once everybody's pretty much ready for bed and your staff have made the rounds make the announcement that lights are going out. Then, as everyone is making their way to their beds, turn the lights out. This is usually accompanied by catcalls, etc. But have your staff walking around asking the kids to be quiet. Usually the kids will respect this and everyone will be sleeping by 11:30.

As I said, we've found this to be 80% effective. There are just some kids that no matter how much respect and attention you give them, they'll be a problem. Most of the time the trickiest thing about this is how to work with the youth leader. We've found that most youth leaders will follow along with whatever our 18 year old staff are doing. Some youth leaders are real gems, and they've been in these bedtime situations before and they actually help get the kids to bed. It's wise to have your staff recruit the youth leaders to help with the kids. But if the youth leader isn't doing it, we've got to, for the sake of the other kids.

What do we do when it's the youth leader is being a pain in the patootie? We usually ask the staff to call in reinforcements and have one of the main leaders talk to them. This can be something you main leaders don't want to do, but it's very necessary to do it early enough to where it's not going to become a big issue.

Train your staff for this, they're going to have a big job trying to pull this off, and they're going to need all the help they can get. Remember, no power trips. This isn't about dictatorship or boot camp (unless it's a military theme or something) But your staff must be firm. Lastly, no soda runs just before bed. It just doesn't work.

What about the infamous "Panty Raid?" I've never seen situation where a dorm raid is a good thing. Most of the time, people end up being hurt by the raid, and you have to spend extra time trying to heal those wounds. The focus gets taken off what's supposed to be happening, and on the problems the raid created. So do your best to make sure no one sneaks out. Back in my camp counselor days, we prided ourselves on being sneakier than the kids. We'd hear a raid being planned, and act like we didn't know what was going on. We'd let the kids sneak out, (they figured we were stupid or something), and then we'd sneak out after them and scare the patootie out of them! Such fun!

L. Earliest Up

Day 2

What: This is the *earliest* time anyone should *get out of bed*.

Why: In our dorms in L.A., if one person *gets up*, they'll wake up the rest of the dorm, no matter how quiet they are. So to cut down on the homicide rate, we ask people to *stay in bed*. (After the first day, even the East Coaster's are happy to *stay in bed* until 7:00)

How: What do you mean, how?

When: Everyday, *except departure day*, when it's an hour earlier

Other: This policy was *designed* to protect the morning people from the wrath of the night people. (Just as the lights out policy is to protect the night people from the wrath of the morning people). If we had a room for each participant, this would not be an issue.

M. Breakfast

Day 2

What: The morning meal

Why: *Because we're hungry*

How: *Serve a nice nutritious meal*

When: Every morning. Don't have it too early, kids respond well when they're rested. (Recent studies have shown that kids do significantly worse in first hour in school, no matter what the subject).

Other: We make our breakfast mandatory. We don't force anyone to eat, but we make everybody get up out of bed and come down to the dining area. Why do we do this? *Because we want them ready for the day. And we don't want them to sleep through quiet time.*

N. Quiet Time

Day 2

What: A time set aside for the participants to read their bibles, pray, and get with God.

Why: Getting with God is the whole point of the trip, silly.

How: It's important to make this an actual part of the schedule, and then stick to it. Skip breakfast and your morning meetings if you have to, but don't mess with the quiet time.

When: We do ours right after breakfast, and we give the kids 45 minutes. We used to do a half an hour, but we had kids asking us for more time.

Other: Encourage the kids to use the devotions that come in the magazine. Have your staff do quiet times during this time too. It sets an example for the kids. Most kids have a hard time being consistent with this, so having it in the schedule is important. Some of your staff may have duties during the quiet time. (For example, the kitchen staff may still be cleaning up). Be sure to encourage them to do a quiet time sometime during the day. (Since the kitchen people have to get up early and work through quiet time, we give them time off during the afternoon to pray etc.)

Also note that sometimes in our schedule the kids on KP are still cleaning when quiet time starts. Let your kitchen staff know that it's okay to keep the kids for part of the quiet time, but to let them go as soon as they can, even if it means the kitchen crew must finish clean-up without the kids.

The 2/3-1/3 Theory. Some great person came up with this 2/3 - 1/3 formula for working. The idea is to work 2/3 of the day and not work 1/3 of the day. Therefore if you have to do a bunch of things in the morning, and you know you've got to run a meeting tonight, take the afternoon off. (Get it?) We try to give each of our staff 1/3 of the day off. They can use this time for Quiet Time, laundry and other personal business. How they spend it is up to them. We're not always successful in doing this, we kind of fudge because we know that our staff only work about 3 hours on Fridays, and then have Saturday and Sunday off too.

O. Morning Meeting

Day 2

What: This meeting is mostly fun stuff and some worship.

Why: To have some fun and worship God.

How: See below

When: The first morning

Other: See below

Just like the orientation we have something going on when the kids come in. We usually play CD's when the kids come are coming into the lecture hall. We try to play a variety of music, from the Sandy Patti type (okay not Sandy Patti) to the "we're not sure that it's even Christian" type. We usually have kids come up and make requests and we try to play stuff for them. Some kids even bring their own tapes and CD's in, and after we preview them we try and play a selection for them. We don't go so far as to have a Christian Dance Club, but we play a lot of music.

Our point is this. Kids listen to music constantly. It's been said that the youth of today have a soundtrack to their lives. We're trying to make that soundtrack at least have a positive message. This is not the place for debate on whether or not certain styles of music are Christian or not, or whether this record or that record should be played. We in L.A. have decided that we want to show the kids that no matter what kind of music they like, some Christian artist somewhere makes that kind of music.

If you or your base is a bit squeamish on the issue of music, downplay it. Don't make anyone stumble, but still minister to the kids. We believe that most Christian artists want to make a positive impact on kids lives. I've heard many of the top Christian bands talk about how they are trying to partner with Youth Workers by putting a positive message in music that kids will listen to.

If you do want to use music as part of your program, here's a shameless plug for a service called interlinc. For around \$300.00 per year, Interlinc will send you 36 CD's, a bunch of music videos, free posters, and tons of Bible Studies. Each quarter you'll get a box of this stuff without having to lift a finger. If you're really into music and know what's going on with the kids and the Christian music scene, this service may not be for you. Why? Because you don't get to choose what you get. They pick it for you. If you're only mildly acquainted with what's going on with Christian music, my recommendation is to get this stuff now. Don't wait. It's well worth it. Tell your base leader or who ever doesn't want to give you the 300 bucks, that you're getting the CD's for just over 8 bucks which is about half price.

You're going to want to have a pretty good audio/video system for your meetings. A boombox and a 13 inch tv probably won't do. You may have a hard time convincing your base leadership, but it's definately worth a try. The cost varies depending on the size of the room you're using, but this is a

worthwhile investment for your entire base in that all your programs will use it, not just Mission Adventures.

Enough said about music.

The Second Day Theory. After years of camps and running this program, we've discovered that it takes a while for kids to really get into something. In fact, for all the camps we've done, it takes until the second day before the kids are into it and the camp is in full swing. That's why we wait until the evening of the second day before we really get into the meat of the week. And that's why we don't have a speaker this morning.

We open each meeting with prayer. Usually we'll get a volunteer from among the kids to come up front and say a prayer for the day and for the meeting. Kids will pay attention to the prayers of kids, where they oftentimes tune out us adults. Besides this gets them involved in the meeting where it's not just like watching TV for them.

Speaking of watching TV. Go take 15 minutes and watch some TV. Watch some stuff you might think kids are interested in. If you've got cable check out the extreme sports and the music video channels. Come back to me when you're done.

You've just seen the competition. Kids watch tons of TV and they have high expectations of everything you're presenting to them. If you can't hold their attention, you might as well not have a meeting. It's just a waste of time.

But there's some tricks to holding their attention. Here are a couple of them: A rapid pace, good transitions, and interactivity. TV sets the pace, Music videos are 4 minutes long tops, and some commercials last 15 seconds. Whether or not it's TV's fault, kids have short attention spans so keep things moving.

Also, TV has a way of transitioning from one thing to the next that makes things work. This is wierd concept so stay with me. When you're watching TV they keep switching camera angles on you to keep your eyes interested. If they kept showing the same thing over and over, we'd get bored and not pay attention. In the same way we can get our points across by showing things from a different angle - get it?

For example, if you're talking about how Jesus is really merciful, you could tell them how merciful He is, and then you could transition and have somebody give a testimony to how merciful He is. Then, if you were able to find an appropriate video clip, you could show a video clip that illustrates His mercy. It's like you showed them Jesus' mercy from three different camera angles.

Here's the M*A*S*H* Principle. I like the show M*A*S*H*, and one of the reasons I like it is because of how well they do transitions. M*A*S*H* really mixes it up with the transitions. One minute they're doing something absolutely hilarious, then without missing a beat, they'll switch gears and hit you with a meaty message. (Somebody will die or whatever). Part of its effectiveness is the contrast between the feelings I've just had. One minute I'm rolling on the floor with laughter, and the next I'm really feeling for the guy that died. That guy's death is that much more tragic because I've just been reminded of how fun life can be.

The transitions are very quick on television. While life is filled with long pauses, and grey periods of blandness, TV isn't. So don't spend much time in the boring, ordinary, normal everyday stuff. They can get that at home.

One thing you can do that TV can't do is be interactive. You're live on stage right now, very immediate. Most of TV is taped and the laughter is canned. (or at least forced if you've ever been to a marathon 6 hour taping of a half hour sitcom.) Interactivity is your most potent weapon vs. TV. Rarely do people interact with Television. Sure we change channels, and sometimes we laugh out loud. But most of the time we just passively watch. If we can manage to get the kids actively involved in our meetings, we're way ahead of the boob tube.

So how can you get them involved? Games and such. Questions and Answers. Feedback time. Stuff like that.

An important issue in all this is quality. Your sessions need to be done with a high level of quality. It's television that is setting the standard, and while we don't really have the budgets to compete with television quality, we've at least got to reach for it. And for sure we've got to do better than what the youth leader alone can do, otherwise, again, they can get this when they're at home.

Why am I blathering on about TV so much? Because we want our program to have at least as much impact if not more than TV does on the kids that come through. That may seem like a tall order to you, but if you keep up the pace, use transitions, and get the kids involved in what you're doing, you should have no trouble being better than TV.

Anyway, where was I, Oh yeah, the prayer. So after the prayer we may have a short "Quiet Time Quiz" and have the kids say what they did during their quiet time. You can ask them what they learned, and ask a few questions that they could only answer if they actually did the quiet time. Then we'll have some upbeat worship. Frankly, this is an area we've struggled in at L.A. for a couple of reasons. One reason is that we've had to learn to be sensitive to the various churches that have come through our program. Not all of them worship like we do in YWAM. Heck, not all YWAM bases worship the same. Some of the more conservative churches have been challenged by our worship style, and we must be sensitive to them. Also, most of the worship leaders we've had haven't been very youth oriented and so we've had to learn as we go about "youth worship."

First of all, what do I mean by youth worship? I mean that kids don't worship the same as adults. Sure they start out trying to worship like the adults do in their churches back home. But they also are looking around at everybody else to see how they're worshipping. This can be fun to watch when you've got a good variety of churches present. Some kids are used to sitting down and just singing. Others are standing up, clapping, and raising their hands. You should see the looks on the faces of the kids sitting down! Anyway, after a while, and only after a while all the kids kind of settle down and get down to worship. This is why the goofy praise singing is important. It helps the kids make the transition from rowdy fun praise singing to more meaningful worship singing.

So for this first meeting we spend almost all our time doing the rowdy fun songs. We also introduce any important "theme" worship songs and teach them to the kids. It's important to do this because it helps the kids get comfortable with worship. And this can become more important as the week

goes on. Kids will respond to the worship leader, even in this first session. So it's okay to have a few more focusses songs.

We also introduce our so called "worship policy." Before we get started we tell the kids to worship however they're comfortable. If they're from a church where they sing hymns and stand up and sit down at the right times they're welcome to do whatever they're comfortable with. And if they're from a church that dances, and swings from the ceiling fans, we tell them our fans are the cheap kind and won't support their weight. We also tell everyone to show respect to each other and not do anything that would distract somebody else from worshipping God.

We feel it's important to do this in order to protect the sensibilities of the more conservative church groups. We want the churches to mix and intermingle and learn from each other. We want to show the kids that worship isn't just about standing up or sitting down, or raising hands, or not, it's about expressing our love to God. Along with protecting the churches, we want them to be stretched a little bit as well. We just don't want to freak them out and have their whole trip focus on whether or not to raise their hands.

What about speaking in tongues, and prophecy and cool stuff like that? See our theology policy elsewhere in this manual.

Okay, I realize you're having to slog through a whole ton of seemingly extraneous information just to get through this first meeting. Be comforted in knowing I won't force you to read all this over again for each subsequent meeting. (Editor's Note: Is this stuff too simplistic? Do we think that most of the people in the net who are interested in this are already familiar with youth ministry? Or should we make this thing so basic that it teaches youth ministry and our program?)

On to the trivia! Somewhere in the closet of the Mission Adventures office in L.A. we found a dusty old Bible trivia game. We thought to ourselves - "Hey what a great way to be more interactive during our sessions!" So we picked out a few of the easier questions and came up with some candy for prizes and put on a show! (The posters from interlinc also make for some good prizes - just don't give out a Sandy Patti poster for a hard question.)

Then one year we thought we'd get real creative and make up some mission trivia. This turned out to be kind of hard for a couple of reasons. Finding data was tough, and for the most part the kids have no idea of the answers. If we ever do mission trivia again, we're going to make sure the answers are accessible to the kids. (Like in the magazine or something.)

Here's how the trivia works: You remember game shows don't you? They used to be really popular on TV, (and some people think they're making a comeback!) Usually they consisted of a really obnoxious host (except for Pat Sajak, he's nice) some sort of Babe, (Vanna White for instance), some contestants and an audience. In our case the audience is the contestants. Anyway have a host who reads the question real loud and clear. Then have somebody who will be the spotter/judge. The spotter will point to the person who's standing/raising their hand first. (Usually the spotter does a really bad job at this and makes the kids angry, which is kind of fun). In L.A. we have this really cool hand held cordless microphone and the Runner takes the mike to the person that the Spotter points to and has the contestant say the answer loudly and clearly into the spiffy cordless microphone. The Host then tells the contestant if they got it right. Then it's time for big, big, prizes. The Vanna person (can

be male or female, we don't discriminate) delivers the candy/poster/whatever usually to loud cheering.

There's so much you can do with this. Feel free to do this up- get costumes, wigs, cross-dress, whatever! You can have the boys against the girls and count how many questions were answered correctly by each gender and declare a winner there. Or you can play it normal for a couple of days, and then on the last day do this big production with a few volunteer contestants and have the crowd cheer for their favorites. If you give out good prizes the kids will think this is cool. If you have a local Christian Bookstore, you can try to hit them up for some free prizes in exchange for publicity.

The Youth Leader Skit is an opportunity to get the Youth leaders up in front of their kids and embarrass them. I mean have a good time with them. Here's how it works. We write a short skit that goes along with the year's theme. We try to have about 5 characters, minimal costuming/set design, and we try to make it an easy skit, with easy lines and minimal action. As the kids are coming in we draft a few youth leaders and take them out of the room. We give them a script and whatever props they need and we tell them they've got 5 minutes to practice. Once they've had a few minutes to practice, we introduce them and usually the kids go nuts. Then we send them up front to read the script and ad lib the actions. Most youth leaders are foolish enough to accept the challenge. They just feed on this stuff, and it's yet another way to make the meeting more interactive than TV.

After that we settle things down with either a testimony or a mission moment. A testimony is pretty self explanatory. But I'll explain it anyway. We try to get as many of our staff up in front as possible. This way there's a good chance that they'll have an impact on somebody that's not really inspired by the people who are usually leading the meetings. This is also good for the staff, because your program can be a petri dish for growing future leaders. Your staff could end up somewhere leading another program just like this and advancing the kingdom of God. And just think it all started when you gave them a chance to get up front! Anyway, limit these to two or three minutes, and use them as interludes, or transitions in your sessions.

Also the testimony is a good time for the staff to model to the kids on just what a testimony is, what it's for, and how powerful it can be. We tell the kids that in just a few days they're going to be in Mexico (or wherever) giving their testimonies so pay attention and see how it's done.

A mission moment is a short inspiring story about missions used to inspire the kids to be active in missions no matter where God leads them. We've used Jim Elliott's story about how he gave his life trying to reach the Auca's in South America. We've tried to talk about some of the heroes of the faith in modern times. If your base has access to information about what's going on in the world, by all means use it. Have former or returning DTS students get up and tell an outreach story. The key is to, beforehand, boil down the story to it's main point (or two) instead of weighting it down with extraneous junk. Detail is good only as long as it adds to the impact of the story.

The testimony or mission moment makes a good transition between the trivia games and the worship.

Speaking of Worship, it's next. I've said enough about this already. But I'll say a little bit more. By this time in the meeting the kids are no longer uptight and checking everything up. They've been interactive, and they're ready to worship.

After the worship we'll give them some general information like what's happening next in the schedule (again). And anything else they might need to know. For example we tell them now about where the lost and found box is, where the bookstore/mailroom is etc. We also describe the Cabin Clean Up competition. (See the next section).

Then we release the kids for a break and we tell them to meet on the field for the games.

One thing to remember during your sessions. Keep the kids involved. The average "butt-attention span" is about 30 minutes. If they're fading, have them stand up and move around, do the memory verse or something!

P. Cabin Clean Up

Day 2

What: A fun motivational way to have the kids keep their dorms neat.

Why: If we didn't do it, they'd destroy the place.

How: See below

When: Every Day

Other: See below

When we first started we told the kids to clean their rooms, and would you believe it, they wouldn't do it? So their rooms looked like a mess, so what? Right? I mean these are kids, they're messy, who cares. Well, that's what we thought at first until things degraded even further. A few kids seeing that we didn't care about the mess, figured we wouldn't care about a few holes in the walls and doors either. And who needs these screens on the windows anyway. Well, that was it, we'd had it, and people on the base were beginning to resent the program because the kids were trashing the place.

We had to call in the heavy reinforcements. First of all we drafted up a list of all the things that the kids could break and we made up a price of how much it would cost for us to replace it. We tried to figure in wear and tear and all that so we wouldn't be gouging them. Then we informed all the groups that were coming that we had a list, and that we'd check it twice and if anything got broken they'd have to pay for it. We did it in a nice way and all so they wouldn't think we were being hard-nosed or user-mean.

Then we made up a competition between the guys and girls. Secret spies are sent through all the dorms at random times each day to rate the cleanliness factor. The spies then tally up the totals and see which gender wins for that day. Then just before the dinner meal, they give their Cabin Clean Up Report. There are varied accounts to just how funny these reports have been in the past. Some say the reports went on too long, and the reporters had grand delusions of being stand-up comedians. Others say that Cabin Clean Up changed their lives. I tend to think that the funnier you can make your reports, (and still stay in the realm of good taste) the better.

The coup de grace of the Cabin Clean Up project happens on Thursday. Instead of just spies going into the dorms, we have a whole team of staff armed with a video camera. Usually by Thursday the competition is in high gear and there's a suprisingly high degree of cleanliness to be found. (One dorm even took everything out of the dorm, right down to the beds.) Usually the filming becomes a mini-epic based on an old movie like "The Fugitive" or a TV show like "Charlies Angels." We've even worked in a kung fu fighting scene. The video always ends a cliff-hanger so the cabin clean up guys (Captian Clean Up and Amonia Boy) can announce the winner. Then for the dinner hour, the losers serve the winners. And believe it or not, it works. By making it into a silly game, the kids keep their dorms pretty clean. Since we care, they care.

Q. The Games

Day 2

What: A time of zany fun

Why: To mix up the groups and foster relationship building. To see just how far we can push these kids... just kidding. To see how far we can stretch to apply some sort of spiritual application to the games... just kidding. Um, let's see, okay, To model crazy Christianity before the kids. To show them we can still have tons of fun and still be totally serious about our faith.

How: The crazier the better, but not the same old stupid games. This takes mucho preparation.

When: After the first morning's session, after the break

Other: Be sure your base has the right kind of insurance before you start doing games, or one of your lucky contestants could actually win your entire base, property, buildings and all!

The games. Where do I begin? Basically, the games are a bunch of relay-type games that we've either made up, or we ourselves were forced to do them when we were kids. In order to make these games appear a more legitimate part of the program, we've attempted to spiritualize them. In many cases we've over-spiritualized them, nay, even hyper-spiritualized them. We've attempted to make a humorously long stretch to give spiritual meaning to the games.

For example, one of our games (affectionately called "BottleHead") involves a contestant lying face-up on the ground, holding an empty water bottle on their forehead. One of their team mates is instructed to pour a glass of water from shoulder height into the impossibly small opening of the water bottle. Once the person has poured their glass, they lie down and place the bottle on their forehead. The person who was lying down, now runs back to the rest of their team, and tags the next person in line. That person then runs down to the person with the bottle on their head and attempts to pour a glass of water (from shoulder height) into the water bottle. After an unspecified period of time, the game ends and the team with the most water in the bottle (or alternatively, the least water in the bottle) wins. (You must warn the female types to wear appropriately colored clothing. White simply won't do, the poor guys won't be able to concentrate on the games.)

Clearly this game is designed to get the contestants sopping wet. So, in order to disguise this intent, we over-spiritualize it and we tell the kids that "their brains need to be washed with the water of the word." This is best done in an over-emphasized southern televangelist type voice. Every game we come up with must be somehow overspiritualized in this fashion. To be honest, we've never had any trouble over-spiritualizing the games. The hardest part has been getting the kids to believe the games have any spiritual value whatsoever.

Rather than list all the games we've ever done, why don't I spend some time talking in a general manner. Then, if I have any ink left in my printer, I'll outline a few of our more popular games.

Once again a good quality sound system will help you do the games well. You need to be able to get

the kids attention, and to do that you've got to be louder than them. And again, these games require that you be prepared. If you're not they'll take way too long and won't be any fun.

We've done a couple of different styles of games in the past. We started by doing relay games on the field on our property in L.A. We'd divide the kids (randomly) into 10 different teams and then have them do a bunch of relays. Then we'd end up by doing a couple of huge group games where everyone participates, and of course everyone's a winner!

In the last couple of years we've done something a little different. It's fun, but it takes more preparation and manpower. (More on that later.) We've divided up the kids into teams, and then we've taken them around our 7 acre property to different stations where they practice "skills" that will help them on the outreach. Then after they rotate through all six stations, they return to the field for a few of the best relays, and a couple big group games.

A word on manpower: no matter what kind of games you do, it's very important to do them well. I think every kid who's ever gone to camp has had to suffer through some poorly implemented games. If your games take 2 and a half hours to get through, you're probably not doing them well. (And your kids are getting bored and won't want to participate.)

To do the games well you have to prepare. This involves making sure that any equipment needed is available and maintained. We've done a game called "Land Skis" involving eight foot long two by fours and straps. If any of the straps are broken, or not tight, the game doesn't work. So we had to assign someone to set them out for game day and make sure they were in working condition.

You'll need to have someone lead the games. This person has to know what the games are and how to explain the rules to the kids. If you're doing your program over multiple weeks this job gets easier as the weeks go on.

In addition to a leader, you will need to have all your staff help with the games. Some will have to start early and set out the equipment, some will have to be crowd control and team captains, some will have to be referees and judges, others will have to clean up after it's all done. I've seen 2 or 3 people try to lead games for a hundred kids and it just doesn't work. There's lots of lag time between games, and the excitement level falls off, and pretty soon the kids are bored and don't want to play anymore.

And speaking of kids who don't want to play, we highly encourage everyone from the smallest kid, to the kid with a cast, to the oldest youth worker to participate. The reason is because participation makes you part. Now some kids don't want to be a part, they'd rather be apart. We don't force anyone to play, but we highly encourage them to get involved. Most of the time they do, and most people find themselves having more fun than they thought. Some youth workers reserve the right not to play in order to take pictures or video the games, which is fine with us. We just make them sign a waiver saying they won't video any game in it's entirety, or sell the video. (Just kidding!)

A word about competition. We believe competition is a healthy thing and okay. That's why we make it nearly impossible for the athletic kids to dominate the non-athletic types. The games are designed to be so screwy that even the fastest and strongest kids can't do them any better than the average kids. That way, everyone looks foolish, well at least no one looks really cool.

If your base owns a video camera, or you can convince your base leadership to let you buy one - by all means video the games. Then when the kids are coming into the next meeting have the video playing on that big screen tv that "came with" the video camera (honest!). The kids just eat it up. They love to see themselves falling down, or soaking wet or whatever. We've even had youth pastors want to get a copy of the tape we make so they can take it home with them.

A word about first aid. One year we decided to have a 7 foot high wall that everyone had to climb over. (The idea was to teach teamwork - they'd have to work together to get everyone over the wall). Some kids were pretty terrified of this wall and had a hard time getting over. Most kids could do it, but were pretty cautious. Then there were a few kids that just attacked the wall, clawed their way to the top and jumped down. Of course we ended up having a few twisted and sprained ankles, bruised knees, jammed wrists etc. Sometimes even when you have the best intentions your game could injure some kid. Especially if that kid has no fear and no common sense. That's why it's a good idea to have your first aid person on alert during the games. They should have no other responsibilities than to care for the wounded. We had a little golf cart in L.A. that the first aid person would use as a makeshift ambulance. (By the way, we changed the rules on that wall game, they couldn't jump down, their feet had to touch both grips on the way up, and both grips on the way down.)

You may be wondering about where we come up with all our games. Well, first of all, we're fairly demented, so that helps. And we have this philosophy that when the kids come they shouldn't have to suffer through the same games that they had to do at camp. So all those youth leader books with 1,001 games for youth we use only as a starting point. Frankly, a lot of our inspiration comes from found objects. One year the L.A. Times donated some leftover newspaper to the base. It came on these three foot long heavy duty cardboard tubes. We got to thinking and came up with 3 or 4 games that could use those tubes. One year we received a case of white pantyhose, and of course we had to come up with a game with those! The year that Frito Lay donated several thousand bags of Hot & Spicy Cheetos will live long in the memory of our participants!

Believe it or not, some of our games actually do have a point! If at all possible this is the best way to do games. But it's not entirely necessary. For example the Land Ski game mentioned above is a good one for talking about team work. Four kids get on a set of two by fours, strap their feet in, and are required to march down to the cone and back to the rest of their cheering team. To even take one step requires working together. We compare this to the outreach and how they'll all have to work together and communicate while they're in Mexico.

Here's a few of our favorite games:

Bottle Head (See Above)

Zig Zag Sponge

This one involves building a balance beam on the ground in a zig zag pattern. It can be as long as you want it to be, but make it about 4-6 inches off the ground. You can anchor it in the ground by digging a shallow hole filling it with concrete and using post anchors to connect the beams to the concrete. You'll also need some buckets, big car wash type sponges, and if your budget isn't shot some supersoaker squirt rifles (the bigger the better - anything short of a hose), and a continuous supply of cold, fresh water.

Once you've got the equipment, here's how the game works: Have the team of kids line up at one end

of the balance beam. Have several of your staff man the buckets with sponges (and or supersoakers). On the referee's signal the kids begin to march down the balance beam as the staff throws the soaked sponges at them and squirt them mercilessly until they make it to the other end. If the contestant falls off, they need to go back to the beginning and try again. Or if they've fallen a bunch of times, the referee can allow them to start right where they fell off. You can time each team to see how long it takes them to get through it.

A recommendation: Don't let this one get out of hand, be sure your staff keep the squirt guns and buckets and sponges. If the kids get ahold of them, things can escalate quickly. Keep it under control and tempers won't flare, and people won't get hurt. Also, it's a good idea to warn people before the games start that "They Will Get Wet On This Ride" and that they should dress appropriately.

The application of this game can be: that when they're on outreach the enemy is going to throw everything he can at them to get them to fall. They'll have to stay focussed and work together in order to overcome.

Over & Under

This one is the 7 foot wall as well as a camo covered obstacle that they've got to crawl through. It's modeled on all the old war movies that have a basic training scene in them.

Contestants must work together to climb a 7 foot wall, (there's hand holds and foot holds), lower themselves down, then crawl under an obstacle

Land Skis

Equipment needed: Land Skis

How to make land skis: Begin with two eight foot two by fours. Get a drill, some nylon strapping, some rope, long wood screws and some washers. Cut the straps about 8 inches long (or so - you'll have to experiment to find the appropriate length). Then drill pilot holes for the screws into the thin side of the 2 by 4. Fold the ends of the strap over on itself, then screw the strap to the 2 by 4 using a washer on the outside. You may want to double the strap for strength. Then screw the strap to the other side of the 2 by 4 leaving a large enough loop for someone to slide their foot into. Leave it loose enough so that they can get into it and out of it easily. Screw four straps to each two by four. Do your best to line them up. Then at the front of the 2 by 4 you'll use rope to help the contestants steer. Drill a hole through the top of the board, slide the rope through, put a washer on the underside, knot the rope. You may want to try and countersink the hole on the bottom so the knot won't cause any balance problems. Be sure to make a spare pair of land skis just in case you have a blow out during the games.

How to play the game: Have four contestants from each team mount the land skis. On the referee's signal all teams are to march with their land skis down to the cone (10 - 15 yards or whatever works for you). Have them turn around a cone and march back. Have the next four contestants from each team mount the skis. Repeat the process until everyone on each team completes the exercise.

The application is this, that they must work together as a team to be successful on outreach. And when the going gets tough they've got to concentrate and be encouraging.

Chip Chuck

This one works great if Frito Lay Corp. donates a lot of spicy cheetos or other similarly gross potato product.

Equipment needed: Gross Chips, stopwatch

How To Play: Have each team line up, give each team leader a bag of gross chips. Instruct kids that

they must eat entire bag of chips (leaving none on the ground) and prove it by opening their mouths when they're done. You can time the groups and announce the winner if you want.

Spiritual application: They may find themselves confronted with some strange, bad tasting food on outreach and they need to eat it all!

Inner Tube Tumble

Equipment Needed: Really big truck tire innertubes - the bigger the better. A hose.

How To Play: Set up the inner tubes like the typical military obstacle course. The idea is for the team members to place their feet in the middle of each tube. The bigger they are, and the wider the tubes are spaced, the more difficult it will be, and the goofier everyone will look. To add interest have somebody with a hose spray the contestants down as they go. Again, you can time each team and announce a winner.

Dizzy Race

Equipment needed: Cardboard tubes, or 3 foot dowels, or baseball bats.

How To Play: Have the teams line up at one end of the field. On the referees signal the first contestant from each team runs down to the cone (10 or 15 yards) grabs the tube, dowel, or bat places one end of the bat on the ground, places their palm on the other end, places their forehead on the back of their hand, then proceeds to rotate around the bat not once, not five times, but 10 times! Then once they're thoroughly dizzy, they are to run/stumble back to their team and send the next contestant to their doom. (Get this one on video!) You may want to have "spotters" steer people away from trees, concrete steps, etc. and back toward their team.

Once you're done with the games, give everyone a break before the next activity (lunch in our schedule) so they can rest/clean up. You can ask the kids to help you pick up any equipment you have left out too.

Lastly, I encourage you to pursue a high level of quality, even in your games. If you do everything well, right down to the least important, it communicates loads to your guests. We estimate that more than 30% of our customers are alumni groups, and 30% of our new customers have come on a recommendation of an alumni group. Not only will the kids you serve be blessed (even by the games), but you will reap the rewards next year as word gets out about how well your program runs.

R. Youth Leader Lunch

Day 2

What: A detailed meeting for the main youth leaders.

Why: To inform the youth leaders of everything that's going on in the schedule. And to get feed back from them.

How: Move fairly quickly during this meeting. You've got a lot to cover.

When: Day 2 during lunch

Other: If you've got a place for it, have the meeting somewhere other than where all the kids are eating.

This is an important meeting for the youth leaders. This is where you fill them in on the rest of the schedule, the theology policy, and other important stuff. It's also good for you to get some feedback from them on how things are going, and how they're kids are responding. This meeting has been valuable for us because we get to know the youth workers a little better, and we get to hear about their kids. Countless times youth leaders have used this time to make us aware of kids who are not Christians, or who have special needs.

Here's how the meeting usually goes. We get the youth leaders through the lunch line first. Then we take them to the meeting site. Then over Chicken Patty sandwiches we ask the youth leaders to tell us about themselves, their church, their kids, and how they found out about the program. We include ourselves in this and we tell them again that it's a privilege to work with them.

Then it's on to the meat of the meeting. Most of the time is spent going over the rest of the schedule with them so they know what's going on. We tell them about the Passion Play, but we ask them to keep it quiet so it surprises the kids. We tell them about the commitment service and we tell them about the Youth Leader Training we'll do the following afternoon. We ask them to keep that quiet too. Foreknowledge can breed contempt among kids. Some kids seem to have the ability to talk themselves out of anything if they know about it beforehand. But if they don't know about it, they can't talk themselves out of it.

We also give them our theology policy. This is real similar to what we say before the first worship time that morning. We tell them that we're going to stick to the basics of the Gospel message in what we tell the kids. We're not going to get into the issues that can be divisive between churches. We tell them that YWAM's not a church and doesn't perform the functions of a church. We're not going to get into the particulars of baptism, or communion or speaking in tongues. While we respect the diversity in the Body of Christ, we're going to preach Christ and Him crucified and that's it. Most of the youth workers appreciate this, and it tends to defuse anybody who's just waiting for somebody to speak in tongues so they can pronounce it blasphemous.

We also let the Youth workers know that we want to continue to be of service when they go home. In

L.A. we have a Creative Arts Department that has evangelism resources available for them to purchase.

Lastly, we go over their role as team leaders. We've found that since we have a lot of staff around and that the schedule runs without them having to do a lot, that the youth workers take a bit of vacation. We encourage this to a point. The whole reason we do this program, and why we bill it as "maintenance free" is so that the Youth workers don't have to deal with all the details of feeding and housing their kids. We want them to be free to pastor and minister to their kids. Most of the youth workers get this, but some kind of don't do anything, so we encourage the workers in this meeting to be looking for opportunities to minister to their kids.

We've also found that since the only thing they're really responsible for while they're in the training phase of the program is the team meetings, is that they unconsciously expect the outreach to be the same way. We tell them repeatedly that they will have much more to do when the team is on outreach. But sometimes it doesn't sink in. That's why we have Youth Worker Training during the afternoon of Day 3 - which we'll go over later.

S. Creative Arts Training

Day 2

What: This is the time where the kids learn how to do the King of Hearts etc.

Why: So they will have an hour long, cross cultural, creative gospel presentation to use during the outreach.

How: For this first day, we have everyone meet in the meeting area. The main Creative Arts person then gives the group a word of encouragement, then using the list of kids names, they introduce them to the trainers and dismiss the kids to their respective training areas. The rest of the week during this time, the kids report directly to their training areas, not the main meeting area

When: The afternoon of Day 2

Other: Encourage the youth leaders to go around to the training areas to encourage the kids, take pictures etc. Be sure to have your trainers schedule a break or two during the afternoon. For those of you who are leading your programs, this is an ideal time to take a break, or prepare for upcoming activities. We've found that we usually do somewhere between 60 and 70 hours of work in these 4 days, so break time is very important.

Be sure you have enough creative arts equipment for your training. (And for the outreach too). If you need to train two groups in a drama, it's best to have two complete sets of drama props etc.

You'll also need enough portable sound equipment for each training group as well. Spread the training groups out enough so that they won't interfere with each other.

Be sure to give the kids plenty of breaks. If it's hot, force them to drink a lot of water, (not Coke®).

Lastly, drill it into the instructors heads to be patient with the kids. Learning something new and complex can be frustrating for the kids. Yet, with good patient instructors they will eventually get it. It's very important that the instructors really want to work with kids.

T. Evening Session

Day 2

What: The evening meeting where the speaker speaks for the first time.

Why: To have fun, worship, prepare the kids for Mexico, and prepare the kids for the Passion Play.

How: Work in some Gospel Message into this first session. Doesn't have to be real overt, but get the basics in so everyone is on the same page.

When: The first evening

Other: See below

Again as the kids come in, there's music playing. If you've videoed the games, have it playing so the kids can see themselves. This meeting is broken up by a small group meeting. The first part consists of some zany fun stuff, and a little bit of praise and worship time. Then the meeting breaks up for team meetings/small groups.

The teams have a break after their meetings. They come back into the lecture hall. After rehearsing the memory verse, we introduce the speaker with a glowing review of his/her past accomplishments. Unless of course, the speaker happens to be Shane, I mean Sean Lambert. Then we "dog" him in front of the kids. (Let's see if he edits that last sentence out of there!)

The speaker then has about 30 - 40 minutes to speak. (Tell them about 30 to 40 minutes, and they'll take about 45 minutes, which is about right.) We used to have the speakers do more in the session. We'd give them 90 minutes and just let them go. After the first 30, the kids were pretty bored and ready to leave. Although it's easier to give the speaker more time, it's not as much fun for the kids. Besides most folks only remember about 10% of what's told to them. So speaking isn't the most effective way of doing things, so it doesn't need to take up most of the time. Remember the "butt attention span."

Speaking of speakers, we use them a bit differently than most folks. Often times speakers, especially the high priced good ones are asked to put on a big show, and often times the programs their speaking at depend on them. That is, if the speaker is great, the whole program is great. Conversely, if the speaker bombs the whole program sucks. That's why the good ones cost so much. They can come in and make a mediocre program good. Well, since we YWAMers can't really afford speakers who will make our programs better, (not to say that our speakers are bad), we've decided to make our program better, and if the speaker does bomb, it won't necessarily bring down the whole program. Don't get me wrong, get the best speakers you can afford. Get people who will motivate and challenge the kids. Get speakers who will put in the extra effort to tie in with our theme. Get speakers who love kids and will go all out to bless them. But don't make your whole program depend on them.

In the speaker letter that we send to the speakers before they speak, it asks them to talk about

purity in this first session. This is to set up what we'll do later in the Passion Play. We want the speaker to talk about how Jesus sacrificed himself so that we could live pure lives, etc.

Once the speaker is finished we have someone go up to the front and do the following to prepare the kids for the Passion Play. The session leader goes up front with an old mailbag. You could use a burlap sack, a garbage bag or whatever, we use an old mailbag. The session leader says something like:

Right now I'd like you to think about purity. Jesus is the light of the world. And Jesus is holy and clean. In His light we are exposed, we see how we fall short. We see that our nature is to sin. All of us are like this, not one can escape the fact that we are less than perfect. This evening I'd like you to take the note cards and pencils we're passing out and write down whatever it is that you're struggling with. If it's a sin, write it down. Give it to Jesus. If it's a situation that you're dealing with back home, give it to the Lord. Write it down. We'll come around with this sack. Fold your cards, pass them to the center aisle, and put them in the bag.

Remember, you'll need to get some note cards, and some pencils, and be sure to have some people ready to pass them out. We give the kids a few minutes to write these things down and pass them to the center. We usually play Glenn Kaiser's song "Lord Of All" softly while the kids are writing.

Once we collect all the sin in the bag, we bring it up to the front. The leader says a prayer, that in effect gives all the junk to Jesus. Then the bag is left on the stage, as the leader exits. The lights go down, and the Passion Play begins.

One word about secrecy. We feel it's important to not let the kids know that the Passion Play is coming. We believe it is more effective if it is a surprise. Sometimes if you tell kids that you're going to do a passion play, they'll think about it for a minute and then decide that a Passion Play is a stupid idea. Once they've decided it's dumb, they're pretty much insulated from any impact it might have. But if you just spring it on them, they don't have time to make a judgement, and they are impacted.

U. Passion Play

Day 2

What: The story of how Jesus was put to death, done in dramatic fashion

Why: There are two reasons. One, most kids haven't seen anything like this before. They've probably read it in youth group, but when they see it, it has greater impact. This usually helps the kids understand just what Jesus did for them. But then our second reason for doing this is to point out that Jesus died for the whole world.

How: I believe we'll have a script or some sort of booklet telling you how to do this.

When: The second evening when the sky is dark

Other: Get your costumes early. We borrow our costumes from a church that does a big easter production of a passion play. Check the local papers to see if there's a church in your area that does a big production then contact them to see if you can borrow or rent the costumes during the "off-season."

After the lights have been turned down, and the session leader is out of the way, two men dressed in robes move onto the stage talking to each other in low voices. Without warning a guard bursts in the room. He shoves Jesus ahead of him and shouts "Move!" Jesus is brought before the two men in robes. The guard address the older man as Caiphus the High Priest. Caiphus questions Jesus, asking him if he knows why he's been brought before the council. A couple of staff "planted" in the audience shout: "I heard him say he'd destroy the temple!" Another says "And he said he'd rebuild it in just three days!" Caiphus then says "Let's take him to Pilate" and walks out, followed by his fellow in the robes. The guard freezes for a moment. then Jesus goes over to the bag of sin that's been left on the stage. He picks it up and looks at it for a moment, then he holds it to his chest and takes a good long look at the kids in the audience. The guard then comes out of the freeze and pushes Jesus toward the door.

The session leader then goes up front and tells the kids to leave everything under their chairs and to silently and in an orderly fashion move out to the field. We have a few staff guiding them out and directing them where to sit.

On the stage in the field sits Pilate (Once played beautifully by Joe Matta) on his throne. A guard to his right holds a large torch on a pole. To his left is a roman looking column with a bowl of water on it.

After the kids are seated in front of the stage, Caiphus approaches by torch light. He's followed by a crowd of common folk in robes. Jesus is led in front of them by the guard. Caiphus approaches Pilate and thanks him for allowing him to come on such short notice and at this late hour. Pilate tells him to get on with it. In short Jesus, wearing the bag of sin around his neck is brought before Pilate and talks in riddles as far as Pilate is concerned. The crowd demands that he be crucified and eventually Pilate gives in. He washes his hands in the bowl and gives Jesus to the guards.

At this point a soundtrack is played that contains audio cues for the staff acting in the passion play. Once again, you will need a good sound system to capture the audience's attention.

Jesus is lead to the open area at the other end of the field. He attempts to carry his cross, but the guard keeps whipping him. (Actually, the whip is made of several strands of black ribbon. As the guard swings it and snaps his wrist, the ribbon makes a realistic whipping sound.) Simon the Cyrene is forced to carry the cross the rest of the way. Jesus is laid on it and they pound nails into his hands and feet. (Actually the staff member has a hammer and a big piece of iron that he holds near Jesus' hands and feet. He bangs the hammer onto the iron, and it rings really loud, simulating the sound of pounding nails).

The cross is then lifted up with Jesus on it. (There are ropes for his hands to hold, and a small platform for his heels so he can hold himself up). The bag of sin is now hanging on the cross with Jesus. It's guided into a hole that's deep enough to support the cross and Jesus. Jesus cries out "My God, my God, why have you forsaken me!" Shortly after he says in agony "It is finished" and slumps forward. The soundtrack has thunder and lightning type sounds and the guards and crucifiers all look around in terror. After the thunder dies down, the guards take the body off the cross, careful to leave the bag on the cross. Mary and a few of the staff in robes rush forward sobbing to hold Jesus one last time. He is then placed on a stretcher and carried off. The staff follow a short distance behind, still mourning. The guards leave one torch burning behind the cross.

We usually let the first two verses of "When I Survey the Wondrous Cross" play. Then the session leader says something like:

When Jesus died on the cross, He paid the price of the whole world's sin. And when He rose again three days later, He assured us of victory over sin and death. He offers us this victory in our lives. Because of what He's done, we don't have to be slaves to sin. Instead we can be free to become the people we are intended to be.

Most of the time we look at Jesus' death and resurrection as something that He did just for us. It's true, He did go through all of this for us. I believe that even if you were the only person who needed saving, Jesus would have gone to the cross just for you. But sometimes we forget that it doesn't end there. 1 Timothy 2:6 says that Jesus died for all of humanity. There's still 1.1 billion people who have no way of knowing that He died for them. And there's people on your block, or living in your house who don't know this. Jesus died not so we could be forgiven and keep it to ourselves, but so we could share the good news with everyone. This means we need to go to places where people have never heard about Jesus, and it also means we need to tell those who live around us too. God might be calling you to foreign missions, but remember Jesus died for everyone, whether they're far away, or just next door.

We've also found that maybe 10% of the kids that come aren't Christians. They were either forced to come by their parents, or invited by their friends. So after the Passion Play we give kids a chance to give their lives to God. We don't make this a long drawn out altar call. We feel that would take away from the focus. "What is the focus?" you ask. Well let me tell you. Our focus is to challenge the kids about missions. We want them to think about all the people they know who aren't Christians. We want them to know that God wants to use them to reach those people. We want to acknowledge that Jesus did die for them, but we want to focus on the fact that he died for everyone, and that they can share this news with those around them. It is appropriate to use this event to get un

saved kids into the kingdom. Yet it is also appropriate to use this event to motivate the kids who are already saved to become active in evangelism.

Right now I'd like you to get in groups of three or four to pray. Spend some time praying for the people you know who aren't Christians. Pray for your parents, your brothers and sisters. Pray for your friends and classmates. If you are struggling with some hard issues in your life, share them with your group and ask them to pray for you. You can take as much time as you want - give each member of the group time to share. If you are realizing for the first time who Jesus is, and what He's done for you, now is the time to invite Him into your life. If you've never accepted God's forgiveness, now is the time to accept God's love and mercy. Find your youth leader or some one of our staff who you trust and pray with them for Jesus to come into your life.

At this time the kids along with our staff and the youth leaders break into small groups for sharing and prayer. After about 15 or 20 minutes, the session leader interrupts them to let them know there's an optional time of worship in the lecture hall if they'd like to respond to God by worshipping Him.

Obviously this Passion Play takes a good deal of preparation and attention to detail on your part. You will want to go over it several times with your staff before the kids arrive. If you don't have enough staff to play all the characters, that's okay, you can cut out the Caiphus, Pilate, and crowd parts and just do the crucifixion. Also, the torches really add a dramatic touch to this event. (Did I mention we do this after dark?) If torches aren't permitted in your area, check with the local authorities to see if you can get a special permit. I'm guessing the Passion Play could be classified as a protected religious activity. If not, you can still find creative ways to light your stage.

It's important to think through as many details as possible and give your staff responsibilities for this thing to work. We go so far as to unplug the bug zapper in L.A. so it won't be a distraction.

V. Morning Meeting

Day 3

What: The only thing that we may do differently for our Wednesday morning meeting is have a skit.

Why: To creatively communicate the missions message, to have fun, but if we're really skillful we try to come up with a skit that has lots of good information in it.

How: It's a lot of work.

When: The third morning

Other: For our "Live In The Light Of Eternity" theme, we did a Star Trek: The Last Generation skit that was pretty good. It had current information on the state of world missions, yet was done well enough to still be entertaining and not overly dry and informational.

We also do testimonials from the night before. Usually, before the speaker speaks, we have a sharing time. We allow the kids to tell us what they thought of the Passion Play. If anyone became a Christian, we take a moment to publicly recognize their new status in the Kingdom. Have as many of your staff in the room for this time. We've been blessed every week by some kids telling us that for the first time they now understand what it was that Jesus went through for us. It's really pretty cool and encouraging for your staff.

W. Staff Meeting

Day 3

What: A time for all of our short-term staff to get together

Why: This is an “in-flight check” where we ask the staff how they’re doing, and if necessary tell them how they’re doing. We use the time to talk about problems in the schedule, issues with the training, praise reports of kids getting saved, etc.

How: Have as many of the staff as possible meet together. Spend a good amount of time praying during this meeting. It works!

When: When the kids have a team meeting, we have a staff meeting.

Other: We feel it’s really important to meet at least once during the week with the staff. Especially if something is going on with one of the groups, or if something needs to be addressed to the staff. For example, one week we had to send a girl home before her team went on outreach. She just wasn’t ready to go, and her youth leader felt strongly that she should go home. We supported his position, and when the time was right, we called our staff together to let them know what was going on, so they in turn could handle any questions the other kids had. We did this to defuse the rumor mill and to keep our staff up to date.

Some of our staff, the lunch prep people have responsibilities during part of this meeting. We’ve never really found a time for everyone to get together during the week. If you can make a time in your schedule for everyone to meet together that would be ideal. And remember you always have the option of calling additional meetings as you feel is necessary.

X. Commitment Service

Day 3

What: A worship service done to taped music.

Why: To give the kids a moment to sit at Jesus' feet and listen to His voice. Also, to give the kids a time where they can make some decisions about their lives.

How: The whole idea is to minimize distractions, and maximize stillness.

When: Wednesday Night after the evening session.

Other: See below

The commitment service kind of grew out of two important experiences I had in my "formative" years. When I was a kid, we used to do a taped worship service every New Year's Eve up at camp. We'd all listen to these great Christian songs by Chuck Girard like "Lay Your Burden Down," and "Sometimes Allelujah." It was a great way to bring in the new year. Then in '87 I went to Urbana and the last night, New Year's Eve, in fact, they passed out a commitment card and asked us to prayerfully consider signing it. It basically had a bunch of opportunities on it like "I promise to read one book about missions in the coming year" or "I promise to prayerfully and financially support a missionary in the coming year" and you could check the box next to the ones you wanted to covenant with God to do.

Anyway, the Commitment Service that we do combines these two aspects. We've seen thousands of kids impacted by it. I know it doesn't really sound like it would be effective, but we're continually amazed at how important this service has become. Part of why it's effective is, again, we take great pains to cover the details. The idea of the service is to absolutely minimize all distractions within our control. This is so the kids can focus on God. Again, we unplug the bug zapper, we've got the lights down low, and we even ask the kids to go to the bathroom before the service so they don't have to run out. I think the big reason it's successful is that our culture is not accustomed to meditation, and stillness. When we stop and get quiet before the Lord, and meditate, and listen to what He might say to us, it is a profoundly powerful experience. I realize these concepts sound a bit like eastern mysticism, but I am reminded of the passages where Jesus went out alone to pray. And scripture tells us to meditate on it. So there.

Here's how we do it. At the end of the session where the speaker has spoken, the session leader gets up and says something like this:

Let me tell you about my Mom. She's a great lady. I remember growing up, Christmas was big at my house. My Mom is a great gift giver. She puts a lot of thought into the gifts she gives, and she works hard to find the perfect gift that's just right. I think this is part of God's character that she has stamped in her heart, because God is good at giving gifts. And my Mom, she's good at building the suspense of Christmas. You know what I'm talking about. You probably know where your parents hide the presents too. One year I couldn't resist, and I snuck into my Mom's closet and saw what I

was going to get for Christmas, (It was a Star Wars X-Wing Fighter with Light up Lasers and Battle Action sound). And I was so disappointed because I had to act surprised on Christmas morning. I never did it again, because part of my joy in Christmas is the anticipation of it. Well, God is a good gift giver. The Bible says that every good gift comes from Him. And I have a feeling that God wants to give you something tonight, and I want you to come in expectation. He's got something for you, and He gives the greatest gifts.

We're going to take a break for a few minutes now. When you come back, come expecting. We'll meet you at the door. And one other thing, don't ask me why, but I want you to go to the bathroom during this break. It's a wierd request, but humor me. Staff, let's meet up front, the rest of you are dismissed, and please take all your stuff with you.

From there the kids go out and take a break. The staff meet in the room for prayer. We pray that God will meet the kids where they're at tonight and speak to them. We sometimes walk all over the room, claiming it for God's glory. We sometimes pray for the seats and for the kids who will be sitting in them. This is probably the biggest reason why the service is successful, because God breathes his life in it.

Once we've prayed we begin to clean up the room. We straighten up the seats, pick up the junk on the floor. We turn the lights down low, and do a soundcheck of the committment service tape. (Be sure to make a duplicate back up of your tape in case the original gets damaged. And have it on hand) We set up a cross on the stage. If we've made a blacklight set, we turn the black lights on. We set out the crosses we're going to give away. We set out the Meditation Cards, Committment Cards, and Pencils. Staff are assigned to meet the kids who are now congregating outside the door. Staff are assigned to pass out the meditation sheets as the kids come in. Others are assigned to usher the kids to their seats. And then we need a few to pass out the committment cards and pencils at the end of the service. The staff outside the door lead the kids in a prayer, and when they're done praying, the doors are opened.

We have the kids come in quietly single file. At the door they are given a Meditation Card. They are guided to their seats by the ushers. We seat them as they come in, and we fill in every seat from the front so no one is saving seats or holding up the line trying to sit with their buds. (During the prep time, we may even remove any extra seats, so that people don't just hang in the back.) Once everyone is seated, the committment service leader says:

Welcome to the Committment Service. This is a special time for you to be with God. We're going to have a worship service tonight, and it may be different than any worship service you've been in before. We've recorded several worship songs and we want you to just be still and listen to the music, and listen to the words. God is a God who speaks, and He wants to speak with you. I know that sounds mystical, but it doesn't have to be wierd. Sometimes I think we make it harder than it really is. See, right now I'm causing thoughts in your head by using my vocal cords and my mouth. God can skip the vocal cords all together and just cause thoughts in your head. All we have to do is listen. His ability to speak, is greater than our inability to hear. I encourage you to do whatever you feel is comfortable during this time. Go ahead and worship God as you normally would do. If you want to stand, go ahead. Raise your hands if you want to. If you know the songs, sing along. Please remember to be respectful of your neighbors. God loves you and longs to communicate with you. Listen, and see what God would say to you tonight.

At this point the person running the sound board presses play and adjusts the sound level accordingly. Make sure there's a big sound, but not too loud. You want the sound to fill the room, but not be too loud. The service is designed to lead the kids through a call to worship, a time of repentance, a time of assurance of forgiveness, a time of thanksgiving, a time of deep worship that transitions into a time of calling and commitment. We try very hard to find songs that work well together and follow this basic pattern. We also try to use some songs the kids will know, or we try to teach some of the songs during our regular worship times to encourage singing during the service. The staff, by the end of the summer, know all the songs and usually sing the whole thing!

After the first song is done, we figure everyone has had a chance to read the meditation card, so we turn the lights down even lower. We've found that the low light level increases the kids comfort level. They focus less on those around them, and more on God.

Note that we don't pass out the Commitment Cards as the kids come in, nor do we have them set on the seats waiting for the kids to come in. We don't want the kids to read them or sign them before it's time. We feel this would be a distraction, so we wait to pass them out at the end of the service.

After the service is over, the commitment service leader says:

God is good, isn't He? He does speak and He's got dreams for us. See, God is a dreamer. He thought about you long before you were born. He knew your name before your parents were born, before even He formed the earth, before time. And he dreamed about you. He dreamed up everything about you, how tall you'd be, what color eyes you would have. And he knows the plans He has for you. He knows what He wants you to do in your life. And this is the best plan to make you whole. His plan is full of the right combination of challenges, trials, triumphs and joys, to bring you into fulfillment. He wants to make you into the image of His Son. And He wants you to agree with Him on this plan. He wants you to allow Him to run your life.

We're broken, and we can't do a good job of running our lives without Jesus. That's why when we become Christian's we give control of our lives to God. So he can make something out of our lives. We're going to pass out a card to you. It's a Commitment Card. There's two sides to it, and they both say the same thing. It's a contract, and if you choose to you can sign it. By signing it you affirm God's plan for you, you surrender your rights to your life. This is not about salvation. You do not have to sign this to be saved, to be free from sin and death. But this can be a symbol for you. By signing it, you can turn control of your life over to God. You can give Him everything in your past, and you can give Him your future.

Take a moment and read the contract over. Pray and ask God if this is for you. If you choose to sign it, sign both copies, tear it in half. One copy is for you to keep, and one is for you to lay at the foot of this cross. (You can put the pencils in the bucket here.) Keep the other half in your Bible as a reminder of what God is doing in your life. Then pick up a cross as a symbol of your surrender to Jesus Christ.

Please do not sign this because those around you are signing it. If you're not sure about this, keep the sheet, and look at it again in the morning. Once you're done, you are welcome to stay. We'll play some more soft music. If you need to talk to someone, your youth leaders and the staff are here for you. If you'd like to leave, you're free to go in a minute. If you're going to talk loud we ask that you leave the room so that those who want to stay won't be distracted. Lastly, hug at least three people before you leave. God bless you.

Then we play some soft music for another half an hour or so.

The staff are encouraged to initiate conversations with those who choose to stay. (We even have a supply of breath mints on hand so that bad breath doesn't become a problem). Sometimes, finally sitting down and being quiet brings stuff up to the surface that needs to be dealt with. Most of the time, the issues that the kids want to talk about are fairly typical issues. We encourage our staff to be good listeners and to pray with the kids about anything that might come up. We do not encourage our staff to give out a lot of advice. Their role is to come alongside and encourage and comfort.

Increasingly we've found that many kids have some deep hurts or other issues that they need to deal with. We tell our staff that if something comes up that they don't know how to respond to, they are to encourage the kid to speak with their youth leader. The staff are to offer to go with them to speak with the youth leader. We do our best to defer to their youth leaders in these situations. And we encourage the youth leaders to be ready to meet with any of their kids who need somebody to talk to. These are their sheep, not ours, and most of our staff aren't qualified ministers. This usually doesn't happen, but we need to make our staff ready to deal with these things.

Lastly, it's my understanding that the state of California has a law that requires its citizens to report any form of abuse to a minor. If a guest shares with one of our staff that they have been abused mentally, emotionally, physically, or sexually, our staff is required to notify the proper authorities. We interpret this to mean that guest's youth leader. The legal waters may be muddled a bit if the kid is from another state or country, but we want to make sure that we are covered in doing the right thing. This has never come up, but it could be an issue. So we instruct our staff to tell the guest that they have to tell their youth leader. We also tell the staff to report this to their YWAM supervisor, so that we are aware of what's going on, and can intervene if necessary. If the kid is reluctant to tell their youth leader, we tell them that we will tell their youth leader with them, or we'll tell their youth leader without them.

If you know that your authorities have a similar law, put in place a plan on how to deal with this type of situation so that you can satisfy the law. If you're not sure, try and find out by contacting the local authorities. (The cops usually know these kinds of things, or a Health & Human Services type department may know). And even, if you don't know the law, put in place some sort of plan that you believe will be the right thing to do.

Y. Missions Presentation

Day 4

What: A presentation of the state of world missions, and how the kids can get involved. Also involves helpful tips on what to expect in Mexico, and how to witness and give a testimony.

Why: To give the kids a taste of the big picture, and to give them practical practice of what they'll be doing in Mexico.

How: Usually done by one of our staff who's prepared a presentation. We try to give the kids ongoing opportunities where they can be involved in world missions, and we also try to make them aware of some of the things that get in the way. (Did you know that fewer than 50% of those who believe they are called to missions actually make it to the mission field?)

When: Thursday morning, after the speaker.

Other: This is a tough one. We're of two minds, and we've done it two ways. We've had missionaries get up and talk about the state of world missions with all sorts of inspirational statistics and exciting stories. This makes for a good presentation, but not necessarily very practical concerning what they'll be doing the next day.

So we've also done presentations on how to work with a translator, share a testimony, lead someone to Jesus, etc. Which is very practical, but doesn't cover the big picture. Ideally we'd do two meetings that cover both of these topics, but there's not time.

Also, one of the struggles we have with this is that it happens right after the speaker. We give the kids a break, but we end up talking to them for about 90 minutes. Needless to say we start losing them. The how-to presentation is more interactive, involving the kids in practicing these things, but still we lose the kids.

If you can work in both of these types of presentations, we think that would be the best. If you can only do one, I recommend the more practical one.

Z. Evaluations & Mailing List

Sign Ups

Day 4

What: A time for the kids and leaders to fill out evaluations and sign up on our mailing lists.

Why: We want to give everyone a chance to respond to us on how we've been doing. And also, if they want to get lots of junk mail, we're happy to accomodate them.

How: We prepare an evaluation form like this one, and pass it out to everyone with a pencil. Then we send around some clipboard with database info fields on it. We also place a box in the lecture hall somewhere for people to sign up for the mailing list. But we get a greater response by passing out a bunch of clipboards and asking them to do it.

When: Thursday just before lunch.

Other: See Below

This time is very important for us. First of all, we think it's a good thing to give everyone a chance to respond to us about the program. We've gotten a lot of good feedback that have helped us to steer our decisions. Also, we use the evaluation to encourage our staff. (Rarely do we use it to correct someone). Kids tell us how so and so made a big impact in their life, so we make it a point to tell so and so that they make a difference and all their hard work is worth it.

We do not however, let everyone read the evaluations. This is mainly to protect the staff. Some staff have higher profile roles and therefore get named more often. We don't want the kitchen people to get suicidal if they're not named. Especially if everyone thinks the food was just "okay" and they slaved their butts off in there. (This is actually pretty important).

Also, the sign ups can be very important. These names are next year's DTS students, next year's Short-Term staff members, etc. This is like gold, so get a database program and start keeping names!

The image shows three forms stacked vertically. The top form is titled 'SHORT-TERM SURVEY' and contains several sections for feedback, including a table for 'How many times did you...'. The middle form is titled 'SIGN UP NOW!' and is a mailing list card with fields for name, address, and phone number. The bottom form is a '\$100 SPECIAL' coupon with fields for name, address, and phone number, and a section for 'How many times did you...'. The forms are filled out with handwritten text.

Survey, Mailing List Card, and Special \$100 Coupon

AA. Youth Leader Training

Day 4

What: A time to prepare the youth leaders for the upcoming outreach.

Why: Many of these people have never been on an outreach before and will be required to lead their kids, so they need lots of help.

How: Meet with the main youth leaders, if you've got lots of space and lots of time, you may want to open it up to their assistants too. Use the Youth Leader Training Manual that we've developed as your curriculum.

When: Thursday afternoon while the kids are in Creative Arts training.

Other: Be prepared for lots of questions. It's a good idea for you to have been to wherever the kids are going on outreach. That way you'll be better prepared. The key is to make them ready to lead their teams.

The idea is to help the youth leaders develop or plan their strategy for outreach.

BB. Show Night

Day 4

What: A dress rehearsal of all the creative arts that the kids learned.

Why: To give the kids a chance to do a live performance before they go on outreach. Also serves as a morale builder.

How: Meet in a large open area (we do it outside on our field) so you have enough room. If we have more than one team learn a particular drama, we have both teams perform at the same time. Otherwise we'd be out there until midnight.

When: Thursday night after dinner.

Other: And again, you'll need some good sound equipment.

We usually do Thursday's dinner on paper plates to minimize clean up time. We've found that we need a lot of extra time to do Show Night. We have the kids meet their trainers at their training site to go over any last minute details and to get into their costumes.

Speaking of costumes, some of the dramas require black and white clothing. So we tell the groups to have each kid bring a pair of black pants, and a black shirt, as well as a pair of white pants, and a white shirt. We also let them know that we buy cheap black and white clothing and can make it available to them at cost. Many groups have chosen just to buy our stuff instead of going through the hassle of trying to find the stuff themselves.

It's a good idea to use this time as a model for the youth leaders. Have an emcee person run the show, and have them run it like you were actually running a street meeting. Start with something to draw the crowd, like the tamborine dance, then do your children's ministries (puppets, clowns) then close it with your big dramas. Tell the youth leaders to watch how you do it so they can learn from you.

Close the meeting by praying for the kids, that they'd be effective ministers of the Gospel. You can even have some the youth leaders get up and pray for the group.

If you don't do the creative arts, use this as an application time where the kids can practice whatever you've taught them. If it's witnessing or testimonies, do that kind of stuff.

After Show Night, the kids are usually pretty pumped up and running around the field spinning cartwheels etc. So we try to use this energy constructively. We have them meet their trainers, and if appropriate return their costumes. Then the trainers take their teams to pre-assigned clean up areas. The kids then help us do some clean up.

Once that's over with, we release the kids to Team Meetings. We tell the youth leaders to use the time to pray for the outreach and go over any last minute instructions.

Like the games, the key to this event is to be prepared. If you're organized and know what's going on, and if your helpers know what to do, this will be a knockout event. The kids will love it, you'll love it, it will be great. But, if you're not prepared, or your helpers aren't helping, it will be a long drawn out boring time.

CC. The Last Morning

Day 5

What: The glorious day that you get to send the kids on their way!

Why: Outreach!

How: See Below

When: Friday Morning, bright and early.

Other: See Below.

We get the kids up an hour earlier and tell them to pack their stuff and bring it down to the parking lot on their way to Breakfast. We tell them that they are responsible to get their luggage on the appropriate vehicle. We have staff down there to help them load the stuff in an efficient manner. The transportation coordinator has signs posted in our vehicles with the names of the teams who will use that vehicle.

After breakfast, everyone but the breakfast clean up people go back to the dorms for last minute cleaning. The staff are highly motivated to have the dorms very clean, otherwise they will be cleaning them the following Monday before the next group arrives.

After the dorms are clean everyone meets out in the parking lot for a quick pep talk, prayer, and one last repetition of the memory verse. Then we tell them they're out of there.

DD. Follow-Up Newsletter

What: A newsletter sent to the kids

Why: To remind them of what God did in their lives

How: Get every kid's name and address and put together a mailing list, write the newsletter and do it.

When: Usually in the fall after things settle down a bit.

Other: You might want to put together some statistics on your program to put in the newsletter. You can use this one as a model if you like. We feel this is an important contact with the kids. We want them to know that they did something good. Usually we try and pump the next year's theme a little bit without giving it away.



Summer 95 Follow-Up Newsletter

Section IV OUTREACH

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1. One-Hour, Fire-Resistive Roof-Ceiling or Floor-Ceiling Ratings are Assigned to the Following Construction (Descriptive details for each assembly are noted below and in Figure No. 41)

2. A single layer floor of 3/4" tongue and groove plywood or 23/32" tongue and groove APA rated structural use panel (Exposure 1 or exterior glue), with joists spaced up to 24" on center and a ceiling of two layers of 1/2" thick Type X gypsum board applied to the bottom chord. All butt joints of the 3/4" plywood or 23/32" APA rated structural use panel (Exposure 1 or exterior glue) must fall on framing members. The first layer of board shall be attached with 1 5/8" long Type S screws placed 22" on center. The second layer shall be installed with the joints staggered from the first layer. It shall be fastened with 3" long Type S screws spaced 12" on center in the field and 8" on center at the butt joints. Type G screws 1-1/2" long shall be spaced 8" on center and 5" each side of the butt joint. The second layer shall be finished with joint tape and compound.

A. Outreach Philosophy

The key to outreach is to involve the participants in becoming a doer of the word not just a hearer. James 1:22 Encourages us not to be just hearers of the word, but doers!! The goal of outreach is:

To encourage spiritual growth in our participants through hands on involvement in Evangelism and Mercy Ministries

Statistically people learn best by seeing, hearing and doing.

How people learn after being exposed to something. After three days they remember:

If a person hears it only	10%
If a person sees it only	20%
If a person sees it and hears it	60%
If a person experiences it	90%

Outreach is simply the application of spiritual truths and steps of obedience that are blessed by God. Action oriented obedience produces a joy in each participant and frees us from the bonds of self centeredness. Hands on application also creates a desire for further spiritual knowledge and a hunger for the things of God. It is essential for this generation of youth to get involved in action oriented ministry with results. Jesus got the early disciples involved in ministry and then sat down with them and processed the results and taught them from their experience.

The Two-Edged Sword of Short-Term Missions

A question often asked is “who gets a greater benefit from the outreach experience, the short-term group and its members or the recipient of the ministry?” (A Mexican family receiving a new home) This is a very difficult question. However the short-term group typically comes away from the experience gaining more than they left. As a mission agency it is our role to do everything possible and make sure that “what” the teams do is important and significant. It is our job as a mission to be a bridge between the local church and ministry opportunities on the field. We must assume this responsibility and do it well and do it diligently.

The Power of the Group Evangelism Strategy

A simple definition of Group Evangelism is presenting the gospel message as a group of people to another group of people. Using this strategy allows a group to use a wide variety of creative arts and mercy ministry tactics. This strategy also allows stronger members of the group to step forward and give their testimonies or preach a message. Weaker team members can operate a puppet, sing a song, or do their part in a drama. They are part of a team that communicates the gospel message. They are able to learn from the other team members, gain experience, and hopefully gain enough confidence to step out on their own. In this way they are nurtured in evangelism and in future years will be able to model for other kids.

Three Principles for Designing an Outreach Experience

Later in this document we will discuss specific types and kinds of outreach experiences but first it

is important to define some general criteria which will be helpful in arriving at the conclusions necessary to build an outreach framework.

Since each outreach location and outreach emphasis is different it is probably more important to understand the overall basic principles and values of our outreach in Tijuana more than it is important to duplicate our exact schedule. Each outreach location will have different variables unique to that location.

The 3.5 day training method we are teaching which is more easily reproducible since it is held in one place and is fairly constant and consistent, should be followed more closely. The outreach which is held all over the city and involves up to 29 different ministry opportunities will be more fluid and always changing.

1. Have a Goal of Serving True Felt Needs of the People You Are Working With

When designing an outreach time should be taken to determine what is the true need and how can we help meet it. Our goal is to come into any situation with a demeanor of servanthood, rather than with a posture of having all the answers. Jesus said who ever is the servant is the greatest, (Mark 9:35).

For example, one outreach team was trying to be a blessing to a poor family in Mexico. They decided that putting a bathroom in the new 16' by 20' house they were building would be a great idea. The only problem was that there was no running water in the area which meant the smell from the bathroom inside the house would be unbearable. So after much discussion an out house was dug for the family in the back yard (what the family felt was the real need!). The back yard outhouse was what was needed, not the indoor bathroom. There is a great tendency no matter what your culture to impose your values and goals on others without taking proper time to evaluate what is the true need in any given situation. When approaching pastors, directors of orphanages or other organizations great care should be given to listen for the real felt need before any decisions are made. Resist the temptation that you know what's best for someone else.

2. When Designing an Outreach It Is Important That the Activity Be Strategic and Purposeful; Do Not Let a Good Thing Be the Enemy of the Best Thing!

Need is all around us. Set a goal of finding the greatest and most strategic or important place to minister that you can. One year we found out that there were 6,000 people who were squatting near the edge of town in a brand new colonia. One of the Pastors we knew had a burden to reach out to this new area. Over a nine week period we helped him plant a church of over 50 people in this new area. That is strategic! If you believe God for new things He will show you where the opportunities are to really make a difference and not just get caught up into going to the same old places. The great temptation is to just find something, anything for the group to do just to keep them busy.

A few years ago there was a large amount of flooding that took place in Tijuana. The government relocated over 15,000 people into a new area of the city called ViaVerde. There were thousands of families homeless and shelter-less. We doubled all our efforts and responded to the immediate crisis. Over a three year period we built over 75 homes for needy families and also help a pastor build a church and medical clinic. In any major city or potential outreach location God will show you where the most strategic places to participate are.

John Baurers was a pastor that hated to go where others had been before. John was a real man of faith and believed God had shown him that He and His team were to perform their drama and evangelism ministry before students in the public schools. In Mexico it can be difficult to minister the gospel in that setting so we never tried to do it. God opened the doors and in one week's time the team presented the gospel to over 5,000 youth.

Sometimes the most strategic things needing to be done, are not the most fun or interesting to the visiting group. You will need to balance out the needs of the community you are serving and the needs of short-term group. It is valid to try and accommodate both and bring a balance if there is a conflict or tension of what's best for the group and what's best for the community you are serving.

3. Have a Goal of Variety and Creativity.

Since this is a short-term missions trip exposing the participants to a reasonable variety of differing experiences in a creative way is very important. What might appeal to one participant may not appeal as much to another. Having a variety of experiences, and a creative schedule is the key to a successful outreach. Presently we are employing six major principles in our work with teams.

Below we've defined six major categories of ministry. We believe these categories are pretty much all encompassing, and will translate well to almost any outreach setting. Have a goal to give each outreach participant experiences in at least three of these categories.

1. Involving them in a prayer tour of the city
2. Involving them in a children's program
3. Involving them in a mercy ministry work
4. Involving them in two or more evangelism opportunities
5. Involving them in a church service at a local church
6. Involving them in a community service project

In these six categories we've developed twenty nine different ministries. Many of these may translate to other outreach locations, but some of them may not be successful elsewhere. You can use these ministries to help you get started, and maybe even get ideas for some more.

1. Prayer Ministry

- Door to door prayer
- Prayer and warfare tour
- Prayer walk

2. Children's Ministry

- Mini Vacation Bible School
- Clown and balloon program
- Puppets
- Music and sing along
- Dramas
- Games
- Wordless bracelets and other similar strategies

3. Mercy Ministry

- Homes of Hope
- Orphanages

- Hair washing
- Paint day for needy homes
- Church construction
- Baño dig
- Blanket and clothing distribution
- Food distribution

4. Open Air/Evangelism

- Open air street meetings (using creative arts)
- Video or movie crusades
- Literature distribution
- Prisons and rehab centers
- Festival of Joy

5. Church Ministry

- Sunday Schools
- Main Services
- Specialized Seminars

6. Community Service

- Tree planting
- Graffiti painting
- Beach, park, or colonia clean up

B. Setting Up an Outreach

We have estimated that it will take two setup days, to co-ordinate a 5-7 day outreach for each group that is participating. If you have three groups attending a certain week plan on about 6 days to properly set up the outreach. When dealing with multiply groups it can be done in less time. However giving proper time for an outreach to be set up is important. Remember it takes time to develop relationships. Particularly in the nonwestern cultures it is more important to be then to do, Its more important in most cultures to spend time in building friendships and relationship links, then getting a bunch of work done. Our western mind wants conquer and get in get the outreach setup and get out. Avoid this temptation spend time with the people you are trying serve and co-ordinate with. In the long run you will enjoy the fruit of long lasting relationships which potentially will reap a harvest for many years to come.

General Outline of a Basic Program

As mentioned above it is important to provide a certain amount of variety to the short-term missions program. For a great majority of the participants this is one of the first outreach experiences they have ever had. Each outreach location has its own unique factors and challenges. Much of what we do in our Tijuana program is a direct result of the obvious opportunities different situations and days of the week present to us. For example, it's summer time and on a Saturday all the parks and beaches are full of people from 1:00pm till 5:00pm. Monday it can be difficult to find more than just a handful of kids in a park or beach setting. Based on this brilliant observation we send the teams out to do open air on Saturday afternoons. Sunday is a day when the churches all have services, in the United States most churches have their main service in the morning and a lighter service at night. In Tijuana Mexico it's the opposite. Most of the churches only have a Sunday school program in the morning, which is typically not well attended. We decided to allow the teams to have their own small group time or go to a church within walking distance of our facility on Sunday mornings while we have a short staff meeting. The groups are then sent out to a church service in the evening when it's more fruitful. The principle is to do what works best given the situations you have to work with both with the days of the week and with the opportunities available.

How Busy Do You Keep the Participants

Sometimes we have found this to be a difficult question to answer. We have had some groups tell us that they are too busy and their kids are burning out. Others have told us they did not come to Mexico to sit around and they are offended we did not keep them busy. One of the answers we have found is to provide some flexibility for each group into the schedule. For example, on Sunday after Lunch some of the groups do not need to leave until four or even five pm to get to their ministry site. We give them the option of going to a beach or park and doing some spontaneous evangelism if they really want to, those that feel that their group is a bit overwhelmed can take it a little bit slower.

Arrival Day

We are able to have the groups arrive by 1pm on a Friday, we orient them and get them out the door into ministry by 5pm. This is good because it gets them out into ministry right away. The next morning for the groups not building a house we have them do a prayer tour around the city. If your groups arrive to the outreach destination too late in the day to do any ministry say at 8pm, We

suggest getting them oriented and get them out into the outreach areas as soon as possible. Perhaps the prayer tour is the best way to start. Please however consider all the factors, if your group arrives at 8 pm Saturday night, you may want to orient them Sunday morning and then get them out into a church or service Sunday night. You could then have your prayer tour Monday morning. You get the picture. The main point is to not have a long pause before the participants get involved in ministry.

Special note: During our Spring break and Christmas break programs since we do not have a training camp to run the kids through prior to their arrival into Mexico and the groups are using the remote at home method of training, we have found it best to have a day of review before sending the groups out into ministry. We have the groups arrive on a Saturday about 1pm once they are settled into the facility we give them some orientation and then have them work on their creative arts and children's ministry programs. We use all of Saturday night and Sunday morning for review and training. Sunday afternoon we send them out to work with a local church. Even with the day of review they still get out into ministry within 24 hours of arriving into Mexico.

C. Elements of the 5-7 Day Outreach

Pre Group Prep of the Facility

It is very important to have the facility as ready as possible before the groups arrive. Since we have our own facility in Tijuana its typically not too much of a problem getting it ready. If you're using someone else's facility it can be a problem. Many of the outreach's we have done over the years have been at someone else facility and we have been caught short-handed more than once. It would be very important to try and send an advance person or team to help set up the facilities and lay out where everyone goes and how every with in the facility will work Many times we have had to spend days cleaning and setting up the facilities. Propane tanks, kitchen structures ect. The main thing to keep in mind is that once the kids come its like a giant wave or flood if you're not ready for it you will get swamped. Anything, I repeat, anything that can be planned, organized, cleaned, fixed, moved, painted, whatever should be done prior to the groups' arrival. Plan out everything. Where are people going to sleep how many can sleep where. Don't guess plan it. What about staff housing, married couples, Youth pastors with Kids? (We discourage the bringing of small children under 10 years old since typically there is no place to take a nap or give special attention to the children.

Food

As mentioned in the training portion of this document food is an important part of the program. Remember the youth are our customer we need to have food they like. Breakfast needs to be a good hearty meal since the participants will be out all day. Lunch is usually a sack lunch we try and have 4 items in the lunches. Sandwich with protein. (Meat, or peanut butter and jelly) we have tried some other types but heat and time make it difficult to vary too much. A fruit (Apple orange banana) Some chips (Potato tortilla, friots etc.) A snack something individually packaged is best however we send them out with boxes of cookies etc also. Concerning amounts it is important to remember that there is always extra people to consider. Such as your translators, host staff, and sometimes the team needs a few extra to feed the pastor or other unknown person who might be around when the team eats. We encourage the teams to eat in the vans or inside the church and not in front of a bunch of kids or people. One time we had a lot of groups complaining because they did not have enough so we realized two things. They were giving the food away to kids hanging around the van, and they were also the first few people going through the line were eating Huge amounts of the meat leaving none for other people coming through the line. We have remedied this by being more proactive in communicating the amount of food per person and telling the group to have someone monitor amounts and provide oversight and coordination., and that they are responsible to make sure their whole team eats. We typically give 1 1/2 sandwiches per person. Since most of the girls only eat one, then factor in extra staff and people going out with the group plus a few extra for the unknown.

Make food a non-issue. Put good amounts of food in. If the groups don't eat it that's their concern they paid for it. Don't cut it so close and worry about some leftovers typically when you try and control the left over you tighten it up too much and then you have a problem of not enough food. We repeat, make food a non-issue keep it positive. You will have leftovers when doing youth ministries of

this magnitude. Make food a winner not a downer. We also suggest having some fruit or bread and peanut butter off to the side so anytime anyone gets a little hungry they can something to hold them over.

Have a contingency plan for groups coming late for dinner. Sometimes if a group is building a house or having a move of God they can't make it back to the facilities for the scheduled meal. This will no doubt drive your kitchen staff crazy, having a backup plan and working philosophy of what to do if a group is late will help all involved. We have made the mistake of not being flexible enough with some groups and when they come back late we make them feel guilty and rebuke them. On the other hand we have also told them to be radical believe God for great things. Meal times and rules are good but lets also rejoice with the group that they are having a great time and are seeing God move. Thinking ahead of what to do if groups are late for meal times will save you a lot of heart ache and pain. In fact plan on it because it will happen!

Transportation

Transportation is a key part of any outreach. It is also perhaps the one of the biggest challenges and difficulty of any outreach. There are two major parts to the area of transportation 1. How or in what are you going to transport the participants. Its wonderful when groups can bring their own vehicles but in our experience about 60% or more do not. Some weeks 100% of the groups we are working with need transportation. Several times we have thought about not offering transportation assistance to the groups but quickly realized that this is a major reason why they chose our program. We take care of the details for them,

The second difficulty of transportation is getting the groups to a new location they have never been to. If you have staff that know were to go then its not too much of a problem, in Mexico maps may or may not work since many streets have no signs. One plan that has worked reasonably well is to ask the pastor or one of his elders to meet the groups at the facility were the group is staying or at some other central location and then take the group out to his church. For our Ensenda program we do not have enough vehicles to support the amount of groups desiring to attend the program. What we do is assist the group in making rental car reservations. One of our staff went and presented our entire plan to the rental car company and they gave us very good rates which we were able to pass on to the group. One year we made the mistake of leaving the transportation totally up to an attending group. They were from Canada and tried and tried to make reservations for two vans. They were unsuccessful and called us two weeks later and canceled their trip. We got on the phone and found two vans for them in just a few minutes and so the trip was on again they came and had a wonderful time. Do not underestimate the value we have to the visiting groups of working out the small seemly easy details they really appreciate it when we serve them.

One other important consideration is extra things which need to go into the vehicles, do you have enough room for ministry supplies, coolers, puppets, host staff, translators and other equipment? Try and think through all the variables when planning transportation. Drivers can be another potential problem if you do not have enough staff drivers you will need to recruit drivers from the visiting groups. Usually every group has several parents or young adults sponsors with them. If you are going to need drivers, try and communicate this as far in advance as possible most people have told us they are glad to help but don't like being told they are suppose to drive 10 minutes before the group departs. Of course having insurance and everything legal in the vehicles according to the laws of the land is extremely important!

Safety Issues and Attitudes

It is very important to think through as many safety issues as possible. Make sure there are fire extinguishers and smoke detectors in the rooms, exit signs. First aid kits etc. Also important is the conduct of your staff, if they are counseling someone and they hear of an abuse some states require by law that it be reported. We also try to not have men council women alone and vice versa.

Evangelism and Ministry Resources.

One of the main components of our program is the evangelism and ministry resources we provide the groups. These resources are things like. Sound systems, microphones, walkman, patch cords, tracts, bibles, drama's and drama supplies, children's programs, crafts, clown outfits and props, balloons, building equipment, plans and projects etc. The goal of our program is provide everything necessary for each group to be successful.

Orientation

This is an exciting time for the participants and the staff. We start with a time of worship and praise and then have a short prayer time. After that we go over the rules and guidelines and introduce the staff. Once orientation is over we give them a short break and then they are out the door to go to their first ministry time.

Personal Devotion Times

Usually we give each participant about 30 minutes to do their personal devotions. They will be directed by the network youth magazine for what scriptures to read and a short meditation and unreached people group to pray for.

Small Groups

Most youth groups like to meet on their own for at least one hour every day. This allows the leader to spend time with his/her group and give encouragement, instruction and correction. Its also a time for the participants in the group to share with one another what God is doing in their life and to pray. If you are unable to provide a clear time each day for groups to meet together try and not go more than one day without giving them a clear place in the schedule to meet. Even if they do not use it we need to provide this time for them.

Free Time and Shopping

One of the things that attract people to mission trips is the opportunity to see new places and experience new cultures. We try to give each team some time for sightseeing and souvenir shopping.

Margins and Contingency Plans

It is very tempting to only have exactly enough food, transportation, and equipment to just make it. God has recently challenged us about having margins. We for example try and have an extra sound system available in case one of the other systems breaks down. We try and have an extra van or two available in case a vehicle breaks down. Even concerning the outreach ministry, what happens if a church contact does not work out? Do you have a back up plan in case what was scheduled does not work out?

D. Teaching Times and Worship Times

Call to Missions Rally "Giving God Your Best"

At our Tijuana Facility on a Saturday night (our night for the big rally) We have a great time of worship followed by a special speaker; the rally and the speaker is to challenge the groups to give God their best and to go for it and not hold back. After the speaker is done, we many times ask if anyone would like to come forward and pray, we also ask for the groups leaders to join their participants. We would also have some optional worship going on (or a worship tape) while people are praying. We try and dismiss anyone who does not feel like staying any longer. This is a good outlet for some the participants who just need to get up and move around and allows the ones that are more serious and extra time with God to be able to do so. We also think its important to involving the youth pastors in what's happening with their kids lives. As YWAM staff let's be sensitive to the fact that these are not our kids and we are not their shepherds. Our role is to help assist and facilitate growth, not to control and dominate.

Other Ongoing Training Times

A few days later we also show a missions video in the morning and have the participants break up into small groups for pray and discussion. Some of the groups are unable to attend this meeting because they are building a home for a needy family. We have a basic goal of having some kind of spiritual input into the participants life everyday. We would suggest not going more than 1 day without having some kind of a rally, meeting or group time.

Closing Rally

Over the years we have found it very important to have a closing service for the group(s) in most cases you will have at least two or more groups in attendance at the program. It is very important to bring closure to the events that happened during the week. In Psalms 78 it reveals to us that the children of Israel forgot what God had done and fell into unbelief. It rebukes the people of Israel because they did not remember what God had done for them it Remembrance and thanksgiving leads us into more faith. The closing service is begun with praise and worship. Each group is then given a chance to share some highlights about their week. Typically two or more people from each group can share it all depends on how much time you have. In some cases we ask the youth pastor to share a summary also along with two participants from his group. After the sharing we have one of our staff challenge them to greater commitment to the things of God they are encouraged that this is not the end but the beginning. This is not a big sermon but more of a 10 minute exhortation. We also make any important announcements about the departure day and mention that in the future we need staff volunteers. Recruiting among the alumni of your program for future volunteers is very effective. We have applications available and information ready. We have learned over the years that its best to limit your staff volunteers to those that are 18 years of age and older. Their are legal and maturity levels that need to be taken into consideration. We then close our time with communion. We are careful to mention that it is optional and if any group or individuals do not feel comfortable they do not have to partake. We try and have an ordained pastor from one of the visiting groups perform the communion ceremony or one of our senior staff members. Since we are dealing on and

interdenominational level its best not to have young staff or immature or growing staff lead out in the communion ceremony. If you find that you receive complaints from groups about the communion ceremony we suggest dropping it. You can spend the time worshipping and praying or doing other things. Certain denominations feel communion is one of the sacraments they feel uncomfortable if it is not done properly.

E. The Fruit That Remains

In John 15:16 Jesus tells us it's His will that we bear fruit that remains. Therefore we should measure the success of our outreaches by their fruitfulness. The question though, is "What is fruit?" Over the past few years we've defined five areas of fruitfulness. If participants in our Mission Adventures outreaches see fruit in any of these areas, it will have been a great outreach.

1. Conversion (Romans 10:9-10)

Perhaps one of the greatest thrills anyone can experience is seeing someone go from the kingdom of darkness into the Kingdom of Light and accept Jesus as their Savior. If this happens on a Mission Adventures outreach, you've got fruit that remains.

2. Spiritual Growth (Col. 1:10, 2 Peter 3:18)

If a participant grows in the knowledge and character of God, their spirit is enriched. This too, is fruit that remains.

3. Serving the Poor and Needy (Isaiah 58:6-8, Galatians 2:10)

Mercy ministry is one of the main values of our mission. Involving our participants in serving the poor and needy is Biblical and life-changing for all involved.

4. Spiritual Warfare and Intercession

This area is difficult to define since in many cases, determining success can be very subjective. The fact remains that God has called us as a mission to intercede for the nations and pray for the peoples of the earth. Leading participants through prayer times that do spiritual warfare against the forces of darkness (2 Cor. 10:4) is one of our main callings.

5. Encouraging the Saints (1 Thes. 3:2)

The New Testament is filled with exhortations to encourage other believers. If all a group does while on their mission trip is encourage other believers, this is a fruitful trip. In many cases, pastors weep with joy and gratitude for the assistance and the encouragement they receive from a visiting group.

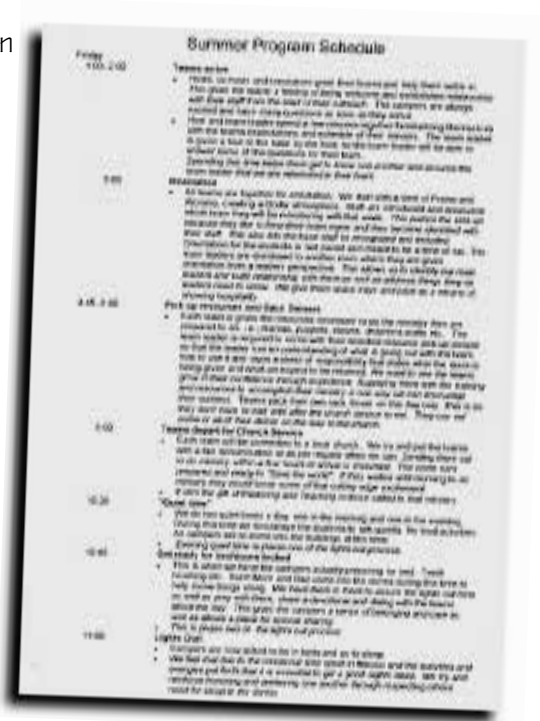
F. Resources

In the resource document we've included a number of materials from our outreach program. We'll go over them here.

Summer Program Schedule

This is an hour by hour schedule of the outreach program in Tijuana. Feel free to adapt this schedule for your use.

Host and Leader Packets



These packets are prepared for each team that will attend our outreaches. The packet contains a ministry schedule, a "sleeping map," (shows where each group will sleep in our buildings), and a clean up schedule. The host for each team also gets a copy of this packet for his or her information.



Suggested Ministry for Housebuilding Teams

This is designed to help the youth leaders schedule their days at the housebuilding site. Most of the time there's more kids than there are hammers, so a few kids can be free to do prayer walks etc.

Suggested Ministry for Housebuilding Teams		
	Builders	Emergency
Saturday		
Morning:	Start house	Prayer Walk
Afternoon:	Household	VBS - semi-sports
Sunday		
Morning:	Household	Prayer walk
Afternoon:	Household	Arts & crafts
Tuesday		
Morning:	Field work	Neighborhood prayer
		Arts
Afternoon:	Household	Prayer, house, singing
		Sun
VBS Suggestions:		House Dedication Suggestions:
Sports		Dedication of House
Story		Prayer - Faith, Obedience
Coloring		Prayer - Obedience to Family
Crafts		Prayer, House, Life
Games		Testimonies, Praying
Arts		Prayer, Dedication
Prayer		Prayer
English lessons		

Emergency Information

This is posted in various spots throughout our buildings to give people the right numbers to call in an emergency. We also give a copy of this sheet to each team leader.

Emergency Information	
Tijuana Base	San Diego Office
Ave. del Pacifico #56	P.O. Box 8873
Sec. Monumental	Chula Vista, Ca.
Playas de Tijuana	91912
Tijuana, B.C. Mexico	(619) 425-5303
(66) 30-18-69	(619) 656-8393 Fax
Hospital Contreras	Red Cross
80-18-50	85-81-91
American Embassy	
Lomas Campestre 17-18	
Tijuana, B.C.	
81-74-00	
If you have an AT&T calling card or want to place a collect call through AT&T from Mexico Dial 95-800-462-4240	

Team Thank You Letters

We send a letter to each team after their outreach. In most cases the people the team blessed don't really have a chance to thank the team. This is a nice gesture and the teams appreciate receiving the letter.

Team Thank you letters

At the end of each teams outreach with us we feel it very important to give them a thank you letter in writing. This letter is meant to express our thanks for:

- Coming through our program
- Having a heart and vision for missions
- Doing a great job while they were here
- Welcoming them to come through our program again
- As well as giving them an opportunity to fill out an evaluation sheet at their outreach

Contents:

- 1 Thank you letter
- 2 evaluation forms
 - 1 for the ministry and the program
 - 1 for the YWAM staff that helped facilitate their outreach
- 3 business card
- 4 self addressed return envelope

This letter is written from our program director on YWAM Tijuana letterhead

Host Evaluation

This is given to the team leader at the end of the trip to evaluate the host. We use this information to further instruct and build up the host staff.

Host Evaluation

Team _____
Team Leader _____
Date of outreach _____
HOST _____

1. How was your hosts attitude?

2. Did your host model Christian behavior?

3. Was your host on Time?

4. Was your host informed and able to answer your questions?

5. If any YWAM staff was your driver, please comment as to the safety and proficiency of their driving. Drivers name _____

Other comments you may want to make regarding your host, outreach, translation or any other YWAM staff member _____

Thank you for taking the time to fill this out. It is our desire that our hosts meet your standards of excellence in all these areas and you are our best source of information regarding how they are doing.

Feedback Sheet

This is given to the team leader at the end of the trip to evaluate the entire outreach experience. We find this feedback to be very valuable in planning future outreaches.

Youth With A Mission Teams
Short - Team Outreach Trip

Feedback Sheet

Date: _____

Group Name: _____

Leader: _____

Address: _____

Phone #: _____

Has your group been in a mission outreach before? () Yes () No

If so, how do you evaluate with YWAM Teams before? () Yes () No () No

If so, how does this year compare to others?

() Much better () As good () O.K. () Poor

How your overall experience in this outreach.

() Excellent () Good () Good () Mixed () Poor

Would you recommend this program to other youth leaders or pastors? () Yes () No

Please write 3 things that went well and should be continued.

1) _____

2) _____

3) _____

Please write 3 things you think we need to change or improve.

1) _____

2) _____

3) _____

Host Job Description

We use this sheet to inform the host of their responsibilities. As you can see the host's job is very important. They can make or break an outreach, so do your best to find quality people to be hosts, and train them well.

Hosts

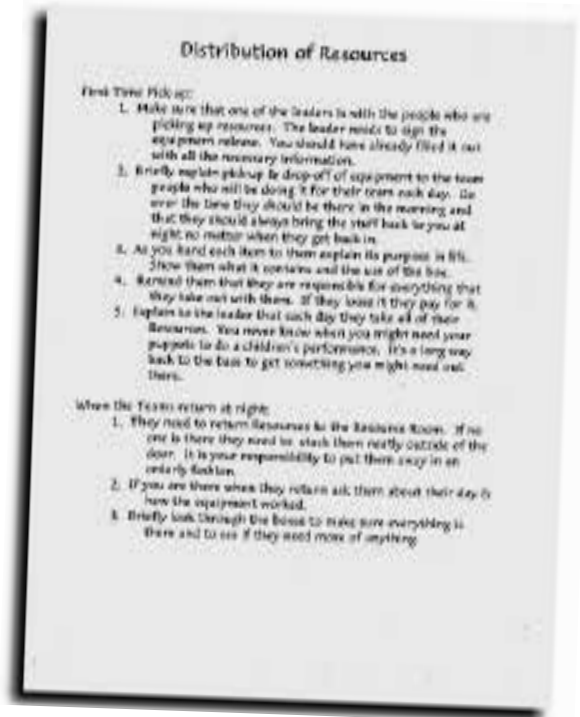
A host is the person who is with the team while they are in T.J. The host goes every where the team goes and represents YWAM's interest of ALL times - As well as assisting the ministry leader in areas of ministry.

Host

1. Creating team unity and
2. Helping team get settled in to their home
3. Showing leader about facility, schedule, laundry, house rules
4. Administering leader of schedule of arrival departure times
5. Assisting leader at ALL ministry sites with:
 - a) Meeting leaders or any other officials
 - b) Going over guest/hostels responsibilities regarding:
 1. performance
 2. length of service
 3. worship, preaching, altar calls
 4. altar service prayer
 5. handling out of house etc.
 - c) Advising set up of open air opportunities
 - d) Bringing attention to the leader of things that are mutually or legally out of bounds
 1. inappropriate team behavior
 2. over time for, personal responsibility
 - e) Discouraging things for the team
 1. bad feelings/behaviors
 2. reckless behavior by the host
 3. reckless driving
6. Following YWAM's long term interests in mission
 - a. Administering leader of personal ministry
 - b. YWAM has to live with the consequences of team decisions
 - c. There will be times when a leader will be asked to please do not or please do certain things
 1. Preserving pastoral / ministry site relations
 2. Attend meetings, rallies etc.
7. Host is to be responsible to be at all ministry meetings or information in order to have information regarding:
 - a) Schedule changes
 - b) Pastor information
 - c) Ministry site information
 - d) Any information pertaining to:
 1. Rallys, YWAM facilities, Vehicles, Departures, etc.

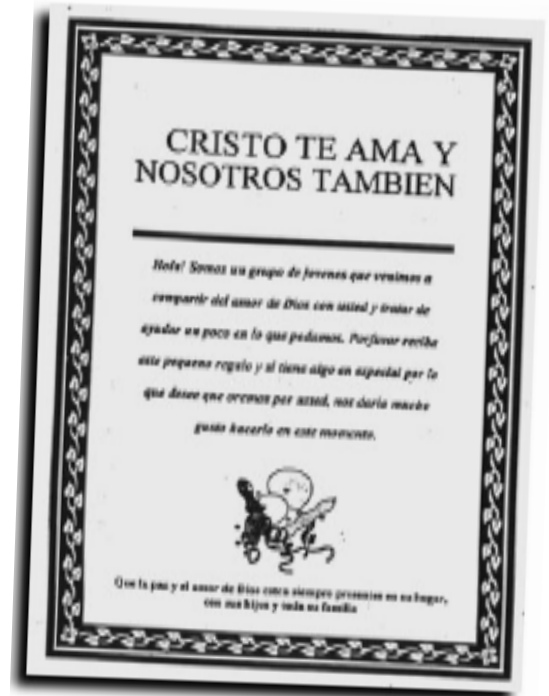
Distribution of Resources

These are the instructions to the person who runs our resource room. This is how we assign the various outreach resources to each team. (Speakers, drama props, etc.)



Invitation Flyer

We use these flyers to communicate with people when the teams go door to door, or do an open air evangelism ministry.



Section V LIBRARY TIMELINE

6 INTER POST ET

1. One-Hour, Fire-Resistive Roof-Ceiling or Floor-Ceiling Ratings are Assigned to the Following Construction (Descriptive details for each assembly are noted below and in Figure No. 41)
2. A single layer floor of 3/4" tongue and groove plywood or 23/32" tongue and groove APA rated structural use panel (Exposure 1 or exterior glue), with joists spaced up to 24" on center and a ceiling of two layers of 1/2" thick Type X gypsum board applied to the bottom chord. All butt joints of the 3/4" plywood or 23/32" APA rated structural use panel (Exposure 1 or exterior glue) must fall on framing members. The first layer of board shall be attached with 1 5/8" long Type S screws placed 22" on center. The second layer shall be installed with the joints staggered from the first layer. It shall be fastened with 3" long Type S screws spaced 12" on center in the field and 8" on center at the butt joints. Type G screws 1-1/2" long shall be spaced 8" on center and 8" each side of the butt joint. The second layer shall be finished with joint tape and compound.

The Clock is
Ticking!



Timeline

September				
First Week	Second Week	Third Week	Fourth Week	To Do This Month
Register Groups For Next Season				
Recruit Staff For Next Season				
Vacation				
Follow-Up Newsletter				
Thank You Letter & New Registration Manual				

Notes:

It's a good idea to use some of your down time in the fall to update some of your documents. For example, you may want to update your staff application, and your staff manual, etc.

The Clock is
Ticking! — — —



Timeline

October

First Week

Second Week

Third Week

Fourth Week

To Do This Month

Register Groups For Next Season

Recruit Staff For Next Season

N.Y.W.C.

Notes:

It's a good idea to use some of your down time in the fall to update some of your documents. For example, you may want to update your staff application, and your staff manual, etc.

The National Youth Workers' Convention is in Philadelphia October 8-12.

The Clock is
Ticking! — — —



Timeline

November				
First Week	Second Week	Third Week	Fourth Week	To Do This Month
Register Groups For Next Season				
Recruit Staff For Next Season				
N.Y.W.C.				

Notes:

It's a good idea to use some of your down time in the fall to update some of your documents. For example, you may want to update your staff application, and your staff manual, etc.

The National Youth Workers' Convention is in San Diego November 19-23.

The Clock is
Ticking! — — —



Timeline

December				
First Week	Second Week	Third Week	Fourth Week	To Do This Month
Register Groups For Next Season				
Recruit Staff For Next Season				

Notes:

It's a good idea to use some of your down time in the fall to update some of your documents. For example, you may want to update your staff application, and your staff manual, etc.

The Clock is
Ticking!



Timeline

January				
First Week	Second Week	Third Week	Fourth Week	To Do This Month
Register Groups For Next Season				<ul style="list-style-type: none">• Housing• Book Speakers
Recruit Staff For Next Season				
Speaker Letter				

Notes:

You may want to send a letter to potential speakers this month inviting them to speak at your program.

The Clock is
Ticking! — — —



Timeline

February

First Week

Second Week

Third Week

Fourth Week

To Do This Month

Register Groups For Next Season

Recruit Staff For Next Season

Registration Letter

Notes:

By this time you've probably got a few groups registered to come. You may want to send them a letter to remind them to pay the \$20.⁰⁰ per person registration fee.

The Clock is
Ticking! — — —



Timeline

March				
First Week	Second Week	Third Week	Fourth Week	To Do This Month
Register Groups For Next Season				• Passion Play Costumes
Recruit Staff For Next Season				
Costumes				

Notes:

Around Easter you can begin looking for churches that put on a passion play. Once you've found one, you can see if they'd be willing to let you use them for your program.

The Clock is
Ticking! — — —



Timeline

April				
First Week	Second Week	Third Week	Fourth Week	To Do This Month
Register Groups For Next Season				<ul style="list-style-type: none"> • Speaker Letter • Deposit Letter • Drivers • Insurance • Liscenses
Recruit Staff For Next Season				
Deposit Due				
	Drivers, Insurance, & Liscenses			
			Speaker Letter	
			Order Kits	

Notes:

The \$50.00 deposit per person is due on April 1st. You may want to send your group leaders a letter reminding them of this fact.

Find enough drivers for your program. Take a look at the insurance and make sure everything's current. Make sure your drivers have the appropriate liscenses.

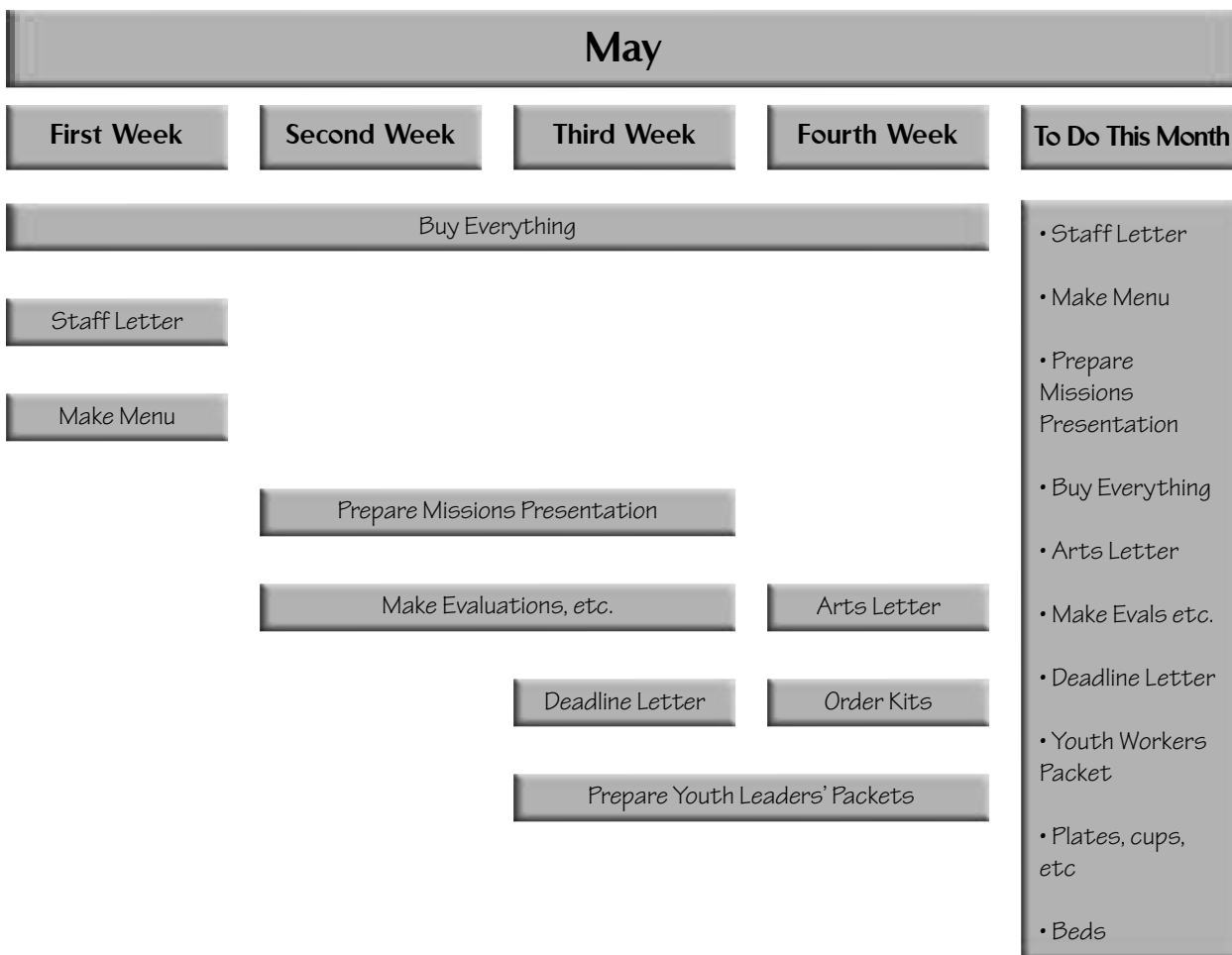
By now you should have your speakers finalized. Send them a letter describing the theme and what you'd like them to say.

Order enough participant kits for your program.

The Clock is
Ticking! — — —



Timeline



Notes:

By now you should have all the groups you'll ever need, and all the staff you could ever want. Send your staff a letter with what to bring, etc.

May 15th is the deadline for the Name Sheets and Arrival information. You may want to send a letter to the youth leaders reminding them of this fact.

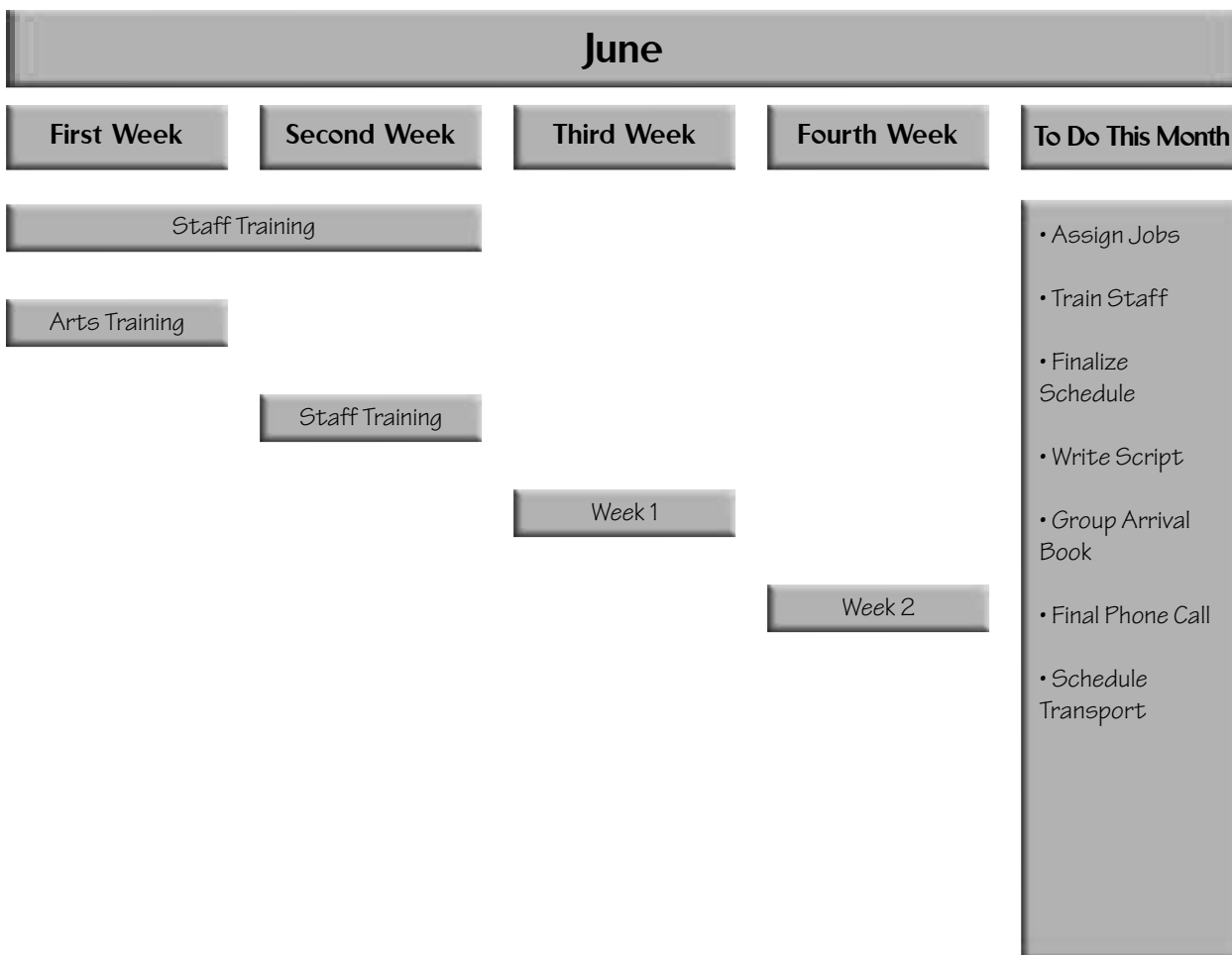
The Arts letter shows the leaders which creative arts their group will be doing and instructs them to have their kids bring the appropriate clothing.

The Y.W. Packet: Schedule, Menu, Team Meeting Ideas, Maps, Arts Sheet, KP Sheet, etc.

The Clock is
Ticking! — — —



Timeline



Notes:

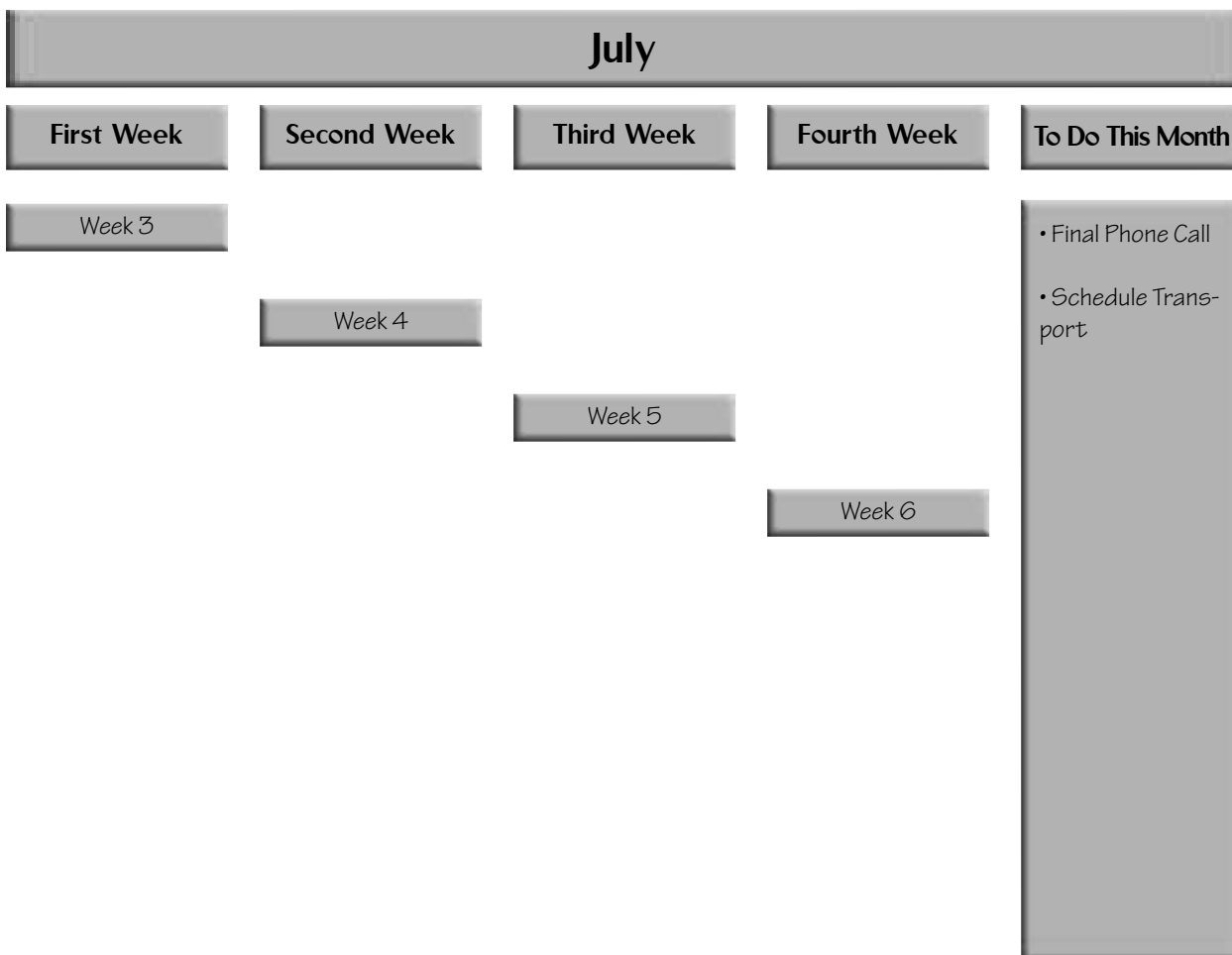
The kids are almost here! Train your staff well, train the drivers, train the creative arts people, practice the passion play, (a few times!), practice the games, practice the menu...

You might want to have someone make a final phone call to each of the next week's groups to go over with them any last minute details, including final numbers, arrival info, etc.

The Clock is
Ticking!



Timeline



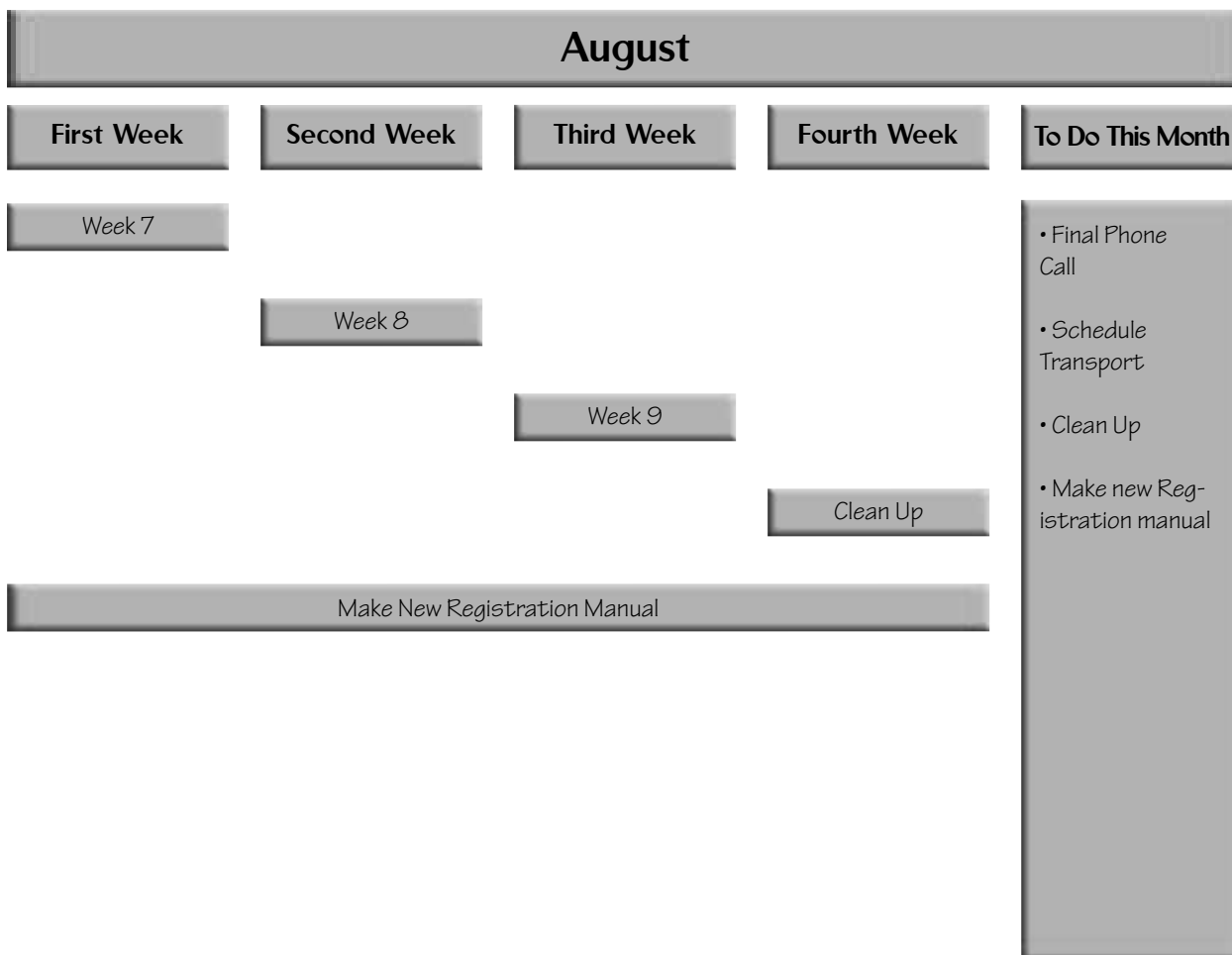
Notes:

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The Clock is
Ticking! — — —



Timeline



Notes:

You might want to have someone make a final phone call to each of the next week's groups to go over with them any last minute details, including final numbers, arrival info, etc.

Be sure to do a good job cleaning up after the kids leave. This will improve relations with your base.

Make a new Registration Manual

You may want to make sure you have enough brochures and videos for the upcoming fall registration drive.