

We Care Program Missionary Policy Manual

(for all persons required to raise support)

I. Pre-Service

A. Requirements for applicants

1. Applicants must have had a personal experience of salvation through Jesus Christ. They must be living a consistent Spirit-filled life demonstrated by a walk of faith and obedience to God's Word. Their testimony should reflect a good report by those within and outside the Body of Christ.
2. Applicants should show evidence of the call of God for the work to which he/she seeks appointment.
3. Applicants must be an active member and in good standing with a local church. Membership should have been active for a sufficient period of time to establish a relationship with the church and to prove his/her character and ministry. Pastoral recommendation is expected.
4. Applicant should exhibit integrity in financial matters. With the exception of home mortgage payments, applicants should be debt-free. Exceptions will be made on a case-by-case basis.
5. If married, applicant should be in complete unity with spouse concerning his/her calling.
6. Ministry effectiveness is compounded with a longer term of service. We Care Program desires employees who believe that God has called them to this type of service and are committed to this type of ministry.

B. Application - The first step in pursuing a missionary assignment with We Care Program is completing the application.

C. Getting Acquainted - Upon receiving your application, We Care Program will send out personal reference forms to persons provided and others as needed. We may also contact your pastor to be a part of the discernment process. Our Administrative team will review your materials and arrange for an interview at headquarters.

D. Interview - The purpose of the interview is to review the candidate's spiritual and moral qualifications for missionary appointment. Areas of strength, as well as potential problem areas will be addressed. Special situations may require approval by the Board of Directors. At the time of the interview, approval for service will either be granted or denied. If approved for service, the following subjects will also be addressed with the missionary during this visit:

1. **Personality Profile /Gift Discernment** - will be completed to further acquaint us with the missionary and help determine potential assignment and placement.

2. **Solicitation Training** - Topics will cover the many different facets of raising support, from the fear of asking for support, to the Biblical support for funding missionaries.
3. **Salary Components** - Our goal would be that each missionary be self-supported through contributions raised in gifts and pledges. Certain situations may call for the We Care administration to approve the addition of a base allowance as approved by the Board of Directors. The We Care administration reserves the right to make this decision on a case-by-case basis.
 - a. **Target Salary** - the planned salary of the employee which is determined by a worksheet considering factors of experience, responsibility, education, and regional costs of living. Applicants may choose to accept a voluntary reduction in their target salary by adjusting down to as low as 75% of Target Salary.
 - b. **Base Allowance** - that portion of the target salary which is to be provided from We Care s general fund, that is, not derived from designated contributions. It is negotiated with each employee on an individual basis or on a scale approved by the Board of Directors. Persons working under this arrangement part-time will receive a proration of the base allowance.
 - c. **Designated Contributions** - those gifts to We Care given expressly for the support of a particular employee. These contributions are paid to the employee each pay period as they are received unless the amount received, in combination with the base allowance, exceeds the year-to-date target salary, in which case they are carried forward for the next pay period.
4. **Develop Solicitation Plan** - We Care administration will work with each potential missionary to develop a solicitation plan that works well in their particular situation.

E. Missionary Support Team - We encourage the development of a committed group of people from your congregation, family, and community who will covenant to provide encouragement and counsel, assist in communicating the service vision to your supporters, pray for you, and assist in the task of raising funds and maintaining balances. You may want to include some or all of the following:

1. **Chairperson:** gives administrative oversight
2. **Church communicator:** keeps your congregation informed about your ministry

3. **Pastor or Elder:** gives spiritual support; connects you to your church's leaders
4. **Prayer Facilitator:** circulates your prayer requests and leads your prayer network

F. Prepare Solicitation Package - We recommend some or all of the following items to be included in your solicitation package. This will supply potential supporters with the necessary information that will enable them to make informed decisions about whether they would like to partner with you in ministry. However, because each situation is unique, you will need to decide on the best approach for your solicitation efforts.

1. **Testimonial:** A brief history of your life, your conversion, your calling, and your future plans
2. **Referral Letter:** We Care Program will provide a letter of recommendation from the administration explaining our mission and inviting you to serve with us.
3. **Brochure:** We Care Program will provide full color brochures that give an overall view of our organization.
4. **Media:** We Care Program will provide a short presentation available on video or CD for you to use in one-on-one settings or in public engagements (available July, 2004)
5. **Pledge Form:** We Care Program will provide pledge forms with all the information necessary for those interested in supporting your ministry to begin the process of regular support.
6. **Prayer Cards:** We Care Program will provide prayer cards for you to hand out or include in your solicitation packet. These will include the We Care logo, contact information, and your theme verse, as well as your picture. You will be responsible for providing a recent quality photograph to incorporate on the card.
7. **Budget Printout:** as approved by We Care administration printed on We Care Program letterhead.

G. Solicitation Process - You will now begin to take the necessary steps towards raising the funding needed for your missionary assignment.

H. Home-Based Training - During the solicitation phase, you will be required to read several books on subjects relating to your missionary assignment. After reading each

book, you will send a one- to two-page report to the We Care administration describing what you learned. You should expect the solicitation phase to take anywhere from three to twelve months.

- I. **Solicitation Goals Met** - Any time after at least 80% of your target salary is met in gifts and pledges, you will be cleared to begin your assignment.

II. In-Service

- A. **Orientation** - At the beginning of his/her assignment, the missionary will go through an orientation to further familiarize him/her with the procedures and policies of We Care Program. In addition, further training on chaplaincy duties and expectations will also be held. Each employee must have read the Employee Handbook and signed the acknowledgment statement.
- B. **Communication** - In order for the We Care administration to keep in close communication with the missionary during assignment, We Care Program prefers that each missionary be accessible by e-mail, or at least by fax.
- C. **Staff Development** - Each of these activities are a requirement for full-time missionaries unless prior arrangements have been made.
 - 1. **Mid-week Chapel** - Missionary chaplains and administrative staff are expected to participate in the mid-week morning Chapel session, either in person or by conference call.
 - 2. **Enrichment Days** - Approximately every six weeks, a day is planned for missionary enrichment. All efforts should be made to attend these sessions, and spouse and children are encouraged to attend.
 - 3. **Enrichment Family Retreat** - Approximately every eighteen months, a two-day retreat is planned for missionary chaplains, administrative staff, and associates. This time is set aside for building team unity, encouragement, fellowship, and further training.
- D. **Newsletter** - Missionary Chaplains are asked to submit periodic news-briefs and articles for *The Connection*, the newsletter of We Care Program. A yearly calendar noting due dates will be distributed at the beginning of each year.
 - 1. **News-briefs:** Highlights and low-lights of missionary work, with particular emphasis on your particular institution.

2. **Articles:** Inspirational/Devotional thoughts drawing from experiences in your particular assignment.
- E. Accountability** - Because of the varied locations and methods of ministry, missionary chaplains will be asked to submit a Bi-Monthly Ministry Report and submit it to the President for review. The report form will be forwarded to you at the appropriate times for completion.
- F. On-Going Solicitation Guidelines** - Each employee will need to take personal initiative in seeking contributions to meet his/her target salary. Collection of addresses, scheduling of engagements and appointments, preparation and design of missionary newsletters are all employee responsibilities.
1. **Reimbursement** - Up to \$300.00 annually in printing and postage expenses can be paid from the General Fund. Receipts along with an Expense Reimbursement Form must be submitted to the Business Manager for payment.
 2. **Support** - All checks for an employee's support should be made out to We Care Program. To protect the tax-exempt status of the contribution, the designation for a particular person's support should NOT be made on the check itself. The employee's name should be noted on a separate card or letter or even on the mailing envelope. It is unethical and illegal to solicit contributions for your work with We Care and personally retain any part of the gift. Monies given directly to you are not tax-deductible and must be understood as a personal gift by the giver.
 3. **Receipting** - We Care Program provides a letter of thanks along with a printed receipt for all gifts received. Upon receiving a donation designated for a particular employee's support, notification of that designation is made on the receipt. In addition, the detachable coupon sent with the receipt will provide a check-off for future gifts to distinguish between designated and general contributions. Designated contributions are deposited in the regular account but separate ledger account balances are maintained for funds received and paid out.
 4. **The Connection Subscription** - Unless requested not to, We Care Program will automatically add to the newsletter mailing list any person or group from whom a designated gift is received.
 5. **Hours Worked** - It is expected that missionaries will spend a portion of their time on solicitation. Newsletter preparation, speaking engagements, and some travel time may be counted as solicitation hours worked. Full-time missionaries may take up to three hours per work-week for solicitation purposes. Anything over three hours requires prior approval from the administration. Solicitation hours that you are seeking payment for must be noted on weekly time sheet as solicitation.

6. **Ministry Newsletter** - Missionaries are encouraged to write and distribute a ministry newsletter at least six times per year. A copy of the newsletter should be submitted to We Care Program for your file.
7. **Teaching Preparation Time** - Some ministry assignments will require time for preparation of classes, services, seminars, or special events. Full-time missionaries may take up to five hours per work-week for preparation time. Prep-Time hours that you are seeking payment for must be noted on time sheet as Prep-Time along with description of use.

G. Continuing Education - We Care Program will periodically set apart times for spiritual and leadership development. Missionaries are encouraged to take advantage of these opportunities when they arise.

H. Sabbatical - In order to encourage significant growth in ministry and to increase the likelihood of longer tenure, We Care Program adheres to the following policy. For each year of completed full-time missionary service (at least 75% of the time must be in-prison work) with We Care Program (other than the year in which the sabbatical is received), two weeks of sabbatical leave may be granted, not to be used until after the fourth year of ministry, with subsequent sabbatical leaves during the eighth and twelfth years of ministry. During the sabbatical, the missionary will receive full salary and benefits as exist in the current contract, although benefits will not accrue during the sabbatical.

Sabbatical leave requires the approval of the Board of Directors, and request must be submitted in writing at least three months in advance of requested time off.

Following a sabbatical, the missionary agrees to provide a minimum of one year of service to the organization, with the understanding that repayment of sabbatical salary and benefits will be made for failure to do so.

III. Post-Service

A. Excess Designated Contributions - If any excess contributions remain at the time of separation, the missionary is granted two weeks of pay (derived solely from designated contributions) for each year of service, up to a maximum of ten weeks. Any balance remaining after the separation allowance shall be credited to the General Fund.

The administration of We Care Program reserves the right to exercise freedom in applying these policies to unique situations.