

We Care Program Missionary Policy Manual

(for all persons required to raise support)

Revised July 16, 2011

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.

D. Interview - The purpose of the interview is to review the candidate's qualifications for missionary appointment. 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.

E. Approval for Service - Upon acceptance, the following subject areas will be addressed with the missionary candidate:

1. **Personality Profile/Gift Discernment** - Assessments will be completed and forwarded to We Care Program to further acquaint us with the missionary and

help determine potential assignment and placement.

2. **Solicitation Training** - Materials will be made available to address the many different facets of raising support, from the fear of asking, to the Biblical endorsement for funding missionaries.
3. **Salary** - Our goal is that each missionary be self-supported through contributions raised in gifts and pledges. The We Care administration reserves the right to make exceptions on a case-by-case basis as approved by the Board of Directors.
 - a. **Target Salary** - The planned salary of the employee 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.
 - b. **Designated Contributions** - Gifts to We Care given expressly for the support of a particular employee are paid to the employee each pay period as they are received unless the amount received exceeds the year-to-date target salary, in which case they are carried forward for the next pay period.
4. **Develop Solicitation Plan** - The We Care administration will work with each potential missionary to develop a solicitation plan appropriate to their particular situation.

F. 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. **Communicator:** keeps your congregation and community 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
5. **Finance Coordinator:** Maintains understanding of needed living expenses and when and how to raise support.

G. Initial Solicitation - 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. **Package:**

- a. **Testimonial:** A brief history of your life, your conversion, your calling, and your future plans
- b. **Referral Letter:** We Care Program will provide a letter of recommendation from the administration explaining our mission and sharing our desire for you to serve with us.
- c. **Brochure:** We Care Program will provide full color brochures that give an overall view of our organization.
- d. **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.
- e. **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 picture. You will be responsible for providing a recent digital photograph to incorporate on the card.

2. **Other:**

- a. **Media:** Upon request, DVD promos, Powerpoint presentations, and other promotional materials may be available for your use in one-on-one settings or public engagements.
- b. **Budget Printout:** If requested by sending church or potential donors, a budget as approved by We Care administration can be printed on We Care Program letterhead and provided for solicitation purposes.

H. Solicitation Process - You will now begin to take the necessary steps towards raising the funding needed for your missionary assignment. This may include one-on-one visits, phone calls, public speaking opportunities (churches, Sunday School classes, mission events, etc.), mailings, emails, or social networking. Depending on a variety of factors, you should expect the solicitation phase to take anywhere from 3-12 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 and fellow staff persons to keep in close communication with the missionary during assignment, We Care Program requests that each missionary be accessible by e-mail.
- C. Staff Development** - Each of these activities are a requirement for full-time missionaries unless prior arrangements have been made. Part-time missionaries are highly encouraged to attend as many of the following as possible.
1. **Mid-week Chapel** - Ministry and Administrative staff persons connect weekly in person and via phone and internet conferencing for worship, inspiration, and prayer. (Due to various limitations we request remote staff persons to join us via high speed internet.)
 2. **Enrichment Days** - Every six - eight weeks, a day is planned for missionary enrichment. In addition to ministry-specific training events for staff persons, a number of Enrichment Days will also be geared towards spouses and children. An annual staff event calendar will be distributed at the outset of each year to help you make your plans accordingly. All efforts should be made to attend these sessions.
- D. Newsletter** - Missionary Chaplains are asked to submit periodic news-briefs and/or 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.
- E. Accountability** - Because of the varied locations and methods of ministry, missionary chaplains will be asked to complete an Annual Assessment and submit it to the President for review. The report form will be forwarded to you at the appropriate times for completion and review.
- F. Praise and Prayer Calendar** - Prepared monthly, the We Care Praise and Prayer Calendar is distributed to hundreds of faithful prayer intercessors. You will receive a reminder prior to each month's calendar to submit praises or requests and are encouraged to respond promptly and thoughtfully.
- G. 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, and preparation of missionary newsletters are all employee responsibilities.
1. **Reimbursement** - Up to \$350.00 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 ministry newsletters three to six times per year (More contacts to actual donors - less than to general acquaintances). Graphic Design assistance is available through our office. A copy of the newsletter should be submitted to We Care Program for your file.
- H. Continuing Education** - We Care Program encourages continuing professional development. Full-time missionaries may take up to five hours per week for continuing education in a ministry related field as approved by the President. "Ed-Time" hours that you are seeking payment for must be noted on time sheet as "Ed-Time." **Note: No more than five work hours can be used for "Ed-Time" and/or "Prep-Time" hours combined.**
- I. 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. **Note: No more than five work hours can be used for “Ed-Time” and/or “Prep-Time” hours combined.**

J. “Tracking Efforts” - In addition to submitting weekly “hours worked” time sheets, missionaries will also be asked to provide data pertaining to individual ministry efforts. Information requested will include hours spent in prison, classes taught, number of students, etc.

K. Sideline Work - Missionaries finding it necessary to supplement their income with sideline work may request up to one week of unpaid time off per quarter and still remain eligible to receive full-time benefits.

L. Chaplain’s Assistance Fund - In order to increase ministry effectiveness, WCP sets up a fund for each institution where a We Care chaplain is placed. These funds are to be used primarily for Bibles/books/literature/teaching materials, equipment, and evangelistic outreaches that will promote the growth of the incarcerated Church. Purchasing decisions are at the discretion of We Care staff persons and are to be pre-approved by the Business Manager for purchases over \$250.00. Tax-deductible contributions may be made to each particular chapel fund through We Care Program. From time to time WCP may add funds depending on financial situation.

In order to access monies from the CAF, staff persons should submit the receipt along with an Expense Reimbursement Form to the Business Manger. In order to ensure payment, account balance should be verified before making purchase.

M. Chaplain’s Supplemental Income Fund - In cases where there is difficulty in maintaining appropriate missionary support levels, the following procedures will be followed.

1. We Care Administration will monitor chaplains pay levels on a continual basis.
2. Should a missionary account balance fall to more than \$1000.00 under target salary, We Care Program will forward a minimum of \$500.00 from the CSIF to that missionary’s account. Administration will determine the timing and amount of additional funding based on:
 - a. Recent giving history to missionary’s account
 - b. Recent fund-raising efforts by missionary
 - c. Administration’s perception of potential ability to raise additional funds
 - d. Amount of time served with We Care Program
3. No more than \$2000.00 will be forwarded to any missionary in any 12-month period.
4. If missionary account balance falls below \$2000.00 under target salary, the Board of Directors will be notified for further direction.

- N. Legal Issues** - Those involved in chaplaincy ministry should take great care when making decisions on issues that are not clearly spelled out in existing regulations. When such issues arise, decision making should be deferred to the Warden or his/her designee.
- O. 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 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 a 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.

In those cases where minimal or no excess contributions remain at the time of separation, We Care Program will provide one week of severance pay for each year of service, up to a total of four weeks. Exceptions may be made on a case-by-case basis.

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