

Coastal Bend Emmaus Community Operations Manual

This Coastal Bend Emmaus Community Operations Manual was developed to provide the local Emmaus Community with guidelines and best practices for conducting Emmaus events, building and maintaining a vibrant Walk to Emmaus presence in the Texas Coastal Bend in accordance with the structure provided by the national Upper Room Devotional and Ministry Organization.

This Operations Manual is designed to simplify the work of the CB Emmaus Community by collecting recommendations on the typical practices and “rules of thumb” that lead to successful Emmaus events and initiatives. This document builds on, and dovetails with, the most recently approved CB Emmaus Bylaws.

Consider that the CB Emmaus Bylaws is the “what” of operating the local organization and this Operations Manual is the “how.” It is a living document, to be reviewed and amended regularly as leadership, service opportunities and circumstances change.

Guidance stemming directly from Upper Room manuals and directives are designated in boldface type. CB Emmaus should endeavor to follow Upper Room directives as closely as possible.

Board Structure and Responsibilities

- **Upper Room considers ours a “Working Board” conducting 2-4 Walks per year.**
- **Each Board member should chair a committee or serve another leadership role dedicated to conducting Emmaus Community business.**
- **CB Emmaus may have co-chairs of a committee or may ask a board member to chair two or more committees.**
- **With the exception of Community Lay Director, Past Lay Director and Assistant Lay Director, Board members are selected by the Community for a three-year term.**
- **Board members should have the capacity for both leadership and management, along with the capacity to “excuse” volunteers from further service who do not follow Upper Room regulations or CB Emmaus guidelines.**
- **Board members are expected to attend board meetings, participate in discussions, and abide by the final vote on board decisions, even if they don’t always agree with them. Also, they need to maintain confidentiality of board discussions.**
- **Board members/committee chairs accept responsibility for recruiting and preparing members of their respective committees to carry out the work of the community.**
- **Board members also accept the responsibility for training their successors as their terms on the board come to an end.**
- **Board members should be active participants in a Fourth Day Reunion group.**

- **Board members should complete annual Upper Room Leadership Training at least once.**
<https://emmausministriesuniversity.upperroom.org/p/community-training>

Specific modules in Upper Room Training address:

- Introduction to Emmaus
 - Board of Directors
 - Behind the Scenes-- on servant leadership and outside team
 - Ecumenical Understanding-- on spiritual direction
 - Fourth Day Groups and Gatherings--on reunion accountability groups and community
 - Outreach-- on connecting with area churches and clergy
 - Sponsorship-- on sponsoring pilgrims for Walks
 - Team Selection
 - Theology of Emmaus
- **CB Emmaus must complete the Community Covenant and submit it, along with our insurance declaration information, to Upper Room annually.**
 - **A Working Board (CB Emmaus model) may have 20-22 members with 10 members considered a quorum for Board action.**
 - **Multiple family members should not serve on the Board simultaneously.**
 - **Community members using Emmaus events to discuss controversial theological, political, sociological or issues related to human sexuality must be excused from further service to the community.**
 - **The CB Emmaus Board should review its Bylaws every five years.**
 - **CB Emmaus should review this Operations Manual at least every two years.**

Board and Committee Chairs Information, Training and Transitions

This section of the manual is designed to give board members and committee chairs an outline of information they need to carry out their respective responsibilities. It should also indicate where and how to obtain that information or those assets.

This section should provide guidelines for board members and chairs to use as they orient their committee members to their specific responsibilities. This list is also essential to facilitate smooth transitions at the end of a board member/committee chair's term.

All Board Members

- **Need copies of CB Emmaus Bylaws and Operations Manual**
- **Need to complete at least one community leadership training session (offered annually)**
- **Need access to Upper Room leadership training options, with emphasis on those sections that address their specific board responsibilities.**
- **Should endeavor to attend all Board meetings, Board retreats and Emmaus events during their term. Individuals with special gifts of service to the Community who are**

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unable to commit to Board attendance may choose to serve as a Community Resource or Committee member.

Community Spiritual Director

- Needs to complete Emmaus Ministries Spiritual Directors Training
- Needs order of Consecration for Walk Teams
- Needs manual for leading Walks to Emmaus worship
- Needs agendas and scripts for Walk Candlelight and Closing ceremonies and Community Gatherings
- Needs roster of clergy in the region prepared to serve on Board and Walk teams
- Coordinates with Database Coordinator to maintain list of area clergy with Emmaus experience.

Community Assistant Spiritual Directors

- Completes Emmaus Ministries Spiritual Directors Training
- Needs Bylaws
- Needs order of worship for Gatherings, Candlelight, Closings, etc.
- Needs expectations for participation on the Board.

Community Lay Director

- Needs typical agenda for board meetings
- Needs sample of Gathering, Candlelight, Closing agendas
- Needs manual for Lay Director participation in Walks to Emmaus
- Needs direction for maintaining positive relationship with Upper Room/Walk to Emmaus national organizations
- Needs process to nominate future board members
- Must complete Upper Room Leadership Training
- Ensures CB Emmaus complies with Upper Room Covenant provisions
- Has info for or access to CB Emmaus checking, savings and investments and PO Box, including spare key.
- In collaboration with other Board members, ensures CB Emmaus insurance requirements are met
- Keeps or designates storage of CB Emmaus training materials, manuals, worship books, etc.

Community Assistant Lay Director

- Prepares to serve as Community Lay Director in the coming year
- Needs order of worship for Gatherings, Candlelight, Closing ceremonies
- Needs CB Emmaus By-laws
- Needs expectations of participation of the Board.

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Secretary

- Needs sample of minutes from board meetings
- Need access to current Board roster and the community database.

Treasurer

(Currently, the CB Emmaus Treasurer also serves as Walk Registrar)

- Needs access to and copies of all financial records, electronic and paper
- Needs access to CB Emmaus deposit and payment options, i.e, checkbook, credit and/or debit cards (if applicable)
- Needs access to CB Emmaus financial assets, checking and savings accounts, PayPal, etc.
- Needs access to coastalbendemmaus@yahoo.com email set up primarily for CBE financial activity (as opposed to coastalbendemmaus@gmail.com set up primarily for communication among board and community members)
- Needs information on recurring expenses (software, etc.)
- Needs information on filing 501©3 reports to IRS by May 15
- Needs process for Walk close-out reports
- Needs access to community database
- Needs copies of CB Emmaus insurance policies and related information
- Ensures at least one other Board member is signatory on financial accounts and has spare key to PO Box
- In the capacity of Walk Registrar, manages mail coming to CB Emmaus P. O. Box in a timely manner and responding appropriately.
- **Treasurer Duties include**
 - Check CB Emmaus mailbox regularly
 - Record deposit and checks in QuickBooks or other spreadsheet option
 - Reconcile bank statement at the end of the month
 - Submit Reconciliation statement, Balance Sheet and Profit and Statement to board members before monthly meeting
 - Keep spreadsheet of walk attendees, team members, pilgrim and fees and date paid
 - Submit 990-N Postcard to IRS by May 15 of the current year
 - Arrange for collection and deposit of all CB Emmaus gifts and offerings in a timely manner
 - Attend Gathering, Candlelight and other Emmaus events to help count offering received, deposit and record, or designates another Board member to do so.

Before Walk:

- Advance Walk Lay Director \$500 for upcoming expenses
- Pay deposit to secure Walk facilities
- Pay Walk facilities insurance fees and other bills required

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- Pay food costs/caterer (may range from \$1,800 to \$3,600).

After Walk:

- Pay remaining balance for rental of retreat center including costs for clergy rooms, golf cart rental, etc.
- Pay Bagpiper (if applicable) 2022 Bagpipe connection is Michael Eggenberger, 361) 945-6607 or mikegger@hotmail.com
- Pay Upper Room fees, \$25 per pilgrim, submit candlelight brochure with payment
- Pay any other expenses which may arise, such as property damage, to retreat center.

• Walk Registrar Duties include

- Check Post Office Box, regularly, and at least every other day in weeks leading up to Walks
- Notify Community Lay Director and Team Lay Director of new pilgrim applications
- Track Walk payments made by Team and Pilgrims, amounts paid, date paid
- Ensure that payments for Walk teams and pilgrims are submitted to Treasurer or recorded in appropriate formats.

Community Past Lay Director

- Serves as Emmaus seasoned sage and Board advisor.

Community Website Coordinator (Currently one board member handles Website and Messaging duties)

- Plans, implements, manages, monitors, and upgrades the organization's website, including designing and writing content, as well as managing online payment/donation links
- Needs ability to work with website-building platforms such as Wordpress
- Maintains connectivity and domain operations
- Responds to and troubleshoots all website issues
- Ensures that the website is protected by enabling the appropriate security measures as provided by host site
- Creates appropriate website content aligned with the CB Emmaus protocols
- Improves the user experience of the website regularly
- Collaborates with CB Emmaus Board members to ensure that the website aligns with Emmaus standards.

Community Messaging Coordinator

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- Distributes CB Emmaus messages through email, Constant Contact, social media, and other communications platforms as they evolve
- Keeps CB Emmaus messages engaging and relevant to the community
- Stays in communication with Database Coordinator to keep email lists current for community messaging.

Community Agape Coordinator

- Needs to provide Wall Agape to requesting Walks (in collaboration with Prayer Vigil process)
- Needs to collect Wall Agape from other Emmaus communities/provide to Head Servant prior to Walk
- Needs to be available to provide last minute items needed during the Walks
- Needs to communicate what agape is available to Head Servant for upcoming Walks prior to the second team meeting
- Needs to inventory Agape storage/closet after each walk
- Needs to ensure critical Walk supplies are available: crosses and lanyards, fisherman's bracelets, etc.
- Needs to inform community of agape needs well before each Walk.

Community Music Coordinator

- Needs process and forms for registering music authorizations/ copyrights, royalties, including Christian Copyright Licensing International (CCLI)
 - Needs access to Community songbooks
 - Needs information on Community sound equipment and list of folks to assist with sound technical support.
 - Needs access to film needed for Walk Thursday evening orientation
 - Needs to maintain list of current CB Emmaus musicians
- The Current Community Music Coordinator created an auxiliary-operations manual for CB Emmaus Music Teams. (See attached).

Community Candlelight/Closing Coordinator

- Needs contact information for Walk Lay Directors and Head Servants
- Needs number of team and pilgrims involved in Walks
- Needs contact information for Community members to assist with set up and take down
- Needs access to Community song books.

Community Team Selection Coordinator

- Needs access to Emmaus database of previous CB Emmaus involvement
- Needs access to list of Community members who recently completed leadership training

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- Recently, CB Emmaus finds it effective to provide Walk Lay Directors with a list of qualified team members and their recent service in advance, allowing LDs to build their team from those members. This process should employ the “1/3 rule” and diversity guidelines previously listed.

Team Database Coordinator

- Handles data entry for all recent and new team rosters and pilgrim rosters
- Creates any reports/queries required by the Board and by Lay Directors
- Needs DropBox access to the database (currently MS Access)
- Grants DropBox editing access for the Website Coordinator
- Grants DropBox read only access to the Board Chair, and anyone else who requires it
- Converts requested reports to PDF for anyone without MS Access on their computer
- Keeps binder of previous Walk programs/team lists, some dating back to 1985.
- Arranges payment of yearly DropBox membership fee that includes backups of the data (donated for 2022-2023)
- Coordinates with Community Spiritual Director to maintain database of community clergy with Emmaus experience
- Maintains list of current Reunion Groups operating in the community
- Keeps notebook of CB Emmaus archives including Team and Pilgrim lists from mid-1980s through 2014 (incomplete), Board lists 2010-2017, and Walk Lay Leaders’ list 1983-2016.
- Following future Emmaus Walks, gathers pilgrim and team contact information to update the database, including team members’ roles on the Walk.

Team Prayer Vigil Coordinator

- Needs access to Signup Genius <https://www.signupgenius.com/>
- Ability to create and distribute prayer vigil
- Promotes Prayer Vigil process effectively to ensure every Walk is covered in prayer
- Commits to send prayer reports/updates to board.

Community Gatherings Coordinator

- Needs list of participating churches and contacts
- Coordinates all aspects of Gathering including securing date and time, preparation for meal (host church provides plates, utensils, and drinks), coordinates music needs with host music team, ensures communion elements are provided, coordinates sound and/or live stream arrangements with host church.

Hospitality Team

- Currently, Committee chairs for Gatherings, Closings and Candlelights serve the hospitality functions of the Community, along with other Board and Community members available to set up and tear down venues for Emmaus events, greet those in attendance and perform other hospitality needs.

The following positions may be considered Board positions, or CB Community resources:
Community Trainer

- Is approved by Upper Room to provide Leadership Training for the CB Community.

Chrysalis Coordinator

- This position is currently vacant.

Kairos Coordinator

- Apprises Emmaus Community of possible connections with regional Kairos events

Emmaus Community Operations

Finances and Business Operations

- Upper Room charges CB Emmaus \$25 per pilgrim to cover administrative costs and ministry development.
- Board Treasurer is responsible for ensuring the appropriate IRS forms (990, 990EZ or 990N) are filed annually.
- CB Emmaus should support the Upper Room International Gift Fund with a gift annually.
- CB Emmaus financial records need to be archived for at least four years and be inspected annually by a financial professional outside the Board.
- Board needs to determine the process to provide an annual financial review or audit of financial records to ensure no one person holds those responsibility alone.
- Board determines who has access to bank and investment accounts, PayPal and other financial services and for what purposes.
- CB Emmaus should develop written processes for smooth financial operations over the years. At least two board members should have information on and access to checking, savings, and investment accounts.
- CB Emmaus should develop a written statement to determine who and how we execute contracts for facilities rentals, purchasing software, etc. on behalf of the community.
- Two months before every Walk, Board should review cost guidelines with Walk Lay Director.
- Currently, coastalbendemmaus@yahoo.com is email primarily used for treasurer, financial and related communications. The Gmail account is for non-financial communications.

Communications and Community Connections

- CB Emmaus should regularly distribute communications (newsletters and community notices) to church clergy and lay leaders throughout our region.
- Currently, coastalbendemmaus@gmail.com is used for routine CBE business, communications, and connections. The Yahoo email account is for financial, business and fees communications.

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- The Communications chair ensures questions from and responses to CB Emmaus communications are responded to accurately and in a timely manner.

Community Database and Information Assets

- Upper Room recommends using a database like Ministry Manager to track members' involvement in Emmaus activities.
- CB Emmaus Dropbox or similar system should maintain information needed for smooth operation such as:
 - Walk histories including contact information and team service experience
 - Sample agendas and scripts for key community events such as Candlelight, team consecration, Gatherings, Closings, etc.
 - Fourth Day packet handouts
 - Rosters of currently-active Fourth Day Reunion Groups
 - Needs roster of currently-active clergy to serve CM Emmaus
 - Needs roster of musicians willing to serve Emmaus activities

Community Outreach

- **CB Emmaus should communicate our Emmaus purpose and activities with local church clergy and lay leaders.**
- **Consider appointing 1 board member, 1-2 clergy members and 1-2 community members as an Outreach Team.**
- **Outreach Team may develop list of existing and potential church partners. Upper Room has a video introduction available to engage church leaders in exploring Emmaus partnerships.**
- **Outreach Team could send the video link to church clergy and lay leaders and follow up with personal visit, phone call or email within a few days.**
- **Upper Room provides a sample email to establish contact with local church leadership. Email the Emmaus International Office for links to video, introductory letter, and other resources.**
- **Order Emmaus Ministries Outreach Booklets to use in your face-to-face meeting with church leaders, available in packs of 25 from Upper Room.**

Upper Room Connections

- **Training manuals published before 2018 are obsolete.**
- **Upper Room offers a 25% discount on the price of materials involved with Emmaus events.**
- **Board members should attend at least one Regional Celebration a year. (Information on these celebrations hasn't been easy to access.)**
- **When ordering materials from Upper Room, our CBE community code is #567476**
- **On Upper Room Emmaus website, key section for our connections is Ministry Manager at mmsupport@upperroom.com**
- **Coastal Bend Emmaus is in Upper Room Emmaus District 11.**
- **A new website is under development at Emmaus.upperroom.org**

Fourth Day Reunion Groups

- **Fourth Day Reunion Groups should be small and committed enough to conduct their meeting in an hour and should follow the outline in the Next Step format.**
- **Fourth Day groups are not limited to those who have completed an Emmaus Walk, but open to anyone seeking a closer relationship with Christ and their home churches.**

Community Gatherings

- **Encourage participants to engage in small-group sharing as part of the Gathering meal focused on some aspect of the Reunion Group accountability structure, (closest to Christ, discipleship denied, call to discipleship, etc.).**
- **Explore options to maintain interest and participation in Gatherings including food groups (luau, barbecue, Southern cooking, etc.) or themes (old favorite hymnal music, tailgate party, etc.)**
- **Gatherings include promoting future pilgrim sponsorship, small group discussion around reunion group format and even creating agape.**

Sexual Harassment

- **CB Emmaus is developing a policy addressing from sexual harassment and abuse issues.**

Emergency Action Plan

- **CB Emmaus has an Emergency Action Plan to respond to emergencies that occur during Community events, and especially during a Walk to Emmaus retreat. The plan outlines first steps in dealing with medical, fire, severe weather, outside or on-site threat, power loss or critical maintenance emergencies.**

Walk to Emmaus Guidelines and Operations

Pilgrim Sponsorship

- **Potential pilgrims need to know that Walks are not restful and require meeting the Walk schedule. Walks are not for those currently facing emotional challenges.**
- **Inactive Christians or non-believers are not good pilgrim candidates.**

Walk Team Formation and Training

- **Team selection should be centered around the concept of progressive leadership, encouraging team members to accept escalating levels of responsibility in preparations to climb up the leadership structure.**
- **With few exceptions (such as Assistant Lay Directors preparing to lead future teams or Walk musicians) team members should serve no more than twice in the same Walk position (Table Leader, etc.).**

- **The Team Selection Committee includes the Team Selection Coordinator(s), Board chair, the Community Spiritual Director and other community members to ensure diversity.**
- **Team Spiritual Director should be the same gender as Walk pilgrims, if possible.**
- **Walk Lay and Spiritual Directors make recommendations for team selection, with Board concurrence.**
- **The Board selects Walk Lay Director, Spiritual Director, and Board Rep. Walk Lay Director and Team Selection Committee chooses ALDs, up to 3 musicians, 4-6 table leaders and 4-6 assistant table leaders.**
- **Walk Lay Directors cannot choose “their team” without Board input and should strive to build a team with diversity in length of Emmaus service, age, denomination and home church.**
- **Walk Lay Director, in collaboration with Team Selection Committee, choose the outside servants team.**
- **Fulfilling the “Team 1/3 Rule “means 1/3 of team has considerable experience, 1/3 has some experience and 1/3 are new to the position.**
- **This rule also applies to musicians. Praise music does not require a polished musical performance.**
- **A person’s first team experience is usually on the outside team then Assistant Table Leader. After giving two different talks, that person is qualified to serve as an Assistant Lay Director. After filling that role at least twice, they are qualified for consideration as a Lay Director.**
- **Team selection and Walk assignments should seek to involve recent pilgrims and others new to Emmaus service.**
- **With the exception of the Board Representative, Board members should not serve on Walk teams during their term on the board, whenever possible.**
- **“Progressive leadership” is not linear, meaning a person may serve outside, inside and outside again in different roles.**
- **Outside servants may serve multiple times (preferably in different positions) if they demonstrate the talent and temperament to serve.**
- **Lead servant should have served at least once on the inside team to ensure they understand the Walk schedule and flow.**
- **Outside team members are not allowed to participate in conference team training or hear talk previews. This process is “cloistered.”**
- **Team selection should give preference to community members who have taken the time and shown the commitment to complete annual Upper Room Leadership Training sessions.**
- **Walk teams should involve members from across the community, with diversity of church membership, Christian denomination, and geographic locations.**
- **In response to specific CB Emmaus questions, Upper Room has been clear. Those who have participated only in the Journey to Damascus weekend are not eligible to serve on Emmaus teams. Emmaus service is limited to those who have participated in a Walk to Emmaus.**
- **Team selection should strive to increase Emmaus Community participation by recruiting team members new to Emmaus Walk service. Continuing to involve the same team members in**

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numerous Walks goes against the Upper Room requirement for progressive leadership participation.

- Computer servant on each Walk should coordinate with the CB Emmaus Community Database Coordinator to ensure all Walk information is compiled, corrected, and submitted to the database as part of Walk close-out procedures.
- In 2022, connections with Grace Methodist Church offered to print Walk-related materials (Sponsor's Hour Program, Candlelight program, etc.) through the church office in color at no cost when there is sufficient lead-time.

Walk Planning and Procedures

- **Upper Room recommends a minimum of 20 pilgrim registrations confirmed two weeks before a Walk begins.**
- **Team members should be present for at least 75% of team preparation meetings.**
- **Servant teams should have nametags, but those should not match pilgrims/inside team tags**
- **No clergy should baptize anyone during a Walk.**
- Consider including emergency contact information on the back of nametags for all Walk team and pilgrims.
- **Team Board Representative will step in to serve as Team Leader in the event he/she is unable to complete those responsibilities.**
- **The CB Emmaus Board determines the policies for pilgrim sponsorship and sponsorship training.**
- **Those who are not good pilgrim candidates include those prone to distract or disrupt, church hoppers, those whose theology or agenda differs from the Emmaus message.**
- **Reorder Walk fresh manuals for each Walk, as updates to online documents happen every two weeks.**
- **The Upper Room provides Walk copyrighted materials such as the Position-Specific manual and 3-day schedule as PDF downloads that must be purchased using the community code #567476. Our agreement with Upper Room allows us to print one copy of the Position-Specific manual, take it apart and give it to appropriate team members and to print as many copies of the Walk 3-Day schedules as the team needs.**

(Caveat—CB Emmaus has developed a 3-day schedule that may work better for us than the Upper Room version.)

- Currently, CB Emmaus has adopted a policy of highly recommending all pilgrims and team members attending a Walk to Emmaus be fully vaccinated against the COVID-19 virus. These requirements may change as the virus situation morphs. Also, Walk facilities may have additional COVID protocols or other requirements.
- Currently, CB Emmaus, and some Walk venues, require all team and pilgrims to sign a liability waiver before a Walk begins.
- The Lead Servant(s) works closely with Walk Lay Director throughout the team planning and preparation.

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- CB Emmaus should coordinate with managers of facilities for the Walk at least six months prior to ensure all needed spaces are reserved and execute needed contracts.
- Board leaders should confirm Walk food budget and Walk Lay Director should secure a caterer/cook team at least three months prior to the Walk and plan for financial obligations related to providing meals.
- Walk leader should designate one Walk Assistant Lay Director to keep track of liability waivers required by CB Emmaus and/or Walk retreat facilities.
- Two months before a Walk, Walk Lay Director should review Fourth Day Packet list and request needed items be ordered from Upper Room.
- Walk Lay Leader and Emmaus Board officers should collaborate regarding shared responsibilities a month in advance of Walk.
 - Team dinner timing and providers for Thursday
 - Dinner musicians/entertainment for Saturday (if needed)
 - Musicians for Candlelight
 - Agape Feast (Saturday after Candlelight) refreshments and set up
 - Timing, equipment, supplies and responsibilities for set up for Sponsor's Hour, Candlelight, and Closing including publications, A/V equipment, mics, stands, song books, candles, communion needs including elements, tableware, Bible, cross, candle
- Consider inviting a Reunion Group or church group to provide a special meal for Saturday evening.
- Arrange for appropriate "Agape Feast" (special dessert or treat) after Candlelight.
- Make arrangements in advance for Team and Walk photos to be taken and printed, while protecting the privacy of all involved from electronic sharing or posting of those images.

Walk Tools and Supplies Check list

Walk Requirements

- Metal crosses inscribed with "Christ is Counting on You" for each pilgrim. Crosses should be attached to multi-colored lanyards before the Walk begins. Pilgrims' sponsors pray over these crosses during Sponsors hour. Team may pray over them at other times.
- Team members should ensure they bring their cross and lanyard to wear at designated times during the Walk.
- Upper Room's Worship Booklet, Third Edition, ("purple books") for each pilgrim. Team members should bring their booklets from a previous walk .
- Fisherman's bracelets, made from fishing lure connectors for each pilgrim
- Copy of "Road to Emmaus", revised video and audio/visual equipment or connectivity to equipment already installed to show that video on Thursday night
- Day Four, The Pilgrim's Continued Journey, Revised Edition booklet for each pilgrim. Pilgrim sponsors pray over these at Sponsor's Hour and may choose to write a brief note of inspiration and sign their name inside the cover.

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- Group Reunion Card, tri-fold, wallet-sized card outlining the steps for Reunion Group gatherings. These are part of each pilgrim's Fourth Day packet
- "Christ is Counting on You" envelope for Group Reunion Card
- "Steps to Sponsorship" cards for Fourth Day packets
- "Will it Glorify God?", business-card sized card for each pilgrim's Fourth Day packet.
- Copies of Upper Room "Points to Remember" and "Things to Know" publications for each pilgrim's Fourth Day packet. These publications are in the Emmaus Community Manual and should be in the CB Emmaus Dropbox files.
- Current list of CB Emmaus Reunion Groups for Fourth Day packets, Sponsors' Hour, Candlelight and Closing
- Walk Afterglow celebration invitations listing time, date, and location of this special "after Walk" gathering for each Walk. These invitations should be shared with sponsors at Sponsor's Hour, and in the pilgrim's Fourth Day packets.
- Coastal Bend Emmaus website address, providing access to Pilgrim and Team Service Applications for Fourth Day packets
- Information on future Walks to Emmaus, Community Gatherings, and other CB Emmaus events for Fourth Day packets
- Supply of liability waiver forms required of all Walk participants by CB Emmaus or Walk retreat center and process for completing and submitting those forms
- Process for producing, checking, and printing list of all Walk team and pilgrims, including street address, phone, email, and other information provided by individuals for Fourth Day packets.

Helpful hint- have pilgrims and team members doublecheck contact information on Friday, so corrections can be made for Fourth Day packets.

- Microphones and sound equipment as needed for Chapel, Dining Hall, Conference Room, Candlelight ceremonies. Extra batteries if needed.
- Process to "announce" each Conference Room Talk topic as the talk begins. This could be a physical banner or sign or projected on a screen.
- Process for sharing song lyrics in Conference Room. This could be Emmaus songbooks, song sheets, or lyrics displayed on a screen.
- Butane lighters or matches to light candles in Chapel and Conference Room
- Crosses for Conference Room table
- Pilgrim and team nametags, also servant nametags that are more modest in design
- Signage for Conference Room table names
- Hand sanitizers for Dining Room
- Bibles for Chapel, Conference Room, and Candlelight altars
- Signage as needed to remind pilgrims and team to remain silent outside the chapel, which doors are to be used and not used, etc.
- Power and extension cords for all electronic devices needed
- Supplies, labels, and signage for "New Friend" exercise
- Watch covers for those team members who must wear watches to maintain schedule

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- Several sets of sticky labels with each pilgrim's name for Worship Books, Day Four Books, lanyard/crosses, etc.
- Lyrics for Servant Song, might be on agape bookmark
- Pens, candy, and trash bowls for Conference Room tables
- Summary Journal booklet labeled for each pilgrim to take notes
- Secretary Journal booklet for each Conference Room table to take group discussion notes
- Prayer concern and clergy question cards on each table
- Post pilgrim and team list in Chapel to facilitate prayers
- Communion elements (bread and juice) for all Walk communion ceremonies. Community leaders provide elements for Candlelight and Closing ceremonies.
- Individualized speakers' scripts customized for each Walk's Sponsor's Hour, Candlelight, and Closing ceremony. These scripts are different from the printed programs handed out to participants and include announcements, directions, and information such as future Emmaus events, Reunion Group lists, website address, etc.
- Candlelight programs including pilgrim and team members for Community ceremony
- Walk First Aid Kit (should be replenished after each Walk and passed on to next one)
- Flashlights for servants and other team members
- Determine if any Walk team members have first aid, CPR, or emergency medical training.
- Review CB Emmaus Emergency Action Plan and determine which team members are responsible for key action steps, such as contacting emergency services, designating assembly point in case of evacuation, roll call to assure all are safe, etc.
- Review with all team members exit plans, fire extinguisher locations and other pertinent emergency information
- Before the Walk week, determine that all Walk computers, printers, and A/V equipment are compatible with on-site equipment, such as ceiling-mounted projectors and sound equipment and wiring. Double check that strong WiFi signals and other factors are in place.
- Remind all team members to bring their purple worship books and their lanyards and crosses. Team members keep their lanyards with them, only wearing them on Sunday when the pilgrims receive theirs.

Walk Symbols

- The scripture basis for all Walks is the Walk to Emmaus story in Luke Chapter 24. Walks should not use other scriptures as icons or symbols.
- Walks may develop themes, icons, graphic images, decorations, and other symbols that fit with the Walk to Emmaus spirit.
- Walk teams are encouraged to use decorations and agape that carries out the meaning of "De Colores" (translated "of the colors") reflected in the rainbow cross lanyards and other Emmaus symbols. Multiple bright colors represent the many facets of God's grace and faces of God's kingdom.
- Wearing matching team shirts, etc. is not encouraged as it separates team members from the pilgrims

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Optional Walk Tools and Supplies

- Cloth Worship Booklet covers unique to each Walk with bookmarks
- Cloth Worship Booklet bags to hold purple books, nametags, fisherman's bracelets, etc.
- Chapel candles for each pilgrim they receive as they leave the Walk
- Letter bags (cloth or paper) for sorting pilgrim's letters
- Individual tissue packets, pens, snack, and trash containers for each Conference Room table
- Tissues for Chapel
- Lanyard clips and bookmarks for Worship Booklets
- Process for creating and making printed copies of one Walk photo, including pilgrims and team members. These photos are included in pilgrims Fourth Day packets. Each team member gets one copy. Lay Director should have a sign indicating Walk number and date.

Remember: According to Upper Room regulations, Walk photos may not be shared electronically (by cell phone, tablet, or computer), uploaded to "the cloud" or the Emmaus Dropbox or other file-sharing system. They may not be produced in such a way that they can be easily shared through social media. To do so breaks cloister and could result in violating the privacy of pilgrims and/or team members. The Walk may also choose to produce and print one team photo, under the same guidelines.

- Reusable drink cups with lids
- Dorm and toiletry supplies (wash cloth, hand sanitizer, ear plugs, hangers, water cup, laundry bags, etc.) for each pilgrim
- "Hotel agape", sample-sized shampoo, conditioner, mouthwash, etc. for each bathroom.
- "Hand cross" held by each speaker during their talk
- Crosses for Dining Room table
- Consider special decorations for Saturday dinner, also for Agape Feast
- "God watches" for pilgrims to wear instead of their real watches
- Eight sets of place mats for Dining Room meals
- Tablecloths for Conference and Dining Room tables
- Consider inviting bagpiper to serve Candlelight to lead pilgrims or Community members out of ceremony.
- Consider recommending snacks and food agape include healthy choices.
- Servant aprons for supplies and tools.

Walk Schedule

- Walk Lay Director should give general instructions about the Pilgrim Dorm facility, bathrooms, showers, snacks, and refrigerated drinks, as part of first assembly before pilgrims retire to the dorm on Thursday.
- Chapel angel lights pilgrim candles whenever they attend chapel. However, teams should carefully consider their process for distributing candles after the Lanyard/Cross ceremony when many pilgrims have already packed bags.

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- Team should consider giving pilgrims extra letters at Closing ceremony and determining timing and process for distributing those items.
- All agape is distributed in pilgrim dorm or dining room- not in conference room.

Walk Set-up and Logistics (specific to Our Lady of Corpus Christi retreat center)

Walk team should:

- Carefully consider options to accommodate pilgrims that arrive with unexpected mobility challenges, including restroom, shower, sleeping arrangements and transportation.
- Consider obtaining a second set of light-weight screens for use to divide rooms.
- Consider taking pictures of retreat center rooms before setup begins to facilitate easy closeout.

Conference Room Needs

- Three long tables for St Elsewhere, 10 chairs
- 1 long table for music, 2-3 chairs depending on size of music team
- 4-6 small round tables for pilgrims, with 6-8 chairs if full walk
- Podium for speaker, table in front of podium for candle, cross, bible and lighter. Recommend that there be a table for props as needed
- Screen for power point
- Table for projector
- Sound system
- Copy of "Prayer to Holy Spirit" and "We Light this Candle" should be printed in 16 point type and taped to the podium
- Divider screens (smaller white paper screens) to separate conference room from project room
- 4-6 large round tables in project room with 6-8 chairs at each
- Project materials need to be brought out from agape room to project room and remain there until Sunday when the room is to be rearranged for closing
- Book table to be brought out before "Growth through Study" talk
- Two or three long tables for snacks
- Drink cart
- Tissue boxes, pens, other conference room supplies.

Dining Room Needs

- Initially the tables will be moved to the kitchen side of room and chairs to be set up for "My New Friend" facing the wall between dining room and conference room.
- Set up a screen for the film (or plan to use the wall), for projector and cart/table
- Podium up front for LD to place book
- Easel for the instructions for the "My New Friend"

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- Screens to delineate Servant tables area
- Once the pilgrims have returned to dorm on Thursday, dining angels will set up six sets of tables placed two side by side to make a square. 10 chairs at each table. Large round table to be placed just proximal to the kitchen for breakfast with 2-3 long tables against the kitchen wall. This may vary depending on cook team request
- 2-3 tables behind screens for servant team with enough chairs to accommodate the number of servants
- When possible, rearrange serving tables for Agape Feast into a cross shape. Discuss any changes with the dining room servants. Clarify if there will be any assistance given by whomever is providing agape feast

Chapel Needs

- **Chapel servant keeps the pilgrim crosses in the chapel throughout the weekend to be bathed in prayer.**
- **Chapel servant keeps a list of pilgrims and team members available, along with prayer prompts (see Community Manual).**
 - Remove the crucifix carefully into agape room
 - Chairs to be set up in 6 rows of 8 chairs each facing the altar (as needed to accommodate pilgrim numbers)
 - Altar needs a cross, bible, communion elements
 - Decorations should be minimal to set the mood
 - Put “Quiet, prayer in session” signs on the outside doors, chapel doors and in the chapel hallway when Chapel occupied
 - The large decorative chairs will need to be on the floor against the far (south) wall closes to the corner
 - Additionally, there will need to be chairs against that wall for music team. (Music team will set up their own space)
 - Against the back wall place enough chairs to fit the space.
 - For the first night, podium needs to be placed in the back. Be sure that there is a light source
 - For the rest of the Walk the podium will be up front in left corner of the dais – light source needed also
 - Pilgrim candles will be in the right hand corner of dais. Need one medium table. Suggest using the glass blocks so that candles are staggered in height.

Entrance to Chapel Needs

- Table against wall by the door may have some decorations

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- There should be a basket there to hold the purple worship books for the first chapel service and the next day until pilgrims are issued their own book to keep.

Sponsor's Hour Chapel Needs

- **Communion is not offered during Sponsor's Hour**
- Large cross will be on the dais for sponsor's hour to hang pilgrim crosses and returned to agape room afterwards. Crosses remain in chapel
- Two long tables will be against the right side wall (outside wall door side). The cross lanyards will be laid out alphabetically on the table closest to the cross to be picked up and prayed over by the sponsors. The rest of the tables will hold 4th day books, stones, sponsor information, information on Candlelight and Afterglow, etc. These tables will be removed immediately after sponsor's hour.

Pilgrim Dorm Needs

- For Thursday registration, at least one long table for registration to the right side of the room. Smaller table recommended to place name tags. 3 chairs behind the table for those assigning rooms etc. These are removed after registration.
- Water in fridge
- Coffee and cups/ sugar/ cream etc. set up and ready for pilgrim arrival
- Remove any overtly Catholic decorations such as the Virgin Mary statue and artwork that is usually in the room. Make sure that these are carefully handled and returned to original location at the end of the walk
- Pilgrim rooms may have a dorm cup with necessities (wash cloth, ear plugs, hand sanitizer, etc.) only. No agape yet
- Bathrooms need baskets of toiletries
- Prepare two sets of pilgrim name tags, one for the doorway and one for the bed to facilitate team members filling pilgrim needs during the Walk
- Consider assigning "dorm servants" sleeping rooms in the pilgrim dorm.

Team Dorm Need

- Consider designating a hard-and-fast "silence" and "lights out" time for team sleeping quarters. Some team members need to be up earlier than others and deserve their rest. Others have tasks that need to be completed later, but those can be accomplished in agape area or outside sleeping areas.

Candlelight Ceremony Needs

- Team Leader and Community Music Chair should collaborate to secure music team a month before Candlelight

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- Whenever possible, ask community members to line both sides of the pilgrim path
- Lay Director should not carry cross to Candlelight
- Community song books and materials for community communion

Closing Ceremony Needs

- Podium, Bible, cross, and musician setup (if appropriate), leadership seating may need to be repositioned for Closing
- Seating for team and pilgrims to sit with their tablemates should be in front of podium
- Seating for Community should be at back of room.

Process for Walk close out and leaving the facility (Refer to Head Servant's Manual)

- No team members should leave the campus until closeout is complete, or they have been dismissed by either Lay Director, ALD, or Head Servant, depending on their area of responsibility.
- Lay Director and Head Servant ensure all facilities are rearranged, cleaned, and Walk materials cleared as required by the facility management
- Lay Director and Head Servant arrange to return keys, equipment, etc. and to and complete contract obligations with the facility management.

During the Walk

- **The Board, as a whole, takes responsibility in the event situations arise during a Walk that threaten the integrity of the event. When full Board action isn't feasible, the Community Lay Director, Community Spiritual Director and Board Representative may collectively take such action as necessary.**
- **Pilgrims should receive 10-12 letters from family and close friends during the Walk. Other letters should be made available at the Closing or after Walk.**
- **Fourth Day packet includes group photo, corrected team and pilgrim rosters, volunteer sign-up sheet for future Emmaus events, Day Four Booklets, "Points to Remember", "Things to Know," and Coastal Bend Emmaus information including website and calendar of upcoming events, Upper Room devotional books. These should be sorted by table name and distributed by ALDs late Sunday. Copies of "Points to Remember" and "Things to Know" are in the Community Manual.**
- **Walk Group and/or Team Photos may not be shared electronically, uploaded to "the cloud" or the Emmaus Dropbox or other file-sharing system or shared through social media. To do so breaks cloister and could result in violating the privacy of pilgrims and/or team members.**
- **Schedule time on Friday to have team and pilgrims review and correct their personal information so corrections can be made to distribute at Closing and for inclusion in the CB Emmaus database.**
- **Test Conference Room microphone Wednesday night and change out microphone batteries daily. Keep extra of all batteries near A/V equipment.**

After the Walk

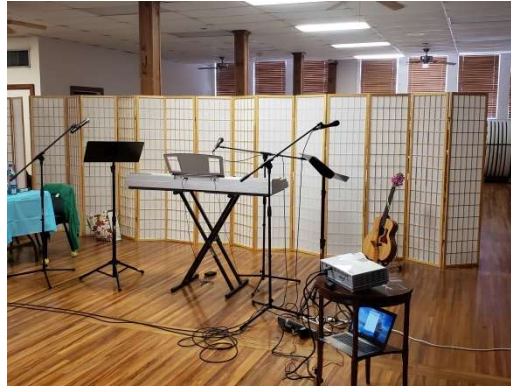
- **The Afterglow follow-up meetings allow pilgrims and team to reconnect, share challenges of reentry into everyday life and practice for Fourth Day accountability habit.**
- **Afterglow event should take place within 10 days of the Walk, ideally on the Tuesday through Saturday dates.**
- **Arranging and conducting the Afterglow meeting is typically the responsibility of the Board and Community, not the Walk team.**
- **Caveat-Coastal Bend Emmaus recommends pilgrims, their sponsors and team members be encouraged to attend the Afterglow. CB Emmaus finds the intimacy of the Walk may be compromised by including Board and Community members in the Afterglow.**
- **Afterglow time, date and location should be communicated with sponsors and pilgrims well ahead of the Walk to encourage full attendance and participation. Also include information in initial sponsor and pilgrim letters of pilgrim's acceptance to the Walk.**
- **Afterglow includes information on joining existing or forming new reunion groups and emphasizing commitment to further spiritual growth and home church involvement.**
- **Three months after a Walk, former pilgrims should receive invitations to become involved in committees or other community activity teams.**
- **Table Leaders should write note of follow-up to all pilgrims on his/her table a month after the walk.**
 - **Walk Board Representative to prepare Walk Closing Report to Board to include adherence to Upper Room guidelines on team composition, formation and training, Walk execution and Afterglow. Also, things that worked, those that didn't work and recommendations for future Walks. (Community Lay Director has examples of several report formats.)**
 - **Walk Lay Director and Computer Servant need to provide the Community Database Coordinator a complete list of pilgrims and team members contact information and team member's Walk assignments to ensure follow-up communications.**

MUSIC TEAM OPERATIONS MANUAL for OLCC RETREAT CENTER

- **These arrangements may be adjusted to meet the needs of the specific music team or venue.**

WEDS NIGHT SET UP

- **Set up instruments in the middle of the conference room, acting as a separator (in front of the screens)**



- Set up microphones and stands (in the closet in conference room next to AC closet)



- Set up table and chairs for musicians during talks
- Get electric as needed

CHAPEL

- Set up instruments, chairs and stands along the wall of crosses
- Get electric as needed



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THURSDAY SET UP

- Set up projector with PowerPoint or provide green song books for all participants



- Set up projector in Dining Hall for movie
(*note-Queen of Peace has 1 projector and Emmaus has 1 projector with Marshall Westmoreland. Bring extra projector if available and laptop to run slides for lyrics)



- Sound check/batteries
- Paperclips/pens/note paper/post its/extra cords/HDMI cables

FRIDAY MORNING

- Provide instrumental music while entering chapel
- Provide Special Music for Communion
- *NO MUSIC before 1st Talk

MISCELLANEOUS NOTES

- Plan 3 day schedule script for Chapel. Confer with Spiritual Director and Lay Director about appropriate music and where it should be placed
- “Open The Eyes of My Heart” before every talk (except first)
- Provide instrumental music every time pilgrims enter chapel
- Select a “Gathering Song” to play to bring pilgrims back from Projects
- Typically 3 songs before each talk
- Speakers may request a particular song or select songs that are appropriate for the talk
- Select songs as Grace before and after meals.

