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**Overview**

The Summer Service Program is a ten-week paid internship program for young adults of color in the United States that runs every year during summer (June-August). The participants are required to attend a 5-day Leadership Conference at the beginning of the term, and a three-day regional end of term debrief gathering before the term ends.

The program is designed to encourage and strengthen leadership capabilities within young adults while nurturing a greater commitment towards community engagement. During the term of this program, the young adults serve their local church or community doing anything from working at a summer peace camp or an urban garden to being a pastoral intern or a refugee and immigration educator—whatever fits with the vision of the local church, community, or organization.

The Summer Service Program nurtures and equips young adults of color for leadership through service in the name of Christ. The Program seeks to:

- Affirm the resources, wisdom, and strength of churches and communities of color
- Inspire (Empower?) young adults of color in their development of leadership skills while cultivating a greater commitment toward Christian service and community engagement.
- Foster opportunities for spiritual growth and appreciation of Anabaptist values
- Promote a theology of service that encourages growth as a member of the local community actively participating in social justice and peacebuilding.

**Guiding Principles**

MCC Summer Service Program:

1. is a leadership development and capacity building program for young adults of color.
2. believes in church, community, and community building.
3. believes in the resources, wisdom, and strengths of churches and communities of color.
4. works with churches and agencies who have a holistic approach to community building within communities of color.
5. prioritizes Summer Service opportunities as they relate to peace, social justice, and community development.
6. approaches all of its work through an anti-racist and anti-oppression lens.
7. affirms adult mentoring through program supervision.
Defining Terms

Leadership Development is defined as being achieved through relationships that result in mentoring and coaching. This relationship focuses on specific skills such as personal identity, community engagement, conflict resolution, team building, social justice with the intention that the summer service worker would be active in their church and local community as a leader. Leaders are defined as being developed through education, experience, and encouragement.

Leadership Capacity Building is defined as working together to define what “leader” encompasses; it is about identifying the person’s strengths, taking space to evaluate what skills are needed to bolster weaknesses, and then working together to a mutually determined outcome. It’s the imaging of what is possible as a parallel step to developing a leader.

Service is defined as having humility, willingness to learn, willingness to work alongside others; it is the putting of needs of another over your own, knowing yourself (i.e. gifts and talents) and how to bless the community. It is not just relegated to doing; service includes building relationships.

Community Engagement is defined as being in the community, forming relationships. It is not only inside the church but includes all who are outside the church. It means including space to learn about yourself and about each other, bridging resources to share with one another. It is active involvement in the broader community, surrounding neighborhood and individuals.

Active Partnership—MCC defines an active partner as an organization (a church, church-related organization, non-governmental organization, community-based organization, government body, etc.) that receives specific MCC resources (financial grants, material resources, staff secondments, or formal capacity building) that are used and reported on according to an agreed upon plan and memorandum of understanding (MOU). While MCC interacts with a wide variety of organizations in numerous ways, unless those organizations formally receive material, financial, or human resources from MCC, they are not called an “active partner.”

Partnership Criteria

1. MCC Summer Service Program partners with constituent Church or Organization that:
   - are churches/organization of color or that work with a young adult of color
   - shows a commitment to peacebuilding, social justice, and nonviolence
   - approaches its work through an anti-racist and anti-oppression lens
   - has creative proposals that encourage strengthening leadership capabilities in young adults
   - focus in community engagement and community building

2. MCC Summer Service Program works with young adult of color who:
   - are between the ages of 18-30 and enrolled in higher education (Non-Pastors).
   - is an active participant in a Christian church and is committed to Christian faith
   - shows commitment to peacebuilding, social justice, and nonviolence
   - has not already participated in the program 2 years
Roles and Responsibilities

1. Partnering Church/Organization

The program heavily relies on the judgement and decisions of our partners. We expect our partners taking the following responsibilities.

- Create a proposal for a summer service project that will benefit the church and/or community.
- Identify and interview a young adult from their community who they feel would be a good fit for the goals of the program and exhibit a willingness to learn, grow and lead.
- Treat Summer Service Worker as a regular employee—provide orientation, safety training, and/or anything else that is provided for new employees.
- Submit a proposal along with the young adult application to MCC Regional Young Adult Coordinator.
- Appoint a supervisor from their church/organization who will supervise the Summer Service Worker.
- Contribute 25% of the Summer Service fund.
- Put the Summer Service Worker on the payroll system.
- Give feedback and suggestions that will help improve the program.

2. Supervisors

The supervisor has the most consistent contact and influence with the Service Worker in his/her work setting as it relates to leadership development and personal identity. Therefore, this role must be taken seriously. As the Supervisor stimulates reflection upon the work being done and offers feedback and support, they become a resource to the Worker’s own developing identity.

MCC’s expectations for the Supervisor:

- **Supervisor Orientation** - Summer Service Supervisors are required to participate in 1 of the 3 group webinar orientations for Supervisors held on .................................................. via Zoom. Instructions for the video conference will be emailed after the supervisor notify the National Coordinator- shankarrai@mcc.org. Supervisor orientation will cover the Supervisor Handbook and include a PowerPoint Presentation along with Q&A. If a supervisor is not able to attend any of the Supervisor orientations, they must contact the Summer Service National Coordinator.

- **Meet weekly with the Service Worker** - The supervisor should meet on weekly bases for a one-on-one session with their worker. Have the Service Worker use the “Focus Sheet” as a guide for when they meet. Supervisory sessions should serve the Worker’s own learning goals, leadership development, and/or personal faith formation.

- **The Advisory Team** - From the support team listed in the proposal, create an Advisory Team that will help give support to the Worker throughout the summer. The AT will interact with the Summer Service Worker throughout the summer for support, feedback, and reflection; but will
meet at least one time formally during the summer to help the Worker evaluate his/her progress and leadership development.

- **Develop Learning Strategy** - Create a Learning Strategy with their Summer Service worker that will guide the learning process during the summer. A further explanation can be found under the “Goal Setting for Young Adults” section. A form is provided in the “Summer Service Worksheets and Forms” section.

- **Help the church/organization understand the Summer Service Worker role** - As Supervisor, they are in the best position to introduce the church/organization to Summer Service Worker. This gives the worker a sense of authority and position of leadership. It is important to remind others of the church/organization that the worker is only serving during the summer, this helps protect from unrealistic expectations placed on the worker.

- **Provide on-site Orientation**. If the Summer Service worker is new to their church/organization or his/her role is new, the supervisor must make sure to orient them to their building, rules and policies, any necessary background checks and expectations for their role.

- **Participate in Summer Service Evaluation**. At the end of summer, there will be a short evaluation of the Summer Service program. The supervisor must complete the form and return it to their regional coordinator.

### 3. Worker/Participant

In the Summer Service Program, the participants are challenged to learn and grow as a leader through the combination of practice and reflection. It is intended that their learning and growth will be enriched through meeting regularly with their Supervisor, support from their Advisory Team, and use of the Summer Service Worksheets.

**MCC’s Expectations for Summer Service Workers:**

- **Leadership Conference** - Leadership conference is a required five-day event and will be held on June 8-12, 2019 at .......................... in Goshen, IN. Please note that 7 and 13 June will be travel days. All conference expenses, including travel, will be paid by MCC. The purpose of the conference is to prepare the worker/participants with skills for your work and develop you as a leader.

- **Supervisory Meetings** - Meet weekly with Supervisor to go over goals for the assignment/project, check-in on learning goals, and find support. Use the Supervisor Meeting Focus Sheet (in the “Summer Service Forms” section) to make most use of time. Take control of learning and make this supervisor meeting a priority.

- **Advisory Team** - Find out who is in Advisory Team that will help provide support throughout the summer. The AT will interact with the SS Worker throughout the summer for support, feedback, and reflection; but will meet at least one times formally during the summer to help the Worker evaluate his/her progress and leadership development.
• **Planning Calendar** - The workers are not required to submit hours to MCC, but they can use the planning calendar to keep track of the hours they have worked, what they have accomplished, or what they need to work on.

• **Develop Learning Strategy** — Create a Learning Strategy with Supervisor that will guide the learning process during the summer. A further explanation of what is the Learning Strategy and how to create one can be found under the “Learning Strategy” section.

• **Summer Service Reports** - Summer Service participants will do two types of reports during the summer:
  
  o Mid-term: Each region will hold a midterm video conference call where SS participants will be present and do a verbal report and share and interact with one another.

  o End-of-Term: An end of term creative report where each participant will present a report in a format that is comfortable with them.
    - PowerPoint Presentation report
    - Written report
    - Video presentation
    - Photograph reporting
    - Any other creative options.

SS coordinators will define structure and questions or what components should be reflected on for the midterm zoom call reports and end of term report at the leadership conference.

• **Evaluations** - At the end of the conference and the end of the Program, the worker must fill out an evaluation. The comments and feedback from workers will be used to improve the program.
Learning Strategy

In the proposal you already submitted, you identified three ways your Summer Service Worker would grow as a leader this summer. To help your Summer Service Worker achieve these goals, we would like you to create a Learning Strategy that you can keep on hand to track goal progress and growth during the Summer Service assignment. As you think about these goals, it’s important to keep in mind the acronym “SMART”. SMART goals are identified as:

- **Specific**- clear and understandable.
- **Measurable**- verifiable and result-oriented.
- **Attainable**- yet sufficiently challenging.
- **Relevant**- to the mission of the project and/or organization.
- **Time-bound**- has a schedule and specific milestones.

As you help the Summer Service Worker develop the Learning Strategy, here are some questions you can encourage the SSW to ask:

- What is most important for you to learn during this assignment?
- What are you willing to do to reach these goals?
- How will you know when you have reached these goals?
- What skills would you like to strengthen during the assignment?
- Are there goals that you are avoiding?
- What goals would make the most difference in your effectiveness as a leader?

Balanced learning involves choosing goals in differing areas. The following is one way to think about the potential arenas of learning:

- **Christian Spiritual/Discipleship**- Spiritual practices/disciplines, helping to discern call/vocation, prayer, journaling, gift discernment
- **Cognitive goals**- Seek to increase knowledge concerning leadership, community development, peace and justice issues, conflict resolutions skills, etc.
- **Self-understanding and Self-awareness**- Allowing space and time to process your emotions and responses that arise during your work which shape you as a person and leader. (ex. Enneagram, Myers-Brigg, DISC)
- **Transformative leadership**- Improve in leadership gifts such as delegating, supervising, creativity, fairness, assertiveness, integrity.
Learning Goal: A goal can be understood as a “point to which achievement is directed.” Process language like, “to develop” “to increase” “to grow” “to become more” is useful language for learning goals because it reflects the reality that most learning is ongoing—often a lifelong process.

Learning Activity: A learning activity is any action designed to lead to the achievement of the goal. Learning activities should be concrete, specific, doable, and measurable. It is typically helpful to identify five or more activities for each goal. A wide variety of learning activities typically enhances movement toward your goal.

Example:

Goal #1: To become a more effective communicator
Activities:
   a. Read the book “How to Win Friends and Influence People” by Dale Carnegie
   b. Lead at least 2 of the weekly staff meetings
   c. Be one of the speakers at the community Block Party
   d. Listen to the “Engaging Presentations” podcast by John Maxwell
   e. Write a reflection on speaking at the community Block Party and how your communication skills improved.

Evaluation Criteria: Worker will have accomplished at least 3 of these activities

Take this learning strategy seriously. It will help you maximize your leadership development and Summer Service experience.
Learning Strategy Template

Use the following template to work with your Summer Service Worker in determining various activities that may help in achieving the goals that you and your Summer Service Worker have.

In light of my personal growth needs and the opportunities for leadership development in my work assignment, I embrace the following goals:

1) Goal #1__________________________________________________________
   Learning Activities:
   i)  ____________________________________________________________
   ii) ____________________________________________________________
   iii) ____________________________________________________________
       Evaluation Criteria __________________________________________

2) Goal #2__________________________________________________________
   Learning Activities:
   i)  ____________________________________________________________
   ii) ____________________________________________________________
   iii) ____________________________________________________________
       Evaluation Criteria __________________________________________

3) Goal #3__________________________________________________________
   Learning Activities:
   i)  ____________________________________________________________
   ii) ____________________________________________________________
   iii) ____________________________________________________________
       Evaluation Criteria __________________________________________

Supervisory Sessions: The Supervisor agrees to direct a supervisory session once a week. The meeting place for these sessions will typically be at [location and time].

______________________________________________________________

Signatures: In signing this covenant each individual pledge to make this a formative learning experience:

__________________________________________
Summer Service Worker            Date            Supervisor            Date
## Planning Calendar

<table>
<thead>
<tr>
<th>Day/Date</th>
<th>Time (in hrs.)</th>
<th>Meeting/Task/Supervisor/Advisory Team</th>
<th>Identify learning goal by # and activity</th>
</tr>
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<tbody>
<tr>
<td>Sunday</td>
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</table>

### To Do this Week:
- 

### To Do Next Month:
- 


Advisory Team for Service Worker

An advisory team is to be established in the setting of each Summer Service Worker. The team includes the supervisor and at least two adults who work alongside the Worker and will be able to observe growth. Make sure the advisory team has a copy of the worker’s learning strategy, so they know the young adult’s leadership goals for the summer. List the names of the 2-3 people on the advisory team below:

1. __________________________
2. __________________________
3. __________________________

The advisory team will interact with the SS Worker throughout the summer for support, feedback, and reflection; but will meet formally at least 1 time to discuss progress and challenges for the Worker. Persons selected to serve on the Advisory Team are carefully and prayerfully chosen for their maturity and concern. Expectations for the Advisory Team include:

1. commitment to active support, feedback, and reflection and understanding this responsibility as contributing to development of the Summer Service Worker
2. capacity for honesty with both encouragement and criticism
3. willingness to invest time in the Worker, and, when appropriate, to observe the worker in action in order to make an informed report.
4. sensitivity to and support of the Worker's vulnerability in the evaluation process
Appendix A

Becoming a more effective Supervisor

In order to help you be the most effective Supervisor possible, here are some helpful tips as you support and guide your Summer Service Worker.

- Assess the Summer Service Worker’s level of anxiety and challenge. If the Worker is either under-challenged or over-stressed by his/her responsibilities and goals, learning will be reduced. Remember that anxiety accompanies doing anything for the first time and that a measure of anxiety is typical for anyone exercising new responsibilities.
- Routinely offer the Worker feedback. We learn best (a) when the feedback is clear, direct, and timely, (b) when it includes affirmation as well as correction, and (c) is offered in a spirit of genuine concern for the Worker’s formation and development.
- Occasionally invite the Worker to reflect with you upon your leadership style and qualities. This may help the Worker to think about their own leadership from a theological, practical, cultural, and personal aspect.
- Evoke critical reflection in your Worker. The action/reflection process of learning is a basic skill leader need to practice.

Reflect on your first leadership role and answer the following questions:
- How was your supervisor helpful to you as you began your first assignment? What specific things did they do to help you succeed?
- How did you know you were successful in your first job? How was success measured and/or how were you affirmed in your role?
- What was the highlight of your first position? Why?
- What learnings will you take from this first supervisor and/or others as you relate to your young adult?

Effective Supervisors:
- Communicate Skillfully: As a supervisor one must communicate clearly and correctly to avoid misunderstandings and frustrations. Be aware of your verbal and nonverbal communication. Make your expectations clear; don’t leave the worker guessing.
- Value their worker: A good supervisor understands their worker’s worth and treats them accordingly. Respect your worker’s opinions and values.
- Are coach/mentor: A good supervisor shares their wisdom, knowledge and experience with their workers. Be willing to delegate tasks. Provide an environment where the worker will be able to thrive, be challenged, and develop their gifts.
- Are approachable: The worker should not hesitate in approaching the supervisor with their concerns and problems. An efficient supervisor will make sure that there is enough trust and openness in the work relationship.
- Criticize constructively: When mistakes happen, a good supervisor tries to understand the reasons behind the mishap. Give constructive feedback; show them the right way to do things. Make sure to compliment workers when they do something well.

What would you add to this list?
Which supervisor quality comes natural to you? Which is hardest?
Please make sure to connect with your Regional Coordinator throughout the summer if you need further support or have any questions.
Appendix B

Memorandum of Understanding (MOU) Between

MCC Region & INSERT PARTNER NAME

Grant time frame: _______ weeks

Financial Grant Contribution:

Sponsoring Congregation/organization: $ _______________

MCC + $ _______________

Total Program Cost: = $ ____________

It is agreed that:

MCC grant funds received by Church/Partner Agency will be used to compensate the Summer Service Worker for their service as outlined in the grant proposal form. Any changes to the intended use of the funds may result in termination of the grant.

Church/Partner Agency will:

• create a three-person supervisory structure that includes regular in-person check-ins and correspondence with MCC.

• see that the Summer Service Worker complete required program assignments. *(if program assignments are not received within one week of due date, it will be assumed that the Summer Service Worker is no longer participating in the program and grants will be terminated)*

• see that the Summer Service worker attend required leadership conference in Goshen, IN, June 7-13, 2020. (Leadership conference is paid and counts as 1 week of Summer Service)

• read the Tax Memo and understand Church/Partner Agency responsibility.

Worker will:

• agree to work the number of weeks as outlined in the proposal

• submit program reports to MCC on time

• commit to the project as outlined in the grant proposal

• Attend required leadership conference in Goshen, IN June 7-13, 2019

MCC Regional Office will:

• check in with the Church/Partner Agency and Summer Service Worker via phone calls, emails and/or visits

• review reports submitted by Summer Service Worker/Supervisor

• make grant payments to the Church/Partner Agency, pending receipt of reports

Failure to comply in any of the above items may result in termination of the MCC grant.

__________________________________
Signature of worker/ Date

__________________________________
Signature of Church/Partner Agency / Date

__________________________________
Signature of MCC Program Administrator / Date
Appendix C

MCC Summer Service Program
Program Evaluation - Supervisor

As the Summer Service program comes to a close for this year, we acknowledge that there is always room for improvement in the manner in which we conduct our program. We greatly appreciate your involvement in this program and value your feedback – please take the time to fill out these questions and return them to your Regional Summer Service Coordinator by __________________. Thank you for your honesty and understanding as we continue to grow, learn and experience together!

1. How has this program benefitted your Summer Service worker and your church/community?

2. Describe ways in which you as a Supervisor and Advisory Team provided direct guidance for your Summer Service Worker. Give Examples.

3. Explain any challenges that you as a Supervisor and Advisory Team faced in working with your Summer Service Worker and/or Summer Service program Administration.

4. Did you feel supported and connected to MCC? What could we have done to better support you in your role? What resources would you like to see made available to sponsors?

5. In regard to the Summer Service application process (submitting church proposal/young adult application, correspondence from MCC) did you find this process to be effective? If so, how did this affect your summer programming? Are there any changes you would make to this process? Explain.

6. What would you keep the same about the program? What would you change?

☐ Check box if your church would like to receive our MCC emailing and our free magazine
Email address: ______________________________________________________
Reviewed for 2019 Tax Year

Summer Service workers are considered employees of the church or organization for which they are working, and the amounts paid to the workers are considered wages. For organizations that have other employees, this means simply adding one more person to the payroll.

However, Summer Service workers are sometimes placed with churches or other organizations that have limited or no experience with paying wages to employees. Such organizations will need to establish employment procedures. For example, they will need to report wages to the federal and state government, and withhold taxes from such wages. They will also be required to purchase workers' compensation insurance.

If payroll compliance and procedures are new for you, we encourage you to obtain help from a local accountant or payroll professional. Mennonite Central Committee does not provide legal, payroll or accounting advice. If you require further clarification about a particular payroll issue, please consult the online resources available from the Internal Revenue Service or your state tax or revenue department.

OVERVIEW OF REPORTING TAXES

Disclaimer: The following overview outlines the basic requirements for onboarding and compensating temporary employees, and should not be considered an exhaustive explanation of payroll compliance. Payroll compliance can be complex. The requirements vary from state to state, and depend on the type of organization you are.

EMPLOYER IDENTIFICATION NUMBER (EIN)
The first thing that will be required is an EIN (also referred to as a Taxpayer Identification Number). If your organization has a bank account, it probably already has an EIN. If it does not have an EIN, you can obtain one from the Internal Revenue Service (IRS) by submitting IRS Form No. SS-4, Application for Employer Identification Number. IRS forms are available by calling 1-800-829-3676 or via the internet at www.irs.gov/formspubs/index.html
TAX WITHHOLDING & REPORTING
Employers are required to withhold taxes from wages paid, and to report the amounts of wages paid and taxes withheld to the IRS and the appropriate state and local offices.

A. FEDERAL TAXES
Instructions regarding federal tax withholding are contained in IRS Publication 15, Circular E (Employer's Tax Guide), available from the IRS as noted above. Circular E also includes instructions on how to obtain IRS forms such as W-2's, W-4's, etc.

B. STATE INCOME TAXES
Similar instructions regarding state requirements are available from your local state's office. You can get information on the internet, or by contacting your state's office. You can generally find a telephone number in the government section of your local telephone directory.

WORKERS COMPENSATION
Employers are required by law to purchase workers' compensation (WC) insurance. WC covers medical expenses incurred as a result of work related injury or illness. It also provides partial salary replacement to workers who miss work and thus do not receive a salary because of work related injury or illness. Contact a local insurance agent to obtain such coverage.

UNEMPLOYMENT INSURANCE
There is both federal and state unemployment insurance. The applicability of federal unemployment insurance depends on the type of organization - churches are generally exempt.

State Regulations regarding unemployment insurance vary from state to state. Contact your state office for more information.

OTHER INSURANCE
If the employee will be driving a vehicle as part of the job, and your organization does not own the vehicle, we suggest that you make sure your organization has auto liability insurance for non-owned and hired vehicles. A local insurance agent will be able to help with this. If your organization owns a vehicle, this coverage should be a part of your vehicle policy -- you may want to check with your agent to make sure.

Attached is a listing of some of the basic steps you need to follow if you are an employer. This is not intended to be an exhaustive list. We recommend that you obtain the assistance of an accountant or someone familiar with the requirements of your state.
When a Worker Starts

1. If this is your first employee, set up accounts with the IRS and state for income tax and unemployment insurance as required.

2. Complete a Form I-9 (Employment Eligibility Verification) for each employee before they start working. Call Immigration & Naturalization Service (INS) at 1-800-755-0777 for more information or visit https://www.uscis.gov/

3. Record the employee's name and social security number (SSN) from social security cards.

   Ask each employee to complete a W-4. The amount of taxes withheld is determined by the filing status and number of exemptions claimed by the employee. If the summer service income is the workers only income for the year, there will be minimal taxes to withhold other than social security and Medicare.

4. Purchase workers' compensation insurance if you do not already have it.

5. If the worker will be driving a vehicle as part of the work, make sure there is vehicle insurance.

B. Each Pay Period

Withhold 4.2% of each worker's salary for social security, and 1.45% for Medicare, and any state or federal income taxes or unemployment insurance required.

C. Each Month

Deposit social security, Medicare and federal taxes per the instructions in IRS Circular E.

D. Each Month or Quarter

Deposit state income taxes and unemployment insurance as per your state's requirements. This may be monthly or quarterly.

E. Each Quarter

   1. File a Form 941 with the IRS -- see Circular E for instructions.

   2. File a return as required by your state.

F. At the end of the Year

   1. Request a copy of Publication 393 from the IRS. This includes copies of W-2's as well as a W-3.
2. Issue W-2's to all employees by January 31.

3. Send a W-3 together with copies of all W-2's to the IRS by February 28.

4. Do the annual filing required by your state. This will include sending copies of W-2’s to them.

If you have any questions, please contact Human Resources or Financial Services at Mennonite Central Committee.

**MCC U.S**
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717-859-1151

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