Women and Family Ministry In Rescue Missions

Lorraine Minor
with Cassie Sorenson

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Women and Family Ministry Track
Preface

When establishing, starting, or improving a ministry, consider that all things are to be done in order. God gives us much opportunity and, although, He is not limited by our lack of foresight or our disconnect with Him, we can sure save a lot of wasted time by taking advantage of all the Lord gives us up front. Part of what the Lord provides for us is information and godly counsel and it is with that in mind that we humbly present the ideas contained within these pages.

This is a composite of many years of trial and error, learning from both the trials and the errors, and is definitely a work in progress!

Lorraine Minor May, 2002


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Rescue Missions must keep up with the needs of their individual communities. Before any new ministry is launched, a thorough assessment of the community needs must be ascertained. What is needful in one city may be overkill in another.

The challenge of surveying the services available in your community is increased by the lack of communication between service providers. Some communities have IHIP organizations that have attempted to discover gaps in the continuum of care offered to the homeless population and are, at best, an educated guess of persons who are attempting to increase the possibility of getting grants. Recommendation: Make your own assessment based on information gathering.

- Visit all services you can discover either through the mayor’s office, the phone book, the Internet, or the local Homeless Coalition.
- Organizations in town that could give you names and locations of food pantries include any food bank organization like Harvesters. Many of the pastors or church secretaries of urban churches will have personal referral lists.
- When you are visiting various service providers, make an attempt to discreetly ask service recipients where they go to get other types of services (ex. Ask a client at a food bank where people could go to get clothing or utility assistance).
- Interview the persons at each utility company that deal with the poor and homeless. Ask them where they refer people in need and what do they see as the need of the community.
- Introduce yourself to the head of Division of Family Services in your city and ask what gaps he or she sees in what the government is not able to do for the clients.
- Visit any city funded drug/alcohol centers you can identify and ask staff what they see as the greatest unmet needs.
- Identify the school serving the poorest section of your city and make an appointment with the nurse to discuss what concerns she observes and ask her what contribution a faith-based organization might do among the population she serves.

All of the about takes time but it also gives opportunity for more than the much-needed assessment. These are opportunities to meet people in the city that you will want to welcome your presence. They each need to see you as a potential partner with some level of common concern.

Understand that quantity of services does not cancel need for services if the quality of the service is not sufficient. (Ex. Having a shelter in town that services single homeless women but is drug and violence infested is not reason enough to dismiss the need for shelter for single women.

If it is a shelter that you find needed in your city, then the next assessment will be what population is underserved? If there are many long-term transitional programs and no emergency shelters, then there is a great need for emergency shelters. Are there facilities to meet the needs of each of the following populations? abused spouses, drug and alcohol addicted, teenage unwed mothers with no other children, families with male head of household, troubled teens, families with teenagers, mentally ill, single women etc.? If the city has plenty of bed space for one or more of the above and no bed space for others of the above, then the need is fairly evident.

Assessments must not be a one-time happening. In order to stay current with the needs of your community, such assessments would best be made every five years. Looking at services already offered that are quality services allows you to plan for gaps. Several years ago in Kansas City, we discovered an abundance of local food banks. People could go all day to various locations and get many sacks of food. We knew we could easily refer people to these locations. Our interest in a food pantry was far greater than providing a sack of food. We were looking for opportunities to discuss the real needs the family was
experiencing. We wanted an opportunity to offer real hope.

Consequently, we took our food pantry that was already organized and systematized, and changed the eligibility criteria to include only those folks that had recently applied for food stamps and had not yet received their allotment. We gave flyers to the food stamp caseworkers inviting them to give referrals to our food pantry. In addition to getting to talk to a number of first timers about their real needs, we also had the opportunity to offer services like our employment program or the class in money management.

As the ministry to women and families grows in your Mission, if your goal is to insure that all the “needs gaps” for women, children, and families are met in your community, you will consider prevention as well as rehabilitation. If you are looking at a “full service” Women and Family Ministry, then include the following in the broad scope of plans:

- **Community Service Dept.** (Clothing Closet, Food Pantry, Utility Assistance, School Supply Distribution, Christmas Adoption Program, Elder-Care Ministry).
- Emergency Shelter (with Case Management)
- **Long Term Rehabilitation Program** (with Addiction Recovery, Basic Life Skills, Discipleship, Counseling and Academic Training)
- **Youth Program** (Serving children in all three of the above)
- **Transitional Living** (Subsidized housing where skills are practiced) **Follow-up or After-care Program** (Helping families reestablish in the community)

But for starters, do what you do well before taking on new responsibilities.
Chapter 2
EVERYTHING HAS A PURPOSE

God is a God of order. Everything He has done fits into a purpose, His determined purpose. He makes His plan and He works His plan. We need to take our lead from Him, not only in method but also in content. We need to be on the same page.

So how do we know what God wants in people's lives? Duh. He has been most specific in writing it all down for us and then leaves us Himself, indwelling us, to keep us understanding what He has written. So the first order of business in planning a ministry to impact lives is to figure out what He wants done. And when we know how He wants us to impact those He sends to us, we have the beginning of the plan.

Every aspect of developing the ministry must be under the scrutiny of the question "Why?"
Every rule, every activity, every consequence, every requirement must be qualified by a solid answer when "Why" is asked. Make sure that as you present clients with a new way of life that they understand the principles behind the habits they are learning. Below is a limited list of principles we teach and how we get them taught. This is only a start. You need to make your own. If your procedures are already in place, then see what principle(s) each reinforce.

Class on money management: Principle: How we handle money is training ground for how we handle life. LUK 16:10-12 "He who is faithful in a very little thing is faithful also in much; and he who is unrighteous in a very little thing is unrighteous also in much. If therefore you have not been faithful in the use of unrighteous mammon, who will entrust the true riches to you?"

Charging damage deposits. Principle: Teaching responsibility and planning for difficulties before they become crises. LUK 16:12 "And if you have not been faithful in the use of that which is another's, who will give you that which is your own?"

Restricting personal televisions in the first months of a program. Principle: Changing focus needs a drastic jar sometimes to get started on the right track. ROM 12:2 And do not be conformed to this world, but be transformed by the renewing of your mind, that you may prove what the will of God is, that which is good, acceptable and perfect.

Being on time for required appointments and classes. Principle: respect for others, Romans 12:10-11 Principle: Developing a structured lifestyle that will be desirable to employers, Romans 13:1-2.

Establishing a Townhouse where differences are discussed. Principle: 1TH 5:13 Live in peace with one another. ROM 12:17 Never pay back evil for evil to anyone. Respect what is right in the sight of all men.

Using schedules and organizing self. Principle: Time wasters give the enemy an opportunity. EPH 5:15 Therefore be careful how you walk, not as unwise men, but as wise, making the most of your time, because the days are evil.

Require participation in support groups. Principle: No man is an island. HEB 3:13 But encourage one another day after day, as long as it is still called "Today," lest any one of you be hardened by the deceitfulness of sin.

Require that people take notes in class and keep them organized. Principle: Learning is dependent on personal involvement. Retention is dependent on review. LUK 19:26 "I tell you, that to everyone who has shall more be given, but from the one who does not have, even what he does have shall be taken away.
The principle may not always be linked to a specific scripture but it would be a wonderful exercise for staff to discover the "connects" as procedure is reviewed to see that we are encouraging our clients to live God's way. It does not matter how little the rule or activity may seem. It must be linked to a valid reason and we should be ready when a teaching moment presents itself. The old adage about teaching a man to fish applies here. We are doing far more than just enforcing some rule or requirement.

Another powerful motivation to know the reason behind each component of the program is to be able to share that with the client to help them desire compliance. Many of our clients need to know the why in order to sincerely buy in to the plan. This is not wrong. Scripture encourages humans to engage in respectful questioning and reasoning. (ACTS 17:11, ISA 1:18) This goes back to our understanding of human beings and how God created us. Let us not try to replace man's reasoning power with our own need to control in some time efficient manner. We will deal with this more in the next chapter.
Chapter 3
WHO ARE YOU SERVING?

We are in Rescue work because we are responding to the call of the Master. We are told when we do for the least of these we are doing it unto Him. So there is no misunderstanding as we delve into knowing our clients that we know who we are ultimately serving. We are well served, however, each day to remember we are here because of Him and assigned to represent Him to a sick and dying world.

Even for the purpose of program design, we need to take a very hard look at how we see clients. How the staff views the clients makes a major difference in the effectiveness of what we can do. Here are some sample views:

- Clients are people who have just had a difficult time and need a break. Clients are not to be trusted. They are masters at the art of deception and manipulation and are expected to be dishonest.
- Clients are ignorant and somewhat slow to understand and grasp knowledge.
- All clients are eager for someone to take care of them and do their work for them.
- Clients have great ability that has not been tapped because of lack of mentoring.
- Clients are conniving and will usually be double faced.

How should I view clients in order to make the greatest impact on their lives?

Our view of ministry to mankind must be governed by our understanding of the beginnings of mankind. God said "Let us make humans in our own image". Humans were made different than any of the other creation. We can figure out several of the differences where humans uniquely reflect the attributes of the Creator.

We are choice makers by design. We were not made as animals that can only follow their instinct. We have a reasoning ability that can be developed with wisdom. Our clients are people who for one reason or another have lost ground in the area of decision making. Choices have been abdicated to other people or to life dominating addictions.

We were given the responsibility of dominion, a responsibility that indicates that we were created with ability to control. Our clients have fallen into control detours, often exchanging self-control for an effort to control the past or future.

We were created to live in relationship. Even as our Triune God experienced and knew the value of relationship, we were created to be incapable of independent existence outside of relationship. Our clients have never learned to do healthy relationships. Most of them have been abused and have learned to treat others the same. Most have lost all support systems including the most important one with their own Creator. But all have the same longing with which they were created, the longing for acceptance and belongingness with their Creator and each works to fill that longing one way or another.

Because of being created as a thinking being, we have been given an innate ability to cope with situations that seem impossible. Human beings begin life as children who are known for their resiliency. And for some this ability seemingly gets used up and for others, practice seems to make perfect. Our clients have learned to survive in ways that only people who have been through trying times are able.

With the above view of man, we can begin to formulate a response to the every man/every woman who comes through our door. They are all people of value who were endowed with a soul by the Creator and put on this earth for a purpose. All of them, by virtue of Who created them and Who paid a ransom for them, are due respect. None of them have reached their potential but all of them could be changed.
We must also have a proper view of ourselves, the staff who are called to work with the above client.

For starters: ROM 12:3 “For through the grace given to me I say to every man among you not to think more highly of himself than he ought to think; but to think so as to have sound judgment...” I face every encounter with clients as an opportunity to learn. I know that God can speak through the mouth of babes and with that understanding it has not surprised me that clients can come up with some marvelous pieces of wisdom. In fact, they gain much more when they can come up with wisdom direct than when I dish it out to them. My role is as one who helps a child to learn to ride a two-wheeler... standing by them, walking with them, and keeping them from making mistakes in the beginning and gradually removing their dependence on me.

I am not their conscience. I help to train their conscience because I have the opportunity to speak truth to them from Scripture but I am regularly encouraging them to experience the value of pleasing the Creator.

Most of the people who come my way have no other human to pray for them. My own life has been blessed because I had a godly mother who prayed for me for the first 31 years of my life before she went home to heaven. I also checked with her in her last year and made sure that she had prayed ahead for me for when we anticipated she would no longer be here praying! I know that much can happen in a person's life that has been covered with prayers of a righteous person (a person who is in right standing with God) and I am challenged to pray for each client more than I stew over them. We weaken our ministry if we are only doing in the client's life what we can do in our own strength. That is a cheap counterfeit for what we could offer them by entreating the throne of God.

I disrespect my clients by expecting less of them than God does. They are not inferior people who need to be let off the hook of self-responsibility and challenge. Over the years I have had many more people come back to tell me they appreciated the no-nonsense approach to recovery at the Mission than the number who shared with me or others that the road was just too hard and the expectations too demanding. I prefer to tell clients up front that if they are bent on cheating their way through their time with us, they are only cheating themselves. Most of them can preach this better than I can and I give them that opportunity.

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I must speak truth to clients in love. If I do not know that truth or I am fresh out of compassion, we have a problem. Build your program design in such a way that both truth and compassion are evident. If I want clients to succeed, I must teach them there is no excuse for the here and now. I can find something to blame for everything wrong in my past but I must come face to face with the fact that I am making choices now and am responsible for those choices.

One of the primary habits that clients must deal with in the mission is moving away from excuses as a way of life. And as the representative of the great Shepherd I must also find a way to teach this while reaching out to persons who are so hurt and so damaged that they cannot take the challenge given, this must all be part of program design.

Having said all of that, I must see myself as God sees me. I am merely His vessel. Instead of being a controller, I am called to shepherd. Instead of being the judge and jury, I am called to be the servant leader. If the word "must" has replaced the words "please" and "thank you", it is time for some reassessment. Leading gets much better results than demanding. We must model for the clients what we desire to see in their own lives.
Chapter 4
DESIGNING A PROGRAM

Most in Rescue think of programs as being the long-range variety and some in Rescue cringe at the word “programs”, admonishing us to only talk in terms of ministries. This chapter moves beyond any of that in an effort to share how to develop a plan for ministry to a specific group of people coming through our doors. Whether these clients are going to be with us for one hour or one year, we need a plan to organize our efforts toward meaningful, intentional ministry.

The Outcomes Measurement Model is one type of plan that organizes your thinking to insure that pieces are in place to achieve desired outcomes. Here is a brief description of how that works. Begin with determining what the need is that you are addressing. Each ministry needs a concise mission statement to keep everyone on track. Here is a sample of a mission statement:

City Union Mission is an evangelical Christian ministry committed to sharing the Gospel and meeting the spiritual, physical, and emotional needs of men, women and children who are poor and homeless.

Then each ministry within the mission needs to know their own place through the use of a departmental mission statement.

The need that is being addressed through the ministry under discussion should surface from the mission statement. If the leadership understood that the need to be addressed for a long-term recovery program was, for example, stabilization, then the various components leading to stabilization are next identified. What does “stabilization” look like? What are the minimal requirements that would need to be in a person or a family to be “stable”?

Here is a partial list:

- Life at peace under the rule and reign of Jesus
- A solid support system that does not misdirect the person or family
- Ability to exercise self management leading to good financial stability and a successful work record
- Living in a safe, affordable, and clean environment
- Exercising learned skills in handling of crises and conflict
- Acquiring a lifestyle free of illegal drugs, alcohol and other life dominating and relationship destroying sins
- Having suitable education and employment to provide a livable wage without having to overwork
- Having a level of healthiness both physically, mentally and emotionally that allows for an uplifting lifestyle
- Being free from legal and financial misconduct
- And, participating as a contributing member of community.

WOW.

How do you take a partial list like that and turn it into something workable in a six-month program? For sure you can’t do much with it if there is not a road map or a format by which to make every day count. Begin with analyzing your list. Is there anything on the list that doesn't have to happen for a family or a single woman to be stabilized? Then the next challenge is to look over the list and determine what outcome you believe is achievable within the time frame with which you have to work.

Our team found it to be necessary to order the list into similar areas and we came up with three on which to focus: Life management, Spiritual and Emotional Healthiness, and Solid Relationships. The theme that ran throughout was the relationship with Jesus and getting the foundation with Him.
With this, then, you are ready to order your desired outcomes. I suggest you begin by asking how far in any of these areas can one be able to grow in the minimal amount of time allowed at your Mission.

There really is no such thing as a long-term program less than four months. On the other hand a program for families that is longer than 10 months will run into risk of family institutionalization.

Indicators are used to measure success of outcomes. These provide a ready picture of how the individual client is doing and collectively, a picture of how effective the program is becoming. The AGRM has audiotapes, computer discs and written material containing more practical help on using Outcome Measurement as a tool for program planning. The main thrust of planning the program with the desired end in mind is obvious.

The tools to do that, along with the specific formation of indicators and accompanying assessments, allow the results to be measured for the purpose of accountability and improvement. Here are some suggestions for outcomes that are realistic for a six-month family program.

**Life Management**
- Handles obstacles appropriately before they become crisis
- Identifies and commits to written prioritized goals
- Pursuing realistic godly solutions to life's daily problems using knowledge of life skills
- career path that provides a quality of life
- Responsibly care for personal property and resources
- Acquires good housing references within CUM
- Demonstrates a work ethic while beginning employment in a career path that provides a quality of life
- Establishes and follows a personalized financial plan that meets needs and pays off debt
- Cares for nutritional well-being of family
- Practices kitchen safety
- Completed educational goals and job training

**Spiritual and Emotional Healthiness**
- Demonstrates Christ-like attributes and attitudes.
- Establishes boundaries that protect self and family from ungodly influences
- Has a healthy personal relationship with God.
- Stays in God's plan, evidences His power, knows and honors Him.
- Implementation of a plan for continuing spiritual growth
- Evident progress in renewing the mind
- Exhibits lifestyle of honesty and gratitude.
- Freedom from greed and pride
- Healthy coping and cessation of unhealthy behaviors related to identified addictions
- Nicotine cessation

**Solid Relationships**
- Involvement in church on own initiative
- Relationships growing with church members as a support system.
- Giving of time and/or finances
- Progress in establishing solid spiritual foundation
- Some reconciliation with those in past community achieved
- Continues to identify areas, set and complete goals
- Grows in maturity and responsibility in relationships with staff and clients in shelter and on job
- No outstanding warrants
- Legal fines paid or in progress
- Community service done or in progress
- Applied learning
- Improved relationships
- Expressing feelings and emotions
Chapter 5
COMMUNITY EMERGENCY ASSISTANCE

Emergency assistance in the community is the first area recommended for a rescue ministry to consider when beginning a ministry to women and families. Establishing a clothing closet and a food pantry begins to establish a presence in the city and neighborhood. It is also an opportunity to begin ministry in a very real and meaningful way. Other areas of emergency assistance to the community can follow such as utility assistance, school supplies, Christmas adoption, elder care, etc.

When opening a clothing room or food pantry, first consider what the focus is for the Mission in all ministry. If you believe the most important gift you can give to people is to introduce them to a lasting relationship with Jesus Christ, then this is to be a part of every piece of the puzzle. It becomes easy in the area of emergency assistance to loose sight of what is priority. Of course we are meeting the physical needs of the families.

Jesus fed thousands at a time. But He always used the time to give them something more important than the fishes. It becomes easy to fall into the "more numbers", less actual "personal contact" as you connect with the myriad of social service agencies in town. You can meet both the physical and spiritual needs of the clients but you will need to keep your priorities in front of you to not get off track.

Questions I must ask myself include: What is the real need of the person coming in the door or calling on the phone? How can I minister to the person and not get stuck in the surface issues?

Determine your Basic Assumptions. Here are a few examples. What you believe will influence your ministry.

- God uses times of crisis in people's lives to advantage.
- Neediness is often the door through which someone must walk to be open to God's solutions.
- "Awfulizing" is a negative path that creates ruts in life.
- When need is met with too much, need turns to greed and looks like a major dose of ingratitude.
- Most Americans do not even know the feeling of hunger
- Obesity is not a sign of lack of need
- Learning to problem solve and to see options is of greater value than getting a handout.
- Sometimes in the name of mercy, I can do harm to a person.
- God never calls me to do something He doesn't give me the resources to do it.
- Repetitious help that makes a person dependent on me may do little to help them be dependent on God.
- Giving a scrap and saying "Go and be filled" is not only disrespectful to the person but also to God, the provider.

Your Community Emergency Assistance Ministry will be greatly affected by your Basic Assumptions. The whole team needs to be aware of the ones embraced.

Interviewing the Community Client Coming For Assistance

How do you get into meaningful discussions? Here are some starters.

"Well, let's talk - can you fill me in on what's going on with you right now?" "We are happy to help out with some groceries but, I'm concerned. What will you do when those are gone?"

"We would like to help you more than just get you through this crisis. What would it take for you to really get on your feet?"
Redirect the conversation to address bigger issues:
- Goal setting
- Self planning
- Living within means
- No victim thinking
- Financial planning
- Willingness to evaluate
- Willingness to change behavior

What the client does not need:
- Not survival, a quick fix, or a sermon
- Not wool clothing when they can't afford dry-cleaning.
- Not raw meat when they have no range.
- Not frozen vegetables when they have no freezer.
- Not bland staples without seasonings or recipes.
- Not cloth diapers when they have no washing machine.

So what's the real need?

The clients coming in your door for emergency assistance have a need for honesty, grace, restored dignity, hope, peace, education and friendship. Most of all, they need the Lord. We need to be able to pick up on the real need and look for opportunities to address it. Consider these common characteristics of persons we might have the opportunity to serve ad note how we might help.

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<th>Characteristics of people walking through the door</th>
<th>How can we best serve this person?</th>
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<td>Instruction in Where to Turn.</td>
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<td>Embarrassed</td>
<td>Assurance</td>
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<td>Personal Testimony</td>
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Planning the Program

To plan programs or ministries we begin by asking, "What is the desired outcome(s)? What effect do we anticipate in those who are impacted by the ministry? What do we hope to see in every person utilizing this ministry? What is realistic to expect given our current resources? Here are some examples for a ministry of assistance to the poor in our community:

- Recipients will receive immediate and temporary relief for expressed needs.
- All recipients will have the opportunity to hear the gospel.
- Any recipient who accepts Christ will have opportunity for discipleship.
- Recipients will see the relationship between planning and succeeding.
- Recipients will have the opportunity to practice honesty.
• Recipients will learn to distinguish between need and desire.
• Recipients will grow in knowledge of options for crisis survival.
• Recipients will learn principles of doing more with less.
• Recipients will begin plans to establish stabilized living.
• Recipients will receive encouragement to develop a support base.
• Recipients will know where to access free life skill training.
• Recipients will have the opportunity to improve quality of life.

Plan for hospitality. What statement will you make to folks sitting in your lobby waiting for staff to assist them? Have you planned for a pleasant environment? Can you have Christian music playing? Can you have a VCR playing a continuous tape, one either purchased or mission-made on some relevant topic?

We make a point of calling a person by name rather than assigning them a number if they are waiting to be seen for food or clothing. The head of household comes in the door and is greeted by a security guard if necessary, and then signs in with the time of arrival and for what service they are applying. Staff observes their initial written request (ex. Food, clothing, utility assistance etc.) and provides them with appropriate paperwork. All clients coming through the door deserve private face-to-face encounters.

Keeping records of previous visits with clients is a must. A 3” X 5” card file will be useful for this. Ask only the information that you really need and will use. Information like address, phone number, names and ages of persons in their household, marital status, place of employment, would each give you useful information for both tracking and immediate discussion. If you are going to help with budgeting advice you will ask for income, food stamps, rent. Asking about church involvement allows you to know of their support system but also may lead into a more meaningful discussion.

Asking for social security numbers sometimes will eliminate having clients forge the number of persons in their family. Each visit, the client, without seeing their card, will verify who is living in their house at the time. Having a line or two about each encounter with the client allows you to be able to quickly connect with the issues that were important to the client in the past and establishes needed rapport that could not happen if you rely only on your memory. A look back at the dates you have served the client will also help you to know how best to address their on going needs. Many times I have seen cards with notations on them that show the progression of how the gospel impacted the person’s life month-to-month or year-to-year until there was a life changing decision made. Such notations can also show if the person needs additional training. If they are asking for a fan every year, perhaps there is another issue that needs to be addressed.

When filling food orders, show a list of normal staples you will be including and ask the person if there is anything on the list that they do not need at this time. This allows for the teaching moment that we are not here to waste resources or to assume that every needy home is alike. This also gives you a sense of the menu planning or lack thereof which could lead to offering basic life skill class attendance.

On occasion you will have a client come in for food or clothing assistance only to find out that all they really came for was some encouragement in what they were going through. What a wonderful indication that your emergency assistance is providing a real helping atmosphere.

Some missions have a separate clothing room and some use their thrift stores to service the clients. There are advantages to both. Having a separate clothing room usually allows that room to be more available to the location where interviewing is happening for the benefit of clients who are transportation challenged. It also allows for more personal ministry as the person is being waited on. In our past in Kansas City, it also allowed us to bring the better quality items to the needs of the poor and to provide an outlet for donors who desired not to give their donations to be sold. There is typically never enough undergarments, children’s clothes, bed linens, towels and working household equipment donated to meet
more than the needs of the emergency assistance clients and having a separate facility allows for these
to go only to the needy.

Giving Community Assistance clients a voucher to go shop for their needed items in the thrift store allows
for one less sorting responsibility, one less space utilized, and the encouragement to the client of learning
to shop in a good thrift store. The Family Ministry in Springfield, Missouri, does this quite successfully
with the use of a cash register that records the free items coming through the checkout with the simple
push of a cash register key. At the end of the day, records are there that show the number and value of
items being given away and the client shops without looking “different” from the other clientele.

Establish hours that fit the community’s needs. If your schools let out by 2:30, then your hours need to
start early enough that parents can come, get their needs met, and return to their homes before the
children get home from school. I highly recommend opening up 15 minutes before the posted time to
allow the clients to feel cared for. There is more waiting in the lives of the urban families than you will
ever realize. Do whatever you can to cut down on long waits, especially long waits when there is not
awareness of when they will be waited on. Teach your staff customer service principles. Under no
condition should clients see staff chatting or taking care of personal business while they are waiting for
attention. If that must happen, it needs to happen behind closed doors.

Your food room will need air conditioning in most parts of the country, plenty of easily cleaned shelving,
and a refrigerator/freezer combo.
Chapter 6
EMERGENCY SHELTERS

Sheltering homeless women and families began to receive focus among Rescue Missions in the mid-seventies. Women and families have been the fastest growing category for homelessness in the last decade. Rescue Ministries are called to minister to the last, the least, and the lost. Establishing a place for women, children, and families to come out of the storms of life should be a concern of any Rescue Mission in a metropolitan area. Before we begin talking about how to have an excellent shelter for women and families, I wish to present three challenges.

1. If we are going to see families stabilized, begin to consider how to minister to the whole family if that family is still intact. Sending the men to the men's shelter and the mother and children to the family shelter is an unnecessary answer to unreal concerns.

2. Diversity of gender in the staff is necessary in any program that is designed to help women and families get healthy. Hiring godly Christian men to work in family shelters provides a new role model opportunity that many urban men, women, and children have never seen. And this practice also allows for a wider depth of wisdom. God made two genders for some very real reasons, one of which is that men and women think in different ways and consequently can complement one another in the work place.

3. Do not jump the gun and provide for a long-term program before you have an emergency shelter. It is a rare community in this day and time of government intervention that there are sufficient emergency shelter beds for women and families. Government has figured out that the real deal is to get people into long-term programs and that emergency shelters don’t have much impact in long term changes. Consequently the government funds go for the transitional housing type programs and leave the homeless people on the street. Now it is true that you can have more impact with a person if you have more time but those programs that do not have a feeder program available seldom have a full census. Translated, if you have a long-term program and no emergency program from which to get referrals. You will not have referrals and you will not be serving to your full potential. Don’t buy into the idea that you cannot have impact in a short-term facility. Read on!

So why does the emergency shelter exist? Here is the broad picture of why we have an emergency shelter. (Mt. 11:28-30)

Clients in the shelter will
1. Experience a time of respite
2. Increase awareness of opportunities for change
3. Hear the invitation of the Lord
4. Reestablish hope
5. Commit to plan for change
6. Begin acquiring basic life skills

But how much real change can happen in 2-4 weeks?

We have a great opportunity with the families that come into the emergency shelters. But the challenge is the limit of time placed on our potential influence.

A single woman or parent needs an opportunity to get some rest when first coming into the shelter. Getting
into a shelter is not a relaxing experience. Most of our folks are coming from very bad situations as they enter the shelter. The likelihood that they have had much rest in the last few days is nil. And yet, many times we expect them to sit through a long list of do's and don'ts and then hurry off to an hour of chapel before they do an assigned chore and then make up their bed for an enforced curfew. Think about the arrival of the person into the shelter. What can be done to make that check in procedure less traumatic?

Rule sheets should be written out in a simple way in motivating respectful language. The more you can do to link the rules with the benefit to the client, the easier it will be to have an atmosphere of cooperation in the house. The client should be presented with a copy to follow while the staff person reads it aloud in case the person cannot read well. Be aware that small print is not necessary. And giving clients copies that are six and seventh generations of the copier is very sad. Again this is a way you can make the client feel special or inferior with a very little effort. This sheet along with a schedule of meals and activities should be given to the person to take along when they have time to look at this again. Our staff gives the person a tour of the shelter and places like the client wall-telephone, the chapel, the classroom and the laundry are pointed out.

At this first encounter, the client needs to know what is expected of them in the next 24 hours. Give the chapel and meal times and, perhaps, one appointment for the following day with the assigned case manager. The rest can be handled after a good night's sleep.

Early on in the person's day, a discussion needs to happen in which the staff person does more listening than talking. Find out who is this person the Lord has sent your way. What are their concerns and what are their desires? Give honest words of hope. Almost without exception, people walking into family shelters will admit that they had lost all hope before arriving. Giving little gifts like a printed card with a scripture verse on it will begin the opportunity to minister to this person.

I highly recommend that all staff wear name badges. It is frustrating for clients to not know who is who in the shelter. And if they can call you by name, there is a greater sense of belonging established.

A typical stay in an emergency shelter is one month or less. It is difficult to get major things done in one month but we will look at some ways to make inroads. The major problem with extending time is that there are a limited number of beds available for emergency shelter in any city and if there is no turnover for those beds, there are a large number of homeless that go without any sense of help or hope. The ideal is to get a family in through the emergency shelter and get them pointed toward a long-range program set up for change and opportunity.

Let's look at ways to maximize the month stay. Check out the chapter on case management to see ways to help the client early on begin to get their physical life in order, applying for housing and employment. But how do we make the most of the moment in affecting change in their lives?

In Kansas City, the first Friday morning after the family has arrived, they are required to attend a class called "Motivation Class". The class was named by default. This was the reason for the class and the name just stuck. A catchier name would be appropriate. The class begins by the clients looking at a diagram of a pathway available to them. Their choices are pointed out. And discussion is encouraged. The path to stabilization may involve more than just finding housing, and living from shelter to shelter is not desirable.
OPTIONS FOR THE GUESTS AT CITY UNION MISSION FAMILY SHELTER

A short "quiz" follows this, asking each client to anonymously check the issues that are true about him or her. We calculate these answers to better understand our clients and to gain program-planning information.

Survey of Shelter Guests

These things are true about me???

<table>
<thead>
<tr>
<th>not employed</th>
<th>Underemployed</th>
</tr>
</thead>
<tbody>
<tr>
<td>in debt</td>
<td>poor credit risk</td>
</tr>
<tr>
<td>No transportation</td>
<td>anger issues</td>
</tr>
<tr>
<td>victim mentality</td>
<td>unhappy</td>
</tr>
<tr>
<td>Unsaved</td>
<td>life spiritually out of kilter</td>
</tr>
<tr>
<td>poor housing references</td>
<td>spending addiction</td>
</tr>
<tr>
<td>lack of education</td>
<td>unhealthy relationships</td>
</tr>
<tr>
<td>legal problems</td>
<td>addicted to drugs alcohol</td>
</tr>
</tbody>
</table>

If two or more of these are true about you - you need the help of the New Life Program to correct these issues - don't limp through life with fixable problems.
This “quiz” gives the presenter some talking points to discuss why just getting employment and housing may not answer their real need. Then other options are presented including and emphasizing the Mission’s long-term program. The results of this quiz can be tabulated as data useful in understanding clients. Here is the compilation of a year of our surveys:

![2002 Total Surveys](image)

One month of stay, if the person is applying himself or herself, is enough time to spend some each day doing housing and employment searches and still attend some of the basic life skill classes you have for the long-term families. After all, a class in decision-making can be helpful to five or to 30 so why not offer them to as many as you can handle space wise. We make our morning life skill classes that are required for the long-term program folks available to shelter and community who wish to attend. It is a way to get more bang for your buck and many times when the emergency shelter folks attend one of the classes, they get interested in getting more.

What else do you have for long-term families that could profit the emergency shelter clients? Think through anything there that is informational, spiritual, and practical. The only things that should be reserved for long-term participants are those things that require them to process in groups. To whatever degree you make your educational offerings classes that stand alone in content (not needing to build on the previous class); you are giving growth opportunities for one time people. One day of decision-making class may not be as good as five classes on this topic, but one day is better than no days.

If you want to get an eye full, just pay attention to where your clients go during the day. The city library is full of homeless folks hiding out until the day is over. Why not give some incentives to attend the classes you offer. Persons who have limited amounts of hope also have difficulty with motivation. We have included a whole chapter on how you can create an atmosphere conducive to motivation.

Redeeming the time is an old scriptural principle. Why not have a library available of Christian books of
the devotional or self help variety and Christian videos that can be checked out. Of course, do not check out items that you are going to get upset about if you lose them since no return is guaranteed.

The walls of your rooms are places for influence. Buying cheap frames and making computerized verses or devotional statements to insert is a great way of decorating with influence. And if someone steals a bible verse off the wall, maybe it will have an ongoing effect in his or her life!

Build in ways for staff to have meaningful conversations with clients. Staff members who have the most lasting influence are the ones who are not afraid to come out of their offices and mingle and hang out with the clients. Lead volunteers also make excellent impact-warriors.

As space permits, we have experimented with adding a month of stay to the time restrictions for those who will give commitment to a half-day schedule of input. This effort began as a need to prepare emergency clients to come to the place where they could do a long-term program. It has become an opportunity to serve emergency shelter guests for whom we have no room in the long-term program facility and is an effort to give them all that we can give them in a short time. Clients are asked to sign a contract in return for an agreement of extra time if the contract is fulfilled. Requirements must be kept at a minimum and include:

1. Each Sunday morning attend one of the approved churches and fill out an assessment form in preparation of choosing a church home.
2. Make a monthly budget and, if applicable, a debt reduction plan.
4. Make a life notebook of important documents.
5. If history of addiction, regular participation in support group.
6. Children enrolled and keeping good attendance in school.
7. Attend Life skill classes.

As with any program, you must write procedures or it will "grow like Topsy" and it will soon look very different from the initial reasons for existence. Here is the procedure for a mini-program within the emergency shelter.

1. All shelter guests shall have an equal opportunity to apply for the program.
2. Shelter Case managers and Shelter administrator will discuss each shelter guest case to determine if a specific family should be discouraged from applying. Persons who should not apply would include someone who comes into the shelter already with a good career full time job, someone who comes into the shelter with stable housing solution already arranged, or family just passing through with previous plans to be moving to another location. These families would probably not need shelter for more than two weeks.
3. All other persons/families are required to attend the motivation class on the first Friday they are in the shelter. The next case management appointment following that class the case manager assists the client in making a decision to apply or not apply.
4. Those who are choosing to not apply have one month to find housing.
5. Those choosing to apply do a pre-program for one month. They will be assured that if at the end of that month there is not room for them or they are not accepted on the program, they will be given another month to find employment and housing.
6. Since all clients apply for housing the first week in house, and since all clients get their children enrolled in school the first school day they are in house, there are very few reasons why clients who do not need to leave within the first month should not be able to attend classes from 9-11. Case management assignments from the list can all be done after 11 a.m. Attendance at the classes will allow even the clients who are not going to get to be in the long-term program to gain at least a month of program input before having to begin the employment and housing
search. After signing up for housing and getting their children in school, all clients are to attend the classes from 8-11 a.m. M, W, Th, F and 9:30-11:30 on Tues. unless they have less than one month of time left. These include the basic life skill classes, the regular devotions class and a daily challenge time.

7. Making the most of the month of pre-program, we will substitute a class just for the candidates on Friday, 9-10. The topics presented will be designed as what is most needed for stabilization and includes a special class in money management, one in parenting and one called Fire Cracker Living (an effort to address how to not be causing uproar and getting set off with every turn of the road)

8. Required assignments are given to the client and progress discussed weekly with case manager

9. Upon completion of a life notebook, in not less than three weeks or more than 5 weeks, application and notebook is submitted to the long-term program team along with case manager recommendation. Client then is assessed and interviewed by various members of the long-term program team in preparation for a vote a week later.

10. If the client is accepted on the long-term program, they move within 45 days.

Case Management is a must when helping clients learn structure and new life styles. It is helpful if not necessary to have checklists made to insure that every client gets an equal opportunity and that commitment to details is systematic. A sample checklist for the program we have just been discussing is in the appendix.
Chapter 7
CASE MANAGEMENT IS A MUST

No matter which program you are beginning in your family ministry, someone designated as case manager is necessary if you are expecting/requiring clients to attempt change while they are utilizing benefits from the Mission.

A case manager is most simply defined as one who manages cases but in reality the case manager is the encourager, the source of information and referral, the accountability person, and the one who most likely will develop positive relationships with the client. The case manager is a helper, one who comes alongside and helps to make the path of change smoother. The case manager knows sources of funding for assistance and where affordable housing is most likely to be found. The case manager knows the rules of the Mission and interprets policy for the client. The case manager is the one who keeps the records of a client so if the person returns for future services, there will be a record allowing staff to start from the leaving off place instead of again beginning at the beginning. The case manager knows how to do active listening and how to ask motivating questions. The case manager is an advocate for clients.

This can be condensed to say that the chief responsibilities of the case managers is to
1. Provide a motivational atmosphere
2. Encourage participation in known paths of change
3. Help clients be realistic
4. Teach new habits by providing an atmosphere of accountability

It becomes very easy in a case manager's position to get side tracked because there are so many people pulling one way and another. The case manager needs to know the definition of success in your organization. An example would be:

Case management success:
- Guest leaves with a workable plan
- Guests acquired as much life changing tools as possible during their stay
- Guests have received love and respect while here

Since case management is both details and relationship, the detail part of the job must be systematized to allow adequate time and energy for relationship. It is not unusual that case managers will be better in one of the other but both areas must be in integral part of successful case management. To systematize the details simply means that one does not have to remember what was done with this client or that client but has common task lists with check off boxes to guarantee that each item has been addressed. This also allows another staff person to assist a client in the event of the case manager being away from work.

Case management is the place where new learning is put into practice. Although we assume that life skill classes offer the training in areas like money management, decision making, and goal setting; it is in case management that the skill is applied and practiced. The case manager should see their role as one of coaching. A good coach is not only a teacher but an observer, an encourager, a person who offers ways to improve actions for success, and the person who can be counted on to insist on the rules of the game.

One of the very specific skills that are learned through the case management experience is goal setting. This is perhaps the biggest philosophical issue in case management. In the model entitled Strength-Based Case management, the client dreams and makes their life goals from those dreams and
the case manager tries to fit in. In Program-Based Case Management the client is given a list of predetermined goals and told to complete them. We believe there is a healthy alternative. The case manager is aware of goals that are fundamental to the program and assists the client in adapting their personal goals to fit.

An example: The program is designed to promote the goal of financial stability. The client learns some methods of doing that and chooses goals like: Making a realistic debt reduction plan. If the client came to the program without a willingness to form some goals to promote financial stability, they would be inappropriate for that specific program but on the other hand, the case manager would not make the decision for the client on which bills to pay off first. An area where conflict occurs most often in this plan of mutually acceptable goal setting is in the area of career exploration. We may have a list of careers that we want our clients to go for and their interest and aptitude may be very different. The point is, we need to stick by a goal of having a career that will provide for the client's needs as well as bring them enjoyment. Then as they find direction within that broad framework, we need to be very satisfied. Case management is not about controlling the client's life but about helping them to improve in their decision-making and time management.
Chapter 8

COMPONENTS OF ALONG TERM PROGRAM
FOR WOMEN AND FAMILIES

Some missions will call this a recovery program, others a rehabilitation program or a Christian Life Program. The necessary components are basically the same. We want to offer people who have already experienced set back and often a difficult start in life, to come up to speed in areas that will enable them to have a quality of life that honors God and brings them personal satisfaction. We want to help people become all that God created them to be in this earth place. Some of what we are doing is about knowledge, some about skill, and a lot about attitude. A changed life is one that deals with life from God’s way of doing things.

Commitment

The client must know up front what is included and expected in the program before being asked to make a commitment. We do not wish to foster dependence on humans. Some level of trust can be relied on but to make the assumption that someone is going to commit wholeheartedly to what is unknown is not realistic. The problem arises, however, that a new program applicant is not going to retain everything that is said to them the first day. This is because, for one, they are human just like the rest of us, and secondly, many times they are in recovery and or stress, both of which affect memory.

Consider also that people hear what they want to hear. Any experience you have currently with clients should convince you that there is a wide chasm between what you say and what is heard. All requirements must be written and written in a very understandable way. Several manuals for current long-term programs in Rescue Missions are available through the AGRM for comparison. Recommendation: A full manual is presented ahead of the request for commitment. The client is given a highlighter and a staff person goes through the manual encouraging the client to highlight specific areas. Then establish a time at least once a month, in which you review a portion of the manual with the whole group. This can be made to be fun with a little contest for who is program savvy.

Designing programs with regular intervals to finish and recommit seems to work best for our Mission clients. We have found that short-term victories give impetus to longer-term motivation. It seems that clients do best if programs are broken down into chunks of about 3 months. This allows them to have a sense of completion, which is turn provides motivation to commit to another short-term possibility. Even within the three month program or phase as it is sometimes called, there is a need for more frequent checkpoints. An evaluation once a month allowing the client to self evaluate as well as receive staff evaluation gives a sense of progress necessary to promote future motivation.

In the Appendix you will see sample check lists to coincide with the month commitments. We have found that client driven promotion is best with the client deciding when they believe they have completed the requirements of the phase and presenting their papers to staff for confirmation. We have also found that time frames need to be placed ahead of time with a minimum and maximum amount of time a client will be given to complete a particular program or phase. This results in protection against a client moving too fast and skipping vital parts of the maturing process and also prevents people from coasting and losing momentum.

Staff has a definite commitment to make to clients also. One way this plays out is to have a regular time each year to make changes in the program. If changes in policy and procedure are made every week, the clients begin to feel like they are being jerked about. When the time approaches for program
evaluation, seek feedback from clients. This allows them to have a sense of changes coming as well as the feeling of having some input. And the truth is, you will gain great insight through seeking their observations and opinions.

**Personal Accountability**

Since everything that is done is to be done with purpose (reread chapter two if you are still not convinced of this), then the same applies in the teaching and training of clients. Clients need to be making monthly goals. We need to help clients to learn to make realistic, achievable goals and to learn to celebrate when goals are accomplished. Although we can assume that we may know more about what it takes to stabilize a family and, consequently, have built a program around those goals, we need to leave room for the individual needs and the individual time tables to make personal changes. Program goals are shared and clients make individual goals, or stepping-stones, toward that larger goal. Client and staff must truly be in agreement with each goal set for there to be a working relationship. Here is an example.

**Program goal:** Become financially stable.

**Individual weekly or monthly goals:** Compile a list of all debts. Teach my children the budgeting skills I am learning. Give myself a personal allowance. Read a book on how to save money at the grocery store. Find alternative less expensive ways of hair care for my family. Find a way to organize my receipts to keep a spending record.

**Program goal:** Exhibit emotional freedom.

**Individual monthly goals:** Journal daily. Keep an anger diary like taught in class. Follow Phil. 4:6 and practice my "thank yous" five minutes a day in the areas I am feeling anxiety. Memorize some verses on forgiveness as I prepare to begin the forgiving process.

**Program goal:** Learning to have mature and productive relationships.

**Individual monthly goal:** Join the choir at church. Talk with counselor about my struggle with people in authority. Show kindness to another program participant that I especially dislike. Ask forgiveness of my mother for stealing from her and make a plan to repay.

These goals would be shared with the staff person involved with the specific area of the program and that staff person would remember to ask the client weekly about progress on the goal until it is accomplished and applauded. Clients are no different from all of us. They need to see progress and to feel good about that. Without a verbalized goal, this will not happen for them.

Goal making and achieving also allow you to teach the client how to deal with success and how to deal with failure. Most clients do not know how to do either and it stymies them for future relationships.

Accountability sometimes requires intervention. Interventions are opportunities to lovingly confront a person who is not dealing with or appears to not be dealing with some issue or sin in his or her life. Develop a procedure for interventions. The goal is (1) acknowledgment of issue/problem, (2) Confession of sin, (3) Willingness to make right any issues between self and God, self and others. Interventions are best done buy 3 or more caring people and with issues and observations written out beforehand. Ga1.6:1, 1Thes. 5:14, Heb.10:24, 25.

Part of accountability also involves responsibility. Build into your program checks points, explaining to the client that provision of proof of their actions is the way of establishing good habits. Examples of this include weekly verification of savings if program requirement is to save income; or bringing back proof of a doctor's visit and instructions if request was made and granted to miss schedule for the morning. An old adage is you can expect what you inspect.
Communication

Have you noticed that the biggest problem noted in marriages and the biggest problem noted in the workplace centers around communication?

So would it surprise you that if you are going to have an impact on people, you need to build in an opportunity to teach them communication skills and to exhibit these same in front of them.

- When you teach classes... **do not lecture.** This is not communication and will get you nowhere except to the end of the hour. Include in your presentation time at least 50% participation. Asking the right question and allowing the client to think through and verbalize their current answer gives you the opportunity to build on those beliefs with either redirecting or enhancing what the client currently knows.

- Give people as much lead as you can when there is something happening that will affect their lives. If you know a tour is coming through next week, then post that information so there is not the opportunity for the client to be embarrassed at the last minute with a chore done poorly.

- Understand that when a person is missing at a group meeting that they are encouraged to find out what information they missed. This is teaching them responsibility and preparing them for real life and is also saying that every program group experience is valuable.

- Provide a feedback form and/or opportunity for the client to tell you concerns they are feeling. Why should we be afraid of seeking their feedback? If you do not ask them for it and make it appropriate for them to give it, they will simply give it to someone else. Which would you prefer?

- Although communication is something that should be happening all the time, provide a time in the schedule for intentional communication. Samples of these include a monthly evaluation with staff, a scheduled time to make announcements daily or at least weekly, a communication board, a monthly in-house newsletter with a calendar of events including such things as school vacation days. Every one of these experiences is an opportunity to teach the client how to do family when they are back on their own again.

- Provide a vehicle for clients to be responsible with their time commitments. If they have an emergency come up, they make a schedule change out and have the person with whom they are scheduled sign the form. This simulates what you would do on the job if you needed to be off for business or an emergency and also teaches respect when they have future appointments with professional service providers. (Remember, everything has to have a long-range purpose!)

- Do not surprise clients. A client who is about to be removed from the program because of non-compliance needs that communicated in the form of a challenge or warning while there is still time to turn around. Our clients are beginning to rebuild trust and even when they may not deserve mercy, they do need respect and love.

Focus

It is easy to get off on rabbit trails when working with clients who do not have focus skills. We need ways to insure that we stay focused. Growth happening by accident takes a lot longer than if we have been intentional. Even though there will always be specific issues to work with each individual client, there
are some issues that seem to be universal. Here are some issues to be dealt with if we are going for healthy wholeness:

**Counseling**
- Delay of gratification
- Anger management
- Communication style
- Control issues
- Shame issues
- Marital relationship
- Obsessive-Compulsive thinking and/or actions
- Boundary issues
- Criticalness
- Perfectionism
- Anxiety
- Laziness
- Fear of Success
- Freedom from impulsiveness
- Maturity issues
- Unprocessed grief
- Codependency
- Parenting problems
- Ability to focus
- Freedom from all types of addictions
- Abnormal fears
- Option blindness
- Trust issues
- Self-centeredness
- Fear of Failure
- Lack of self-respect

**Discipleship and/or counseling**
- Forgiveness
- Renewing the mind
- Such as gossip, lying, grumbling
- Resentment
- Greed
- Sexual purity
- Freedom from sinful behaviors
- Honesty
- Bitterness

**Case Management**
- Goal Setting
- Money Management
- Legal matters
- Decision-making
- Personal business issues
Below you will find a program evaluation tool. Take a moment and grade your mission on the presence of the following components in your current long-term program.

<table>
<thead>
<tr>
<th>Component being evaluated</th>
<th>We do this with excellence</th>
<th>We do this OK</th>
<th>We really need to improve this</th>
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</thead>
<tbody>
<tr>
<td>Discipleship</td>
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<td>Intentional program design</td>
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<td>Godly attitude development</td>
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<td>Built in hope and motivation</td>
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<td>Teaching for personal responsibility</td>
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<td>Addiction recovery</td>
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<td>Financial management training</td>
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<td>Feedback</td>
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<td>Built in accountability (regular evaluations</td>
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<td>by client and staff)</td>
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<td>Client goal setting and progress review</td>
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<tr>
<td>Commitment opportunity and encouragement</td>
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<td>Academic and career opportunity</td>
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Chapter 9
WHAT ABOUT THE CHILDREN?

If you are going to have an effective women and family ministry, you must plan for the children. A parent does not get healthy in isolation. Many parents abort their recovery because their children cannot handle being in a shelter any longer. With a little planning and a lot of commitment on your part, you can have just the reverse; the children so contented in the shelter system that they begin to do well in school and adapt well to their new community.

The first thing a child needs and wants is the parent's attention and time. Translate this into what you may have seen as a normal schedule in a homeless shelter or long-term program. Look at your requirements of parents and see where they need to have some planned family time instead. Perhaps you will need to consider having chapels only two nights a week instead of the normal nightly chapel of a men's program. Perhaps some of the activities planned for children could include their parents; when you take the kids to a ball game, why not take the whole family instead. Sure makes a difference in your child-adult ratio and allows the whole family to enjoy doing something together.

Parents need to feel they are in charge of their own children. Never take over the authority of the parent. If a child is misbehaving, talk with the parent first and form a team with them regarding how to address the child. Help the parent to understand that you are here as a parenting partner the Lord has provided until the family gets back on their feet but that you must be seen in the child's eyes as working together. One snow day in our Center, school was out and all the kids of families on the long-term program decided to play hooky from the youth department's scheduled snow day activities. Staff gathered the parents and together we made a plan of how to help the kids have a different idea next time. The parents loved it, the staff got some teaching moments in, and the kids were quite surprised.

Too often our tendency is to take over the correction of the children and the mother, sensing she is stripped of her God-given responsibility, develops negative responses toward staff and destroys any positive effect on the children. In the emergency shelter and in the first month of the long-term program, there may be need for more staff input with the child because the parent is just getting their feet on the ground in recovery. As the parent regains some level of healthiness and begins to take leadership in the home, the child will typically rebel. They have been the boss in their dysfunctional home for quite awhile and suddenly mom is getting well and they are losing their position in the family. The recovering parent needs to know that such behavior is normal and this is not a time to back track.

When parents are required to do chores that cannot include the children, plan ahead to offer the parent an alternative that is safe and practical or make sure you are giving parents of small children chores that can be done with a child in tow.

Buy smaller tables so that just one family can sit at a table. Encourage or require that families sit together. If practical, allow family style serving so that the mother feels some level of provision for her family. If not possible, at the least, allow the mother to make any decisions about foods or quantity of foods her children will be served.

Promote school and homework. Make sure that every family coming into your facility gets their children into school before anything else is required. Homeless children miss many days of school as they shuffle from shelter to shelter. Offer a quiet place for homework after school. Watch out for parents who have a poor and incorrect attitude toward the need for schooling for their children.

Children who have just entered a shelter are often fearful and somewhat traumatized. Planning something that makes their life more comfortable is well worth the effort. Have welcome bags for
each child with a teddy bear and a kid toothbrush along with something age appropriate for play. Community people love to make these bags up and will bring them with the age and gender labeled on each bag.

Parenting classes are a must. If you have community agencies that will teach these classes, that may be an advantage but there are many Christian principles that need to be included. Make sure the curriculum includes an opportunity for the parent to heal from the parenting experiences they had growing up, as they understand they do not want to repeat abusive behaviors with their children. You can get a lot done in a good class but do not negate the teaching moments when a shelter manager can pull a parent aside and enter into a gentle discussion with them regarding their hopes and cares for their children and how much they affect their children in their speech and actions.

We have learned painfully that when a family with teen goes on the long-term program, the teen must also sign a program contract and commit to the program before the whole family moves in. The teen can make or break the parent’s recovery if they are not on board and understanding what is going on in their family. Many missions will not venture into ministry to families with teens but with proper planning, this is a great opportunity. Every homeless teen needs an opportunity for a Christian counselor and a teen group much like the Alateen community groups but with a Christian foundation. They need to be allowed to meet their school bus a block away so they do not have to tell their friends they are homeless. They need to have a way to earn some money so they can look like their peers.

The kinds of pressures the young people have in today’s society are even more intense on our homeless young adults. And to make matters more difficult, our parents are usually unaware of the potential problems. Before you begin to restrict a teen from the kind of music he or she is listening to, you probably better educate the parent. Neither the parent nor the staff alone will be effective influencing the young person for right. It will take both staff and parent working together as a team.
Chapter 10  
Providing Basic Life Skill Education

Where does one go to learn how to manage life? Supposedly, you learned it from a parent or grandparent. Sometimes what is learned is not accurate. Sometimes is it insufficient. Many times such teaching is non-existent. Life skills differ from academic skills in that the government insists that every child has an opportunity to achieve the academics. Assumptions get made regarding life skills that just are not reality.

What are basic life skills? Here are some that are crucial for families to achieve if they are going to have quality of life:

- Decision-making
- Goal setting
- Money management
- Communication skill
- Listening skills
- Time Management
- Job Search skills
- Cooking skills
- Laundry
- Parenting skills
- Care of Property
- Organization skills
- Health education
- Smoking cessation

Are you making provisions that your clients have an opportunity to learn the above? Other skills are nice to have but the above seem to be mandatory if life is going to work. Skills are not something you are born with, they must be learned. True, some people come by specific skills easier than others but do not assume that your clients come to you with what they need.

When your clients come to you for help, whether it is community clients who need food or utility assistance or the homeless, looking for a new start, they all need more than what they are asking for. To give someone utility assistance with giving opportunity to learn some money management skill is only taking care of the immediate need for a little while and making them dependent on you. Giving services without asking something in return is crippling to the clients. Connect the receiving of financial assistance as a reward for accomplishing an assignment and you replace the give-me life style with a sense that I have done something to help myself.

Curriculum for many of the above life skill classes is available through AGRM - WAFT for a small printing/mailing fee. When you have someone develop curriculum for a class, you are encouraged to share that with the rest of the Association. We gain from each other. On the next page is a copy of a flyer used to promote Life Skill Classes.

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Keep the classes 50 minutes in length and do not expect the adults to be in the classroom situation more than 3 hours in a row. Plan the curriculum to cycle so guests can complete whole courses. If a specific course class is offered one hour a week for 8 weeks, a person can have variety as well as continuity in acquiring new information and skills. WAFT has several tapes in the AGRM library that can be purchased to improve your teaching skills with adults.
Childcare is available for children from 6 months to school age.

**Dealing with Feelings** - Mondays 9-10 a.m. This eight-week course introduces students to emotions and feelings. Anger, depression, loneliness, grief and anxiety are all separate topics. Since our choices and our behavior are controlled by our beliefs, students receive help in learning proper and healthy expression and management of emotions.

**Decision Making** - Mondays 10-11 a.m. This six-week course teaches the basic steps of good decision-making. Students will learn the steps to making decisions, how to come up with good options, setting priorities, secrets to successful decision making, setting realistic goals and knowing God's will for your life.

**Parenting** - Wednesdays 9-11 a.m. A four week course looking at parenting basics, "How to really love your child", "Communicating with your child", Effective Discipline", and "Understanding Child Abuse and How to Prevent It."

**Communication** - Thursdays, 9-10 a.m. Looking at ways in which we communicate with words, voice, tone, and body language. Assertive communication style is contrasted with aggressive, passive, and passive-aggressive.

**Money Management** - Thursdays 10-11 a.m. An eight-week course including what a financial plan is and how to maintain a good budget from month to month. It also deals with planning ahead, shopping tips and accountability.

**Employment Workshop** - Twelve 2-hour sessions spread out over 68 weeks. Call Becky Grant at 816 329 1414 for registration and current times.

**GED, Other academic improvement** - GED preparation, Reading and Writing skills improvement, Computer Literacy. Afternoons 1-4. No childcare provided. Enroll with Joyce Humphrey 816 329 1438

**No cost for any of the above** - Faithful attendance requested.
Food service for a ministry to women and families must be done in such a way to appreciate gender differences. Many women see the serving of food to their families as one way they are in charge of their families. Preparation of food is often one way the woman feels valued and capable. When I ask clients to tell me something they like about themselves, the females often report that they consider themselves good cooks. So now they find themselves in a shelter. Initially there seems to be gratitude for the availability of food but, at best, it is one more experience that tears down any fiber of family togetherness that may have been present.

We can do something about that. The serving of the food should be done in such a way that the mother can be part of making choices of the amount and type of food. If family style serving is not possible, an alternative way to achieve this is for the children to sit at the table while the mother goes to the cafeteria window and gets trays for her family. Where there is any possibility of choices, it should be given. Menus can be posted for the day or the week. Feedback can be sought regarding menus and entrees.

I strongly encourage salad bars to be added to encourage women to consume fewer calories. The type of food served in men's ministries may well be heavier and starchier, but women who are coming off of substance abuse often are very afraid of gaining weight and yet are ravenously hungry. Children can usually utilize a higher carbohydrate diet then the mother but we are seeing an apparent increase in children being overweight in the shelters.

Cooks in the family shelter need to be instructed to let up on the spices. Little children cannot tolerate the intensity of spice that would be quite welcome in a men's ministry. Promote milk and water drinking over sugared flavored drinks. Some missions insist on serving decaffeinated coffee. I find the restriction of caffeine and sugar a bit much for people in process of making many life changes. Both caffeine, sugar, and chocolate seem to have a helpful effect for folks trying to not use crack cocaine. If you can't afford homogenized milk, give up something else instead. Serving dry milk unless it is mixed half and half with whole milk just won't cut it.

The dining room can be made to look inviting. Round tables provide a greater sense of a family versus and institutional look. Smaller tables rather than larger help to invite families to sit together as a family unit. I definitely recommend assigning a table to a family in a long-term program. If you chose to do this for a shorter-term stay you could even have a sign on the table with the family name on it to encourage unity and belonging. Clients may be more than happy to help with decorating tables. Use of tablecloths is an ongoing challenge. Vinyl tablecloths that are not washable can last at the most two months with only wiping off with bleach water for sanitation purposes. Major retailers like Wal-Mart sell off their supply once a year at prices as low as $2.50. Washable cotton or polyester will last up to six months and can be purchased for around $10 in quantity for 60-inch tables. We purchase queen-size sheets on sale and the Auxiliary hems them for the round 80-inch tables.

We have had to go to strictly one time use plastic ware because with clients scraping their own trays, the trash got more silverware than we could afford. Different set-ups will require different plans. The importance of someone observing the meal serving and clean up to gain ideas for conservation is important.

The Rescue College course in Food Service is a MUST for food service directors.

Sanitation and safety in the dining area must be intentional. Clients are to be encouraged to participate in keeping the dining room clear and sanitized but a staff person must oversee this process since some
clients may be learners in this area. Light bleach water is a germ killer but such a plan demands that the tables, chairs and floor covering can all tolerate the spilled solution.

Some natural things that happen in a men's shelter feeding area often get carried over to a family dining room because staff were first trained in the older ministry. Consider for instance the practice of upturning chairs onto tables to make for more efficient mopping. All the table sanitizing just went out the window with the onset of the chair seat. If chairs have to be moved on a regular basis, invest in stackable chairs the next time. Folding chairs are an accident waiting to happen with small children.

Wall hangings in the dining area are an opportunity for the gospel and for spiritual teaching. We want to use every opportunity to encourage people in establishing hope in their lives. Wall colors can affect the mood and appetite. Orange and yellow are said to increase appetite. Blues and greens offer a mellow atmosphere. Any way you go, stay light and bright.

In today's world, everyone knows that plastic gloves are to be worn whenever handling food. Any person working in the kitchen needs to have a food handler's permit which includes an x-ray for tuberculosis and blood test for hepatitis. It is very scary to use clients to cook food for other clients. If this is your practice, you will need to look for ways to restrict the persons given this responsibility to those who have evidence of good health.

Sanitary dishwashing procedures are paramount. If clients are used in this area, are they trained to follow safe procedure? Welcome the health department. If your practices are not above what is required, can you really say this ministry is to the glory of God? Do all of your cooks know how and when to do proper hand washing? How do you know that? Are all foods covered properly in the coolers? Are thermometers used to insure that reheating of foods has been done correctly? Every person needs to be accountable to someone. Who has this responsibility in your facility? If staff develops an attitude that this is "only a rescue mission", it is time to find new staff. This is God's place and needs to be run above and beyond the world's expectations.

I highly recommend that menus are made or at least reviewed by someone other than the person that is going to prepare the food. The temptation to adjust the menu to my feeling or attitude of the day is too much temptation. On the other hand, build in an opportunity for cooks and kitchen helpers to receive a good sense of a job well done. Gratitude is something we want to teach our clients. Here is a great place to begin. Comment cards have a place in a Rescue Mission. Clients that are encouraged to give feedback usually are very helpful. The shame based responses or hateful comments need go no further than the person receiving the cards.

Housekeeping will make or break your facility. If there is not a daily, weekly, monthly and yearly plan, the facility and/or staff will wear out, the varmints will come and your testimony will fly out the window.

Daily plans include those things that must be done on daily basis. What you would do in your home with five people coming through your dining room is much less than what is needed for a shelter of 80 people. Things get dirty ten times faster; wear out ten times faster when you have 10 times the people. Plan for it. A cleaning schedule chart that can be checked daily by those responsible is a must. When a staff or volunteer signs off that they have done this particular list of things for the day, there is much more accountability and a sense of accomplishment.

Cover mattresses with plastic. There are better qualities of mattress covers that make sleeping much more comfortable and worth your money. Write procedures for staff on what to do in the case of lice, scabies, and communicable diseases. Give specific procedure in how a room to be cleaned that has been contaminated with a communicable disease.
A good extermination company can correct rodent and bug problems if there are rules enforced about no food or beverage other than water in the rooms other than the dining room and kitchen. When clients complain about this, help them to understand that with this many people living in one building, it is the choice between that or having a large bug problem. Again this is a teaching moment. Some missions allow certain clients to earn a special privilege of having food in their rooms if they always have good room checks.

**A portrait of an efficient and well run security and housekeeping dept**

- AU staff are trained with use of a training manual, a designated trainer and six hours of training.
- Staff is provided uniforms and name ID.
- All staff have daily written reports submitted
- Housekeeping - checklist of jobs completed daily, both standard and extra
- Security - shift report
- Schedules are made, printed, posted and distributed minimum of three weeks out.
- Head of Security is always available either in person or by pager. Walkie-Talkies are in operation every day.
- All jobs for maintenance are kept on a clipboard available to staff/ no verbal requests taken.
- Supply inventories are taken weekly.
- All security staff are involved in a minimum of 15-minute meeting with head of security every week.
- Once a month an hour meeting is held with all depts. to impart vision.
- Staff is given the needed training to obtain promotions
- Checklist is standardized for regular weekly activities like setting up the classroom.
Chapter 12
DESIGNING A NEW FACILITY

What comes first the chicken or the egg? Does one plan the program and then plan the building around it or does one plan the building and then begin the program. The safest way is to plan the building to meet the needs of the planned program but when a sheltering ministry to women and families is just beginning in a mission, this is not always possible. There are some basic decisions that need to be met, however, before a practical and appropriate building can be designed. The following are put in order of occurrence:

- After doing a comprehensive assessment (See Chapter 1) and you have made a determination regarding what population you will be serving, then consider the special features for those special populations. See chart below for differences.

<table>
<thead>
<tr>
<th>Description of specific homeless population</th>
<th>Special needs for specified population</th>
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<tr>
<td>1. Abused spouses</td>
<td>Must have high security, opportunity for non-published address, doors opened by guard and/or camera. Program must include counseling.</td>
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<tr>
<td>2. Drug and alcohol addicted</td>
<td>Must have longer program, minimal 6 months if family is included, best if family is included since whole family is sick. Longer programs require more individual space to provide healing environment</td>
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<td>3. Unwed mothers with no other children</td>
<td>Usually need educational center</td>
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<td>4. Families with male head of household</td>
<td>Family units need two bedrooms and private bath if possible</td>
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<td>5. Troubled teens</td>
<td>Non-destructible surroundings and furnishings, physical workout area available</td>
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<tr>
<td>6. Families with teenagers</td>
<td>Need to house this population away from single young mothers, need non-destructible furnishings, an available gym or workout room is preferable, program needs to have built in security deposit for damage.</td>
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<tr>
<td>7. Mentally ill</td>
<td>A mix of single and double rooms is preferable, an observation room is necessary for agitated clients</td>
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After determining the population(s) to be served, consider the size of the facility. One cook and one manager can handle a forty-bed shelter (translates into about 10 family rooms). Some missions have one each handling up to 80 bed facility but strain and burnout takes its toll. Two managers per shift can handle a 100-bed facility with one security staff.
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After decisions based on community needs assessment and size of facility, the next decisions revolve around what is the desired outcome of the ministry. If Jesus is the focus, then some meeting room for chapel services or private devotion is probably needed. If education is seen as a component of the program, then a learning center will need to be included. Always, if there are any times when the adults are meeting in classes or chapels, a nursery is needed to care for the smaller children and an activity room for children's chapels or activities. If children are expected to attend school then some facility for homework study needs to be incorporated. If drug testing will be required then a small lab with refrigeration would be useful. If guests are to be involved in the dish room, then a way of locking the kitchen and storeroom from the dish room makes security issues easier. Telephones that provide for necessary business but are not too convenient for seclusion are best. For long-term programs a public TV lounge is usually preferred over having personal TV's that cannot be supervised. Any time there are children a public play area with safe large furnishings helps to allow the child to blow off steam in a constructive way. Most missions are moving to a smoke free environment so a covered outside patio is a nice addition for those who have not yet kicked the habit. A major philosophical question that needs answering is to what extent socialization is necessary for the family to stabilize. Does the family need to learn to operate as a segregated family or do they need to learn to live in community or some of both? This will affect questions of meal service and lounge availability.

When clients are surveyed, the number one need that is repeatedly given is safety. When a family feels safe, they are more likely to settle in on working on their issues. Cameras are used in many missions now especially to prevent unauthorized persons entrance. In this day and time when we have male employees we also use cameras to protect our staff from false accusations.

The layout of the facility dictates the need for supervision. Missions that have a motel type arrangement (with public entrances to rooms) have found maintaining security and moral purity impossible. For safety and management, all guests need to enter by one central door to obtain access to the facility.

Understand the level of responsibility of the guest to be served. For the most part, they will be untaught in areas of property management. Although the programs are designed to teach them these necessary skills, still some forethought in building design will prevent more pressure on the guests to "perform". Here are some suggestions:

1. The longer a family will be allowed to stay, the more space the family will need. Living in one room with a bathroom down the hall will work for a short time but after three months of this arrangement, some of the crowdedness works against the healing process. On the other hand, new clients are generally not ready for a facility that gives them too much opportunity for isolation and need for high level of self-management.

2. Storage space is a must. Although some guests come with the clothes on their back, to teach proper care of belongings there will be seasonal wardrobe changes. While a family is getting stabilized it is not unusual for them to accumulate a few items like household linens etc. Teaching non-cluttered room orderliness means giving an opportunity to store some items. Some programs restrict use of personal TV's in the
first months. Some guests do come with belongings that will not fit orderly in a bedroom. Missions generally use lockers for short-term guests. Long-term facilities need built in lockable storage bins.

3. Prepare for damage control. Some real basic ways to prevent damage in a shelter include having a floor drain in every bathroom, using strong door stops to prevent door knobs from hitting the wall behind, use combination door locks, the kind where the combination can be changed in less than a minute. (It is very important to have lockable rooms but a key system is very difficult to maintain and the combination type locks allows entrance with the manager's master while at the same time the flexibility of changing combinations with each guest change. Although initially more expensive, the savings over the years will be well worth it

4. Some things can be done to utilize commercial grade materials while still maintaining a home like atmosphere. Consider using indoor-outdoor type carpet over a thicker padding. Definitely consider flushomatic stools. Although they look more institutional, the upkeep is much easier. There are steel bedroom furnishings now available from several companies that allow for much longer life than if wood and/or donated used furnishings are used. Plan ahead.

5. Hand towels and give a set for each individual guest then to try to issue and recover and launder every guest's linens. Let them do it themselves and then have the linens when they obtain permanent housing.

6. Plan on soundproofing offices for case managers and counselors. "Leaks" of information through walls have destroyed many an atmosphere in a shelter.

7. Better than adequate lighting will pay off in cleanliness and general mood.

8. Remember that guests are usually asked to help with chores. An easily assessable mop closet is a must.

- Finally, consider the future. When planning a facility, will it be modifiable for future needs. If, for instance, the decision is made to not include male heads of households initially, and one year into the ministry it becomes evident that the growing need in the community is to also stabilize the intact family, can the planned facility accommodate needed change?
Chapter 13

SERVING THE MENTALLY ILL CLIENT
By Cassie Sorenson, WAFT Chairperson

Why Should Rescue Missions Serve the Mentally Ill?

The idea of serving the mentally ill scares some people senseless. They see the mentally ill as a population that only someone with the right education and facilities can serve. Let's first look at the mentally ill in the right light.

Only modern medicine has taken the time and trouble to distinguish between physical illness and mental illness. This comes in very handy for insurance companies as they can effectively limit their liability in treating the "mentally ill" by putting a separate coverage in their policies. They don't just do this with mental illness. Addiction is a health issue and the treatment for it is also often separately treated in insurance policies. Eye care and dental coverage are also treated separately and either not insured or insured at reduced coverage as well. So, if we can recognize that the mental health population is a population with just another health problem, maybe we could see that we can be as effective helping this population as we can someone with diabetes, or an addiction, or high blood pressure, etc...

But reality tells us that diabetes and high blood pressure are much more effectively treated than mental illness. Yet, while addiction isn't easily treated by anyone's standards, Rescue Missions certainly jump in and help treat those that are addicted. We know that this population has been lost, left out, and misunderstood for years. We know that we have treatment that can reach an addict or an alcoholic when nothing and no one else has been able to do so. Rescue Missions over the years have developed the skills and training necessary to meet the needs of this challenging population. We have also taken on and created ministries reaching out to those considering or having had an abortion, prisoners and ex-cons, troubled youth, the sexually abused and even their abusers. We have developed the skills and training to reach each of these populations.

It's time Rescue Mission step up to the plate and develop the skills and training necessary to meet the needs of this new challenging population; the mentally ill. Jesus healed those who were sick; he didn't stop to ask them, "Excuse me, are you physically ill or mentally ill?" When Jesus speaks to those in Heaven and says, even though you've done this for the least of these" he will be meaning all "the least of these", not everyone and everything but the mentally ill.

Pitfalls in Serving the Mentally Ill Client

There are many pitfalls of treating the mentally ill client. Most of these pitfalls, though, come from those treating the mentally ill client - not from the clients themselves. It is important that those willing to help the mental health client come to grips with these issues before they start ministering to the mentally ill!

Illness or sin: First, one must be aware of the fact that mental illness is not simply untreated sin issues. Mental illness is a chemical imbalance that causes the brain to malfunction. This isn't some choice that the client has made that they can unmake. Even schizophrenia that resulted from drug use can't be undone by admitting the sin issues involved in addiction and repenting. The drug-induced schizophrenia will still be an issue! On this issue you must be crystal clear on. The mental health client doesn't need to be saved and redeemed to be cured, they need medical care.

Possession or Illness: Yes, some mental illness can be demonic possession. The key word in that
sentence was "some". Neil Anderson, who has some great material in overcoming satanic strongholds in one's life, also states that sometimes a pickle is a pickle. This is why it is so important to be hooked up with a good mental health facility. A HUGE caution here though is that you must be very careful with "healing" the mentally ill! If a mental health client thinks that they've been healed, and chooses to quit their meds, but in reality their illness is a health issue and not one of possession and healing, real damage can be done. Each time a mental health client has an episode where they are off their medication they lose ground they often can't regain. It's a terribly high price to pay for a mistake. Gradual reduction of their meds may be an option if there is an understanding that at the first signs of the return of the symptoms medication will have to be resumed in full. But again, caution is so needed here, as you need to KNOW that they, the client, will indeed resume his/her medications.

**Religious aspects of Mental Illness**: Many mental illnesses involve intricate religious themes. These themes can become intensified in a religious setting. A Mission must be aware that religious services may intensify/worsen a non-medicated mental health client. Special care may have to be taken with clients who have strong religious overtones in their illness.

**What type of Mental Illness**: You will need to understand the different mental illnesses. Is the diagnosis an Axis I or Axis II? An Axis I client is someone who suffers from a major mental illness: Schizophrenia, Bi-Polar Disorder, Disassociate Identity Disorder, Paranoia, Post Traumatic Stress, Clinical Depression, etc. An Axis II client usually suffers from some form of personality disorder, anxiety disorder, etc. Knowing and understanding an individual's diagnosis will make a world of difference in what treatment is available and from whom it may be available.

**Dual Diagnosis Issues**: Statistics show that as many as 50 percent of the homeless population suffers with mental health issues. Statistics also show that as many as 50 percent of the clients we see as alcoholic or addicted may also have a secondary, and possibly even a primary diagnosis of mental illness. Often addiction is the outcome of self-medicating for an untreated mental illness.

**We can help this population - we're superministers**: Rescue Missions do need to develop programs and hearts to minister to this population. Yet, unless they are willing to take on a Psychiatrist and a mental health social worker, they will need to work in conjunction with a good mental health center. Mental health clients will need prescriptions that only a psychiatrist can prescribe.

**Workable Suggestions for Serving the Mentally Ill Client**

**Develop a working relationship with a local mental health service**: Rescue Missions that determine to work with the mental health clients need to have a great working relationship with their local mental health service. There needs to be a level of trust between you and the mental health staff. A psychiatrist may see a client for thirty minutes and bases much of his/her decision on the client's self-disclosure. If you have a relationship with the mental health center staff the caseworkers can pass information from you to the psychiatrist that will help the doctor know just what questions to ask to get a better picture of what is going on. For instance: you may notice that a client seems to have mood swings from being incredibly happy to suicidally depressed. Then psychiatrist may be treating the client for depression because he/she only sees the client when the client is depressed. If you have a good working relationship with the mental health facility you may be able to share that you are seeing ups and downs and the psychiatrist may be able to figure out the client isn't suffering with depression but with Bi-polar disorder instead. This only happens when there is a good, workable and trusting relationship between the Mission staff and the mental health agency.

**Train your staff**: Mental Illness is not some “secret” illness that cannot be understood! Training is
available in several ways. In most areas there is a local chapter of the mental health association and a mental health treatment agency. Usually the local mental health association chapter offers annual training and may be willing to do additional in-services if requested. The local mental health service agency may also be willing to come out and do in-services if asked.

Another good training tool is videos that are available through the library, drug companies, and possibly your local mental health association and/or treatment agency. There are several fictional videos and television shows that depict mental illness. These can be great training tools for the Mission's staff.

Reading is a great tool as well. There are any number of good books that look at mental illness overall and an endless number of books that look at individual illness. There are two books that are absolutely necessary: the "DSM IV" and a good book that describes psychotropic drugs. You will want to have these two books as the foundation of your mental health reference library.

Keep current in training: While initial training is absolutely necessary, it is also necessary that you keep up-to-date on training. Psychotropic medications are changing all the time. Different combinations can be used to prevent some side effects and these new combinations are also changing constantly. Your local mental health treatment agency may change how they offer services, etc... You will need to keep up-to-date on all of these issues.

Have a good reference library: You need a good reference library available so that your staff can have the ability to train and educate themselves. The best training tool is a client and the best reference is one that is always available on the office bookshelf. Again, a good book on psychotropic meds and a current DSM IV are the bare basics. A good book that gives you an overview of all mental health issues as well as additional books on various specific mental illnesses is also a plus.

Screening for mental illness: Here is the best tool you can have in your skill base if it is used correctly. Knowing that you have a mental health client coming in is the first tool in helping that person. This gives you the opportunity to find out what treatment they have had in the past, what treatment they are currently getting or what they need to resume. You need to ask at various times during the intake the following list of questions:

- Have you ever been seen by a psychiatrist?
- Have you ever been hospitalized in a psychiatric hospital or the mental health unit of a hospital?
- Do you have an income? If they say yes and it is from SSI or SSD then ask, "Why do you receive SSI/SSD?"
- Have you ever been on any long-term medications? If yes, what?
- Have you ever been seen at or had any contact with the (name of your local mental health treatment agency) ?
- Are you currently on any medications? If yes, what?

Again, you can see why knowing the names of the various psychotropic medications will be helpful. Once you know if the client has mental health issues you can start to develop a case plan immediately. You may want to inform the client that they will have to seek help from the mental health treatment agency if they come to stay with you. You may want to require they see their former caseworker before they even come in. Or, you may feel that you want to give them time to come to that decision on their own - with a little help from their Mission caseworker.

Axis II clients: Most treatment facilities treat all Axis I illnesses. Many treatment agencies don't treat Axis II illnesses. Christian counseling services in your area may be willing to place interns with you.
Christian counselors may be willing to donate hours at their facility. You will need to have these referral sources available if, for no other reason, than to maintain your sanity!

Boundaries are an important issue with any client. When you deal with Personality Disorders the importance of setting boundaries becomes paramount. You will want to know exactly where all your boundaries will be: personally, programmatically, etc... .

**Conclusion**

People often show concern for children or animals because they didn't ask to be put into the situations they are facing. This is also true for many mental health clients! They need our love. If Rescue Missions claim to reach the least, the last and the lost, there is no one that qualifies like the mentally ill client!
Chapter 14
MENTORING STAFF

Perhaps we like to think that all we need to do to have a healthy staff is to hire the right people. Perhaps our hiring practices will help initially but there is no one without experience in Rescue that will know how to walk into your women and family ministry and be all you need them to be. So much depends on how you mentor, coach, train, and encourage your staff. If they do not understand the big picture, they can only be a little cog in the wheel that eventually will squeak their way into an exit. In-service for staff is a must and the right kind of training is paramount.

Let's start with the balance between Justice, Grace, and Mercy. Some attention has been given in recent years to this subject. The AGRM has some good articles available to you. But this is more than a topic, this is a personal philosophy. It begins with the leadership. If you are in the leadership, make sure you have some transferable principles that you want your staff to live by, and if you are not in the leadership, make sure you know and understand the principles that leadership lives with in this area.

Grace and mercy are not two opposing forces, although as you see teams working, you may be tempted to believe they are. A working definition of mercy is that which is needed to cover a wrong that has been done. Grace is what is needed in order to do something that needs to be done but for which there is a lack on strength, ability, skill, and knowledge to do it. You can see from these definitions why we are saved by mercy and by grace. If a client fails to do their chore, they may ask for mercy. If that same client does the chore but does it poorly because of a physical impairment or a lack of time, they may need to ask for grace.

Staff can focus so much on administering justice that they never consider grace or mercy. Rules are rules and total adherence to the rules would seem to make for a clean, quiet, peaceable Center. But adherence to rules for rules sake counts much less for affecting change in lives than using rules and the following of rules as an opportunity for teaching. If your clients do not know why the rule is in place, you have done them a disservice in the long run.

Justice is only a yardstick for managing a Center if it is administered with consistency and gentleness. If one shift does it one way and another shift does it a different way, you not only have unhappy clients, but also confused clients. All rules are meant to not be broken. Don't make rules that you don't have strong feelings about. If you don't care whether they are followed, take them off the rule sheet and have a suggestion list! On the other hand, make sure the appeal system is advertised. This allows the client to begin to deal with their issue before it becomes a major event. An appeal system needs to give time, place, and people boundaries. i.e. If you are asked to leave because of drug use, you may appeal that decision to the Administrator the next day between 9 and 10 a.m. Some appeals need to include written material. I.E. If you feel you have been mistreated, you may report that with written report giving time, place, and people involved to the Administrator within 24 hours. Under no circumstance should an administrator act on an appeal until there has been opportunity to request and read report from the staff person involved. If there is a problem between a client and a staff, the staff person should be available to come into the meeting if there is an obvious difference in the reports.

Administrating justice properly depends on staff having good listening skills. NEVER act without having taken the time to discover all the facts. You only have to have a few embarrassing experiences to cure you of this. If you find a client who is not doing what you expect of them, make a simple statement and pause to give opportunity to see if there is more to the situation than meets the eye. Example: Chantel, you are responsible for cleaning the downstairs bathroom this morning, right? Chantel is sitting in the cafeteria with her head on the table. Chantel: yes, but I got very dizzy when I started to
leave the cafeteria and I had to sit down. Or how about this one? Joy, the lounge has not been vacuumed. (Pause) Joy: Last night the manager gave that chore to room 11. To reprimand before listening is unkind, unjust, and un-smart. Sometimes the clients know things we are supposed to know if reports from a previous shift have been made and then if read by the next shift. Before you get "egg on your face" and destroy a beginning trust with a client, take time to listen.

Rescue work is wearing especially when clients fail to live up to our expectations. What can you do to help your staff process the loss of a client who goes back to their sin past? For starters, provide an avenue for this to happen. Debriefing when a client leaves in a negative way is very helpful. Having opportunity to say out loud whether we feel we could have done better towards this person and getting in touch with some possible reasons why this happened. Committing to pray for the client is very important. Maurice Vanderberg used to tell his staff when this happened "The last chapter is not written yet" allowing us to understand that God was still very much in touch with the situation and would take the client to another time and place to try to jar a change of behavior in them. If we are careful not to take credit for a client’s successes, we will not be so pushed to take credit for the failures. Every situation is a learning situation but remember that God is not limited by our limitations.
Chapter 15
PUTTING MEAT ON THE BONES

Everything has a purpose. Women and Family Ministry is an opportunity to help needy people initiate a change in their lives. This inherently means new information where past information is either inadequate or wrong. But it also means that information alone without a successful vehicle to transmit that information is wasted.

In planning for the “transmitting vehicle”, plan both organized and intentional as well as situational and spur of the moment. Teach your staff that every moment spent with a client may well be a “teaching moment” if we have our eyes open.

Examples of teaching moments I have observed:
A manager helps a struggling client take the kitchen trash out. What could get “taught”?

- Chores are an everyday responsibility.
- Kitchen trash must be closed up to prevent flies and gnats.
- Little contributions to society are important and they add up.
- I care about you, you are a real person.
- Bags cannot be expected to do more than they are designed to do and one purchases the bag strength needed for the job to be done.
- Trash put outside has to be in a closed container.
- Living in community is just like having a big family.
- Leaders must not be so important that they cannot be servants.

And on and on. Who knows what a minute will hold!

A staff person passes a group of program ladies sitting in the hall waiting for class to begin and they are really doing “someone” in, sharing how bad this person is behaving. The staff person pauses and when a break in the conversation happens, suggests: ‘I don’t know whom you all are talking about, but she obviously needs prayer. Would one of you lead out and let’s pray for this person’. What is being taught?

- There is no room for gossip among God’s daughters.
- Every person who is behaving wrongly need prayer.
- We are far better off to pray for a person than to down her.
- God is much better at convicting than humans.
- We need to be praying without ceasing.

A client blew their spending money at the first of the month on bailing a relative out of trouble and now they need diapers for their little one. (Be careful on this one – you want to teach boundaries but you also do not want to destroy loving kindness.) Teaching moments:

- Need to save some spending money in the future for an emergency fund for times like these.
- When I make a decision that leads to further problems, it is only a bad decision if I do not learn from it.
- What agencies in town can a person go to for diapers when they cannot afford them?
- Bailing a person out of his or her own responsibility is sometimes not the kindest thing to do.

Make the most of the moment. We are not promised another opportunity with any one of the clients that have come through our doors. I am always amazed when a client months or years after they left drops
by and shares something that they learned while here. Sometimes they "quote" me with some bit of wisdom for which I have no memory! A gentle reminder from the Holy Spirit that He is busy doing a work every day whether we are aware or not. Be careful what you say. Be careful not to waste precious moments that could count for life and eternity in the utilization of your built -in opportunity for influence.
Appendix
Checklist for New Beginnings

Week 1
☐ Fill out NBC application and return to case manager in two days
☐ Send off for birth certificates for everyone in family
☐ Apply for Social Security Cards for everyone in family
☐ Get Children's immunization shot record
☐ Get Marriage Certificate
☐ Apply for Police report
☐ Send off for credit report
☐ Sign up for Section 8 and HUD housing
☐ Collect copies of all outstanding bills
☐ Make an appointment for complete physical for all adults
☐ Send off for references from previous programs attended
☐ Collect together Educational certificates
☐ Obtain health record if applicable
☐ Picture taken for the NBC Book
☐ Attend one of the four approved churches and complete evaluation form
☐ Collect at least 4 satisfactory room checks
☐ Organize the above and put in your NBC Book
☐ Follow the schedule including classes and chapels

Week 2
☐ Follow schedule including classes and chapels
☐ Attend another one of the four approved churches and complete evaluation form
☐ Continue to organize the above personal paper work in the notebook as it comes in
☐ Collect another four satisfactory room checks
☐ Do drug alcohol assessment if applicable and begin recovery treatment
☐ If in need of GED, make an appointment in the learning center for assessment
☐ Enroll children in the after school program

Week 3
☐ Follow schedule including classes and chapels
☐ Attend another one of the four approved churches and complete evaluation form
☐ Continue to organize the above personal paper work in the notebook as it comes in
☐ Collect another four satisfactory room checks
☐ Keep appointments for physicals and assessments

Week 4
☐ Follow schedule including classes and chapels
☐ Attend another one of the four approved churches and complete evaluation form
☐ Continue to organize the above personal paper work in the notebook as it comes in
☐ Collect another four satisfactory room checks
☐ Make application for the New Life Program and turn in notebook
NLP Goals Checklist

Probationary Level (1-2 Months) Entry Date:

Discipleship
- Making life right with God
- Obtains Discipier
- Sermon notes turned in
- Memorizes Scripture
- Other:

Case Management
- Signs Probationary Contract
- Signs Savings Agreement
- Completes Strengths assessment
- Makes debt reduction plan
- Makes legal reduction plan
- Makes menu plan
- Completes MHDC paperwork
- Maintains Life Notebook
- Satisfactory report from Case Manager Counseling
- Makes Counseling Goals
- Makes Marriage goals as needed
- Makes other counseling goals as needed
- Satisfactory report from Counselor(s)
- Other:

Makes Relapse Goals
- Stops smoking
- Makes Relapse goals
- Satisfactory report from Counselor
- Satisfactory report from Group leader
- Satisfactory report from Mountain Movers
- Other:

Education
- Completes academic testing
- Completes Maret Assessment
- Maintains Program Notebook
- Completes Parenting I Class
- Completes Stuck Point Class
- Satisfactory report from Learning Center
- Other:

Community Living
- 8 positive room checks [1 2 3 4 5 6 7 8]
- 4 Family Projects [1 2 3 4]
- Satisfactory report from Shelter Managers

Basic Level (2-5 Months) Entry date: Discipleship
- Growing in relationship with the Lord
- Completes Basic Discipleship Series
Memorizes all required scripture (13 passages)
Planned and gave Chapel
Member of Church (by Basic-2)
Attend extra activity at Church (beginning Basic-2)
Other:

Case Management
- Begins debt reduction plan
- Begins legal reduction plan
- Uses menu plan
- Uses budget plan
- Maintain Savings Account
- Completes MHDC paperwork (if needed)
- Maintains Life Notebook
- Satisfactory report from Case Manager
Other:

Counseling
- Making amends with the past
- Completes Dealing with Feelings Class (2x)
- Completes Boundaries Class (2x)
- Completes all homework as assigned
- Satisfactory report from Counselor(s)
Other:

Makes Relapse Goals
- Completes Recovery Class
- Completes Codependency Class
- Completes all homework as assigned
- Satisfactory report from Counselor
- Satisfactory report from Recovery Group leader
- Satisfactory report from Mountain Movers
Other:

Education
- Completes Decision Making class
- Completes Parenting II video series
- Completes Communication Class
- Completes Money Management Class
- Completes Morality in Relationships video
- Completes 2 courses in Learning Center
- Satisfactory report from Learning Center
- Maintains Program Notebook
Other:
### Advanced Level
(2-5 months)

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<td>Complete Employment Class</td>
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<td>Obtain Employment</td>
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<td>Designs resume</td>
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<td>Satisfactory report from Job Coach</td>
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<td>Apply for GED</td>
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<td>Take GED</td>
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<td>Obtain GED</td>
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<td>Raise reading 1 level</td>
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<td>Raise vocabulary 1 level</td>
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<td>Complete computer literacy course</td>
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<td>Complete Life Skills electives</td>
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<td>Complete an independent study project</td>
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<td>Maintain savings account balance (mandatory)</td>
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<td>Pay off one financial debt</td>
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<td>Resolve one legal issue</td>
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<td>Complete book/workbook from counselor</td>
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<td>Complete book/workbook from relapse counselor</td>
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<td>Receive Section 8 voucher</td>
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<td>Begin housing search</td>
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<td>Complete application for TLP</td>
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<td>Complete application for Follow-up Program</td>
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<td>Plan and lead a Chapel</td>
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