



Dear The Road Home Dane County Volunteer,

Welcome! We are so glad that you have chosen to join us in our work, helping homeless families find safety, comfort and the opportunity for a better life.

The Road Home Dane County is a non-profit organization serving homeless families with children since 1999. We are committed to the empowerment and long-term success of children and families; to serving each family with dignity and respect; and to achieving results in helping families improve their lives. The Road Home seeks to address the root causes of homelessness and is a leader in the effort to include homeless community members in the search for new solutions. The Road Home partners with 53 local congregations and over 1600 volunteers each year to provide shelter, meals and support for families.

In this packet you will find four sections:

1. Tasks and responsibilities for shelter volunteers
2. Policies and procedures for volunteers
3. Rules for guest families
4. Information about economics, race, trauma and sensitivity

Please read the information in each section and complete the brief review before moving on to the next section. There is no “score” – we just need to see that you have done your homework! We estimate that reading and completing the reviews of all four packets will take about 90 minutes of your time. We would like the reviews completed and returned within **two weeks from the date that you receive them.** This time line will prevent the packets from being set aside and forgotten. There is also an appendix of relevant materials you might find helpful and/or interesting either now or in the future.

Please mail or e-mail all of your review sheets back to The Road Home’s Volunteer Managers at 128 E Olin Ave, Suite 202, Madison, WI 53713 or vol.mgr@trhome.org. They will review your answers, make any corrections needed, and send you a letter or email confirming that you have completed your training.

We thank you in advance for the time you are spending in preparation for this experience and for your volunteer work with The Road Home.

Sincerely,

A handwritten signature in black ink that reads 'Kristin Rucinski'.

Kristin Rucinski
Executive Director

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Tasks and Responsibilities for Shelter Volunteers

Packet 1

The Road Home offers volunteer opportunities for individuals, families and groups in four general areas: Direct service, Office/Donations, Events, and Governance. This take-home training is designed for volunteers working with families in the Shelter Network. For a complete list of The Road Home volunteer positions please see Appendix 1A. For additional information about other volunteer opportunities please contact the volunteer managers at 294-7998 x 306 or email at vol.mgr@trhome.org.

There are several opportunities for volunteering with the shelter program during the week:

- Movers are needed to help move guests' belongings by unloading the truck on Sunday and reloading the truck the following Sunday.
- Grocery shoppers are needed throughout the week for breakfast, lunch and snack needs and personal items.
- One or two people are needed each week to launder bedding.
- Meal preparers are needed each evening to help cook either part or all of a meal for up to twenty-five guests and volunteers.
- Dinner helpers are needed to help serve and clean up each evening.
- Adults and youth are needed to assist with kids and families each evening.
- Overnight volunteers are needed to spend the night and be on site in case of emergencies.
- Congregational coordinators oversee and coordinate all the volunteers from a congregation for the host week.

Some of these opportunities are more involved and time-consuming than others. But each part is important to making the week run smoothly.

The following pages are full of practical things you will need to know when volunteering for The Road Home Shelter Network.

Of course, a number of other issues and questions might come up. At your leisure, and perhaps in the future, you can find a list of Frequently Asked Questions and their answers in Appendix 1B.

Shelter Program

The Nitty Gritty

Staff Support

The Road Home has staff on-call to support you every evening from 5:00 pm – 7:00 am and on weekends. You can reach the staff member on call at 225-1957. Please call promptly if you have any questions or concerns about the program or the guests.

The Volunteer Managers are also available weekday afternoons at the office: 294-7998 x 306.

Communication

It takes about 75 volunteers each week to host The Road Home families. In order for things to run smoothly and to provide consistency for all, communication is very important. Please use the following methods to ensure that information is shared correctly:

The Road Home Log

When you first arrive to do your volunteer shift, you should look for a white binder with The Road Home printed on it. It contains the following:

1. Emergency numbers including staff
2. Personal and medical information on each family in case of an emergency
3. Volunteer sign-in sheets - **Each volunteer needs to sign in and out and fill out all information each time.**
4. Log- Our way of exchanging information. Your notes can be to coordinators, volunteers, or to The Road Home staff.
5. The Road Home Health and safety policies.

You should write the following items in the log:

1. Each shift needs to write a summary in the log of how their shift went. Volunteers can also send emails with information about their shift to volunteer coordinators.
2. Each shift needs to inform the next shift on who is in the program and if any one is not yet there due to work or other unknown reasons.

The congregation cell phone

The Road Home has a cell phone that travels from congregation to congregation. Make sure someone in your shift has it with him or her and that you all know how to use it. This is The Road Home staff's only way of reaching you and our guests and your way of communicating in an emergency. This cell phone number is 206-9583.

1. Make sure power is on at **all** times. To turn cell phone off or on push down and hold the button with the little red phone on it. There will be a display on the screen when the power is on.
2. Someone should be carrying the cell phone at all times and answer it when it rings.
3. At night the cell phone should be charged in the host room **and left on.**

4. To answer the phone: Push the picture of the little green phone on the left side below display window. When the call is completed, push the picture of the little red phone on the right hand side. (Do not hold down or you will shut off phone.)
5. To make a call make sure the power is on, dial the number and then push the same picture of little green phone.
6. To get messages off of the cell phone dial the cell phone number 206-9583. It will ask you for the code, which is 99999.
7. **Families may not use the cell phone.** If they say it is an emergency then call the staff member on-call who may give permission.

The staff member on-call

You should call the on-call phone (#225-1957)

- If a family shows up late*
- If a family does not show up at all*
- If anyone needs to go to the hospital
- If there are any behavior problems amongst the adults
- If a guest shows up intoxicated
- If a guest spans a child
- For anything else that may arise that may be of concern
- You should also call if you have any questions about rules, policies or any other concerns

* Your coordinator will have daily updates regarding the guests' schedules so you should know who is scheduled to be late or absent.

Universal Health Precautions

To help avoid potential contagious diseases you should:

1. Never change a child's diapers, treat a bloody wound, clean up vomit of the guests or their children. Always have the parent do this for their children.
2. If it is unavoidable and you need to deal with any bodily fluids of the guests, always wear protective gloves. There should be some in the congregations' first aid kit.
3. Use bleach and water solution to clean surfaces and the beds of guests that have left the program.

Special Requests from Guests

Volunteers may be asked for special food purchases and/or special rides. Volunteers are not required to provide either but may choose to do so after consulting with The Road Home staff. Do not provide clothing, household items or other personal items for families without talking to the The Road Home Case Manager or Volunteer Managers first.

Always feel free to contact the The Road Home person on call. We really do want to hear from you and are here to help!!!

Policies and Procedures for Volunteers

(Packet 2)

This packet includes policies and procedures for volunteers in the following areas:

1. Confidentiality
2. Confrontational Situations
3. Volunteering with Children
4. Violence by Children
5. Emergency Plan
6. Communicable Diseases

These practices are intended to protect the safety, health and well-being of all those involved with The Road Home. As a volunteer, you are responsible to know and follow these policies and procedures. Please keep them handy for reference.

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Confidentiality Policy

Information about guests may not be shared with anyone beyond the The Road Home staff and volunteers, except with the expressed written consent of the guest on a The Road Home release of information form. Information that must be kept confidential includes:

The identity of any guest

This includes names as well as other descriptions or facts that might disclose identity, such as the guest's "story" or the age and school of a child in the program. You should never tell enough details so that if your listener later met a guest you had worked with, they could identify them as such. **Guest identities cannot be shared with anyone other than the staff and volunteers directly involved with that guest.**

Personal information

Personal information that you learn through involvement with a guest family should only be shared with the shelter case manager or the volunteer managers who need this information to serve the family, but not with other staff or volunteers, even if those staff members or volunteers know the family's identity. **This information should be shared *only* with staff members who can be expected to provide primary assistance.**

Dangerous information

If you become aware of a potential danger to any guest, volunteer or staff member you must share this information immediately with a staff member or with the Executive Director. The Executive Director will take appropriate action and share information with others as necessary and appropriate. She may be reached at 294-7998 ext. 302.

If you witness child abuse you should call the staff and/or call Child Protective Services to make a report, but not share this information with anyone else.

If there is immediate danger, you should call 911 and are legally permitted to break confidentiality, and to identify the guest.

All staff and volunteers of The Road Home are required to abide by this confidentiality policy. It is perfectly acceptable for staff members or volunteers to share their own experiences and reactions with family, friends, and other community members, so long as this sharing will not break confidentiality. If you have a question regarding confidentiality, please call the Road Home office at 294-7998 for clarification.

Volunteer Guidelines for Confrontational Situations

There are times when The Road Home guests will become angry, loud or threatening towards volunteers or other guests. Please use the following guidelines to maximize safety for everyone involved.

1. **Always have two volunteers at night.** For your safety, you should not be volunteering alone overnight at the host site.
2. **Avoid confrontation.** If you have a concern/complaint about a guest's behavior you can calmly remind them of the rules, but do not make personal or blaming/judging comments.
3. **Diffuse confrontation.** If a situation becomes at all confrontational, stay calm and get out of it. Apologize if necessary. Remember that it is not your job or your role to make people behave better, beyond having calmly stated the rules or expectations. Offer to call the staff.
4. **Call the Staff.** If there has been any confrontation at all, even if it was resolved quickly, you must call the staff person on-call **immediately**. We need to know about these incidents in order to respond to them individually and to track them for the safety of everyone involved with the program. This is a courtesy to the staff, guests and future volunteers, and is a requirement of your volunteer position.
5. If you feel **AT ALL** threatened:
 - **Call 911.** Do not hesitate to do this. If necessary, you can pretend to be calling someone else: "Hello Susie, I need some cash for a woman here..." The police will come, they will not mind, and they won't press charges unless we want them to (unless there is domestic violence). **Know your address and your location in the building**, such as "the southwest lower entrance".
 - **Leave.** Get yourself to a safe place if at all possible: pretend to be getting something the person wants, use your exits, and get to someplace where there are other adults, even other guests who are not part of the confrontation.
 - **Call the Staff.** In the case of threat, aggression or violence, the staff will respond in person immediately. If you have not called 911 and there has been threatening, aggressive or violent behavior, the staff will do so before responding.

Volunteering with Children

Guidelines for everyone's protection

Guidelines

We are not a day care facility. We are not and cannot be responsible for children. A parent may ask another parent in the program to baby-sit but must fill out a baby-sitting contract. No children under 14 can be left alone. Children over 14 can be left alone **as long as a parent has filled out and signed a babysitting contract.** Volunteers may not baby-sit or assume primary responsibility for children in any other way.

Never be alone with a child in any room or outside. If a child has to go to the bathroom, but needs help, try to find the parent. If you cannot find the parent in time, try to take a second person with you and/or prop the bathroom door open. If you go to the park always take another adult with you.

Do not change clothes in front of a child and don't let a child change clothes in front of you. Never change a child's diaper. If you have to interrupt a parent meeting or wake up a parent, then do so.

Touching guidelines

Do not rub or pet a child and do not let them rub or pet you.

- Do not allow flirting. Put a stop to it right away (politely of course.)
- Younger children may sit on your lap as long as there is no inappropriate touching between either of you. You can suggest with older children that they sit next to you instead.
- Wrestling and tickling can sometimes get out of control and could be construed as inappropriate touching.
- Be careful when playing tag or anything else that can turn into roughhousing, since roughhousing could also be construed to be inappropriate touching.

Don't promise to keep secrets. You have an obligation to report anything pertaining to a child's safety to The Road Home staff. Let the child know that you will be careful with the information that they share but that there are some things that you cannot keep secret.

Procedure for violent/dangerous behavior by children

ONLY for use in a case of serious harm or threat to self or others

On rare occasions, children staying in the IHN shelter program may become physically out-of-control, necessitating intervention to protect all guests and volunteers. The expectation that children will not cause harm to others, and the following procedures, have been shared with each parent and all children old enough to understand it upon entry into the IHN program.

Violent/dangerous behaviors include:

1. Physically attacking other children or adults (*not a small slap or poke – a real attack*)
2. Throwing heavy or sharp objects that could harm other people
3. Behaving in any other way that could result in physical harm to others or self

In a case of physical threat or harm from a child, the volunteer should:

1. Remain calm. Act quickly, but speak firmly and confidently.
2. Ask the parent to remove the child to the family's room or ask another volunteer to get the parent, i.e. *"Kay, can you please take Louie to your room for some quiet time?"*
3. **Immediately** call the staff member on call and describe the situation. Do not wait to see what the parent will do or whether the situation will resolve. Call right away.
4. Calmly ask or assist other guests and volunteers to leave the area, i.e. *"Would everyone please go into the hallway until Shane can calm down?"*
5. The staff member on-call may do any combination of the following:
 - stay on the phone to give direction to the volunteer(s)
 - ask to talk to the parent and/or the child by phone
 - come to the congregation to intervene
 - in extreme circumstances, call 911
6. Volunteers should not attempt to physically stop a child's behavior unless they have been given express permission to do so by the parent and/or the staff member on call or if it is the *only* way to avoid serious injury. It is better to block a child than to grab or hold him or her (think defense – no fouls).
7. When the incident is over, write the facts in the log book and call the staff member on-call with any additional information.

Consequences

A child who has been violent or dangerous to others will not be permitted in the common areas for the remainder of the evening. The case manager will work with the child and family to respond appropriately to the incident and develop strategies to prevent additional incidents. If there are additional incidents the child may be separated from the group for longer or more frequent periods

(i.e. two nights exclusion from activity time). In a case of frequent or particularly severe incidents additional consequences and safety procedures may be implemented.

Emergency Plan for Natural or Man-made Disasters

Emergency preparedness

- a. Each host congregation has a radio and flashlight available. Each location will follow its own emergency plan/procedure. The emergency plan should be posted.
- b. The Road Home has flashlights and a radio available in the sleeping room. A staff person should take these items to the first floor during a tornado evacuation so the emergency can be monitored.
- c. Emergency evacuation procedures for the office are posted in reception, in the Day Center and in the Warming House shelter.
- d. Congregations and the office have food reserves available for emergencies.

Services to be continued

- a. In the event of an emergency, only basic shelter will be provided for families.
- b. Case management and other programs and services will be suspended until safe travel and basic services are restored.
- c. Shelter services will be provided in the location where residents are based at the time of the event (day center or host congregation) until basic services are restored and travel is deemed safe.

Role of staff

1. Whoever is the responsible person at the shelter site at the time of the emergency, whether staff or volunteer, should stay at the site with the families until safe travel is possible and until s/he can be relieved by a staff person.
2. This person should instruct all present to follow the safety plan (e.g., going to the basement), keep a radio on at all times for news and updates, and attempt to reach the Executive Director or her representative as indicated below.

Communication and order of succession

1. If appropriate, call 911.
2. At the first sign of an emergency, the responsible person at the shelter site (staff or volunteer) should attempt to contact the Executive Director, who will also be attempting to reach the shelter site.
3. The Director or her representative will give further instructions.
4. If the Executive Director is not available, the order of succession will be as follows:
 1. Volunteer Manager (or other staff member on call)
 2. Shelter Case Manager
 3. Business Manager
 4. Other Case Managers
 5. Other staff
 6. Volunteers
5. If communication is not possible, the responsible person at the site will be in charge.

Communicable Disease Procedures

The Road Home is a group shelter for families. Although each family has a separate sleeping room, many areas are shared with other guest families, staff and volunteers. Because this is a shelter program, guests with contagious illness cannot be asked to “stay home” as they would be in other settings. The following procedures were determined in consultation with the Madison Public Health Department to minimize the risk of contagion.

Type I: The common cold, etc.

If a The Road Home guest has a cold, cough or other ailment that would not normally prevent attendance at school or work, The Road Home staff will encourage hand washing and use and disposal of tissues. To minimize illness, staff, volunteers and families should all practice good hygiene and disease prevention habits at all times, regardless of whether anyone is showing symptoms.

Type II: “Stay Home” Illnesses

If a The Road Home guest has symptoms that prevent attendance at school or work (including lice) and/or that includes a fever of over 101 degrees, severe diarrhea, vomiting, severe coughing, rash with fever or any signs of hepatitis (jaundice, dark urine), the following steps will be taken:

1. Staff will inform coordinators of the illness, and will give instructions to both the guest family and the volunteers, including reminders about hygiene and disease prevention. (We have a specific, written guide from the health department regarding treating lice that guests will be required to follow day-by-day).
2. Affected guest will be asked to stay in the family’s room at the congregation and in the quiet room at the day center. Meals or other necessities should be brought to the room (even though this will break the usual no-food-in-the-rooms rule). The family with the ill member will be told to wash and disinfect his or her dishes, linens, etc.
3. Affected guest must see a physician as soon as is reasonable (except for lice).
4. After diagnosis by physician, staff will determine how long to “isolate” as described above, and will relay any other specific instructions to guests and volunteers. Executive Director may confer with the public health department to determine necessary actions. Shelter case manager will monitor the family’s compliance with all above instructions.

Type III: Serious communicable diseases - public health concern

If a The Road Home guest has been diagnosed with a serious communicable disease^{*}, or has symptoms that may indicate such^{**}, the Executive Director will consult with the Madison Department of Public Health to determine

^{*} Including tuberculosis, Hepatitis A (if with diarrhea), Rubella, Rubeola, Pertussis

^{**} Cough with blood in sputum, jaundice

necessary precautions. Such precautions could include removal from the program to a hotel, but only in cases of serious threat to public health as putting families in hotels uses many resources.

Rules for Guest Families

(Packet 3)

The Road Home families move between 14 different Host sites and may meet as many as 200 volunteers during their stay in shelter. In order to maintain some consistency of experience and expectations, The Road Home has established a set of rules for guest families. Each adult in the Shelter Network signs these rules after having reviewed them, one-by-one, with the case manager. There should not be any doubt that the guests are aware of the rules. All rules are read out loud. It is important for you to familiarize yourself with these rules so you will also be aware of the expectations.

Adult guests review a supplementary set of expectations with the volunteer managers as an orientation to the Shelter program. The orientation explains the regular operation of the shelter program while underscoring the rules and expectations.

If you volunteer in the evening, you may be asked to sign a babysitting contract, used when one adult guest is leaving his/her children in the care of another adult guest. Please review these documents, Appendix 4A and 4B.

The Road Home Dane County Shelter Expectations and Guidelines

Revised 2/13

The Road Home is a non-profit agency providing temporary shelter for homeless families. The purpose of our program is to assist families obtain stable housing. For this reason, and for the comfort and safety of our residents, guests, volunteers and staff the following guidelines have been established.

1. IHN Shelter/Day Center residents are expected to seek housing, employment, and/or financial assistance on a daily basis while staying in the network. Residents are also expected to attend scheduled appointments, such as but not limited to doctor appointments, W-2 appointments, and meetings with school personnel. Residents will check in daily with the case manager, Monday through Friday.
2. Parents are responsible for caring for and supervising their children at all times. Minors may not be left alone at the Day Center or host facilities at any time, but may be left with another adult guest, provided a babysitting contract has been signed. No physical punishment is allowed (this includes, but is not limited to, spanking, hitting, slapping, and shaking). Abuse or neglect of children will be reported to DCHS as required by law.
3. The Road Home staff, volunteers and residents will be treated with respect and courtesy. Personal attacks, foul language, stealing and fighting will not be tolerated. Violence or threat of violence is grounds for immediate termination from The Road Home.
4. For the safety of all shelter residents, The Road Home staff and volunteers, no weapons or items that may be used as weapons are permitted at any Network facility. The Road Home professional staff may perform inspections of Shelter residents' personal items if possession of a weapon is suspected.
5. Families will remain substance-free while participating in The Road Home. Possession or use of alcohol or other drugs is prohibited. The Road Home professional staff may perform inspections of Shelter residents' personal items if possession of alcohol or drugs is suspected. Further shelter use will be determined by the Executive Director.
6. All medications must be stored in locked medicine bags provided by The Road Home for the protection of children.
7. For the confidentiality of shelter residents, visitors are not permitted inside at any Network facility. Visitors may pick up or drop off residents outside of network buildings. You must wait downstairs or outside when expecting a ride.
8. Smoking is allowed only in the defined area outside The Road Home (in the main parking lot at the picnic table) and in defined smoking areas outside of other network buildings. Please ensure all

butts and smoking materials are discarded of in the provided receptacles. Please do not prop any exterior door open.

9. Adults are responsible for cleaning the Day Center and the areas used at the host sites. Parents are expected to clean up after themselves and their children, tend to spills immediately (especially illness and toileting accidents) and assist with cleaning the Day Center before departing each day. Ask The Road Home staff for the needed cleaning supplies. Families may use the refrigerator both at the Day Center and at the congregation, but must put their names on the food they place in the refrigerator. Families will clean out the Day Center refrigerator weekly. Unlabeled food and spoiled food, labeled or not, will be discarded. Residents may not eat or drink outside of the kitchen and dining room areas at any of The Road Home congregations.
10. Everyone must wear a seat belt when riding in the van. The van will not move until all riders are wearing a seat belt. Families are responsible for keeping the van clean. This means that families can't eat or drink in the van and need to be picking up after themselves daily
11. Residents are expected to be present and on time at the host facility by 6 PM each night for dinner, evening activities and overnight shelter unless excused by staff. Evening passes must be requested with at least 24 hours notice. Overnight passes must be requested by 4:30 PM on the Thursday prior. Residents must be ready to leave the congregation and the Day Center when the van arrives at the scheduled times. The van leaves the day center at 5PM every day, and departs the congregations in the morning by 7AM Sunday-Friday. On Saturdays, the van will arrive by 9 AM to transport families.
12. All televisions, radios, and other noise-producing electronic devices must be used at a low volume throughout the evening. Residents are expected to be in their rooms at the overnight site by 10:00 pm.
13. Residents should not use The Road Home cell phone except in the case of an emergency. The emergency call should last no longer than five minutes. Incoming callers should be informed that residents may be reached at 294-9315 between 7:30 am and 5:00 pm each day.
14. The Road Home and the host facilities are not responsible for damaged, lost or stolen items. Each family is asked to limit their belongings to 3 bags per person in the family unit, and an additional 3 bags for the family as a whole.
15. Shelter residents have a right to Notification and Informed Consent. The professional conduct of each agent who is a social worker is regulated by Wisconsin Statutes and Administrative Code. Chapter SFC 20(10) of the Wisconsin Administrative Code prohibits a social worker from revealing information received from a client in the social worker's professional capacity except in certain situations. One situation is where the social worker notifies the client of the social worker's use and distribution of the information prior to the time the information is elicited from the client. A second situation is where the client gives the social worker informed consent to reveal such information. Each agent who is a social worker hereby gives to program participants notification that The Road Home and its agents may find it necessary or appropriate to disclose to law enforcement officials or emergency medical personnel, information received from or about

resident or resident's children. Resident hereby gives informed consent for landlord and each such agent to so disclose information.

Consequences

Failure to follow program rules may result in termination from The Road Home. Violence, threats, substance use, child abandonment and other serious offenses could result in immediate termination. Other offenses will result in a written warning, and three such warnings will result in termination. All consequences are determined by the Executive Director.

Extensions

Residents who are following the rules, complying with case management, and making clear progress towards housing may request a 30 day extension. Shelter residents may be granted extensions for a total shelter stay of up to 90-days. Extensions are granted by the Executive Director.

Staff Grievance Procedure:

If a resident has a concern with The Road Home staff, the following grievance procedure should be used:

1. If the resident feels comfortable they may address the concern directly with the shelter case manager. If the concern is not addressed at this point the ensuing steps will occur.
2. Issue the concern in writing to The Road Home Executive Director. The Executive Director will discuss it with you and with the staff member involved.
3. If your concern is not resolved to your satisfaction, or if you have a concern about the Executive Director, you may put your concern in writing to the chair of The Road Home program committee. Any staff member will forward the letter to the chair of The Road Home program committee. The program committee will make a final decision about how the matter will be resolved.

Volunteer Grievance Procedure

If a resident has a concern with a The Road Home volunteer the following grievance procedure should be used:

1. If the resident feels comfortable they may address the concern directly with the Volunteer Manager. If the concern is not addressed at this point, the ensuing steps will occur.
2. The resident may ask the Volunteer Manager to issue the concern in writing to The Road Home Executive Director. The Executive Director will discuss it with you and with the volunteer involved.
3. If your concern is not resolved to your satisfaction you may put your concern in writing to the chair of The Road Home program committee. Any staff member will forward the letter to the chair of The Road Home program committee. The program committee will make a final decision about how the matter will be resolved.

I understand The Road Home guidelines and policies and agree to abide by them for the duration of my involvement in the program.

 Resident Signature

 Date

Resident Signature

Date

Orientation Guidelines: For Families Entering The Road Home Shelter

revised October, 2012

The Shelter

The IHN shelter operates from a network of 14 congregations. Families stay at a particular congregation from supper time until early the next morning, for a week at a time. The host week runs from one Sunday to the next. Families will rotate from congregation to congregation during their stay at the IHN shelter. The night time shelter is staffed by volunteers from the participating congregations and from the broader community.

Variations Between Congregations

While most of the following policies are standard and adhered to at all congregations there are a few a policies that vary from congregation to congregation. These may be things such as smoking after the doors are locked, or children in the kitchen, etc. Each congregation will try to let you know if their policies are different than the norm.

The Volunteer Managers

The volunteer managers are responsible to make sure that things are running smoothly at the congregations. They check in several times a week with the guests and the volunteers. If you are having problems with the hosts, volunteers, food or accommodations please let the volunteer managers know. The host coordinators and volunteers at the congregations also call if they have questions, concerns or problems regarding the guests. The volunteer manager contacts the Executive Director and Shelter Case Manager regularly to let them know how things are going and promptly if there are problems and concerns.

Importance of Communication

In order to keep The Road Home running smoothly it is important to maintain good communication. You will need to have contact daily with the case manager and request any needed help, such as help getting to and/or from jobs (when not on a bus line), as early as possible. You must also communicate any employment schedules or other requirements during the week that will cause a change to the standard arrival or departure times. We expect you to be at dinner every night (6:00 pm) unless you have planned your absence and gotten approval 24 hours in advance. During the day, call the shelter case manager to report and get approval for any such changes.

On Call for Emergencies

If there is an emergency after 5:00 pm or on the weekend, or you are unforeseeably delayed – such as you are asked to work overtime or the bus breaks down – you must call the on-call staff person at 225-1957. If the on-call staff person does not answer leave a voice mail message and a number where you can be reached. The on-call staff person will call you back as soon as possible.

Congregation Cell Phone

The Road Home cell phone kept at the congregation is not for guest use. Its purpose is so that staff can reach the volunteers at the congregation and volunteers can reach staff as needed. If you need to change a driving route call the shelter case manager during office hours – 279-8042. Outside of office hours, call the on-call staff number – 225-1957.

Planning for Evening/Overnight Passes

Requests for evening passes must be made to the case manager with 24 hours notice (sooner is preferable). Weekend passes (overnight Friday and/or Saturday) must be made to the case manager no later than 4:30 p.m.

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on Thursday. Changes to this schedule must be approved by the volunteer managers or the case manager with 24 hours' notice (or 48 hours for a weekend pass). **Failure to stick to the approved schedule may result in a written warning. If a warning is issued, the family that received the warning will not be allowed a weekend overnight pass the following weekend.** Work schedules must be given to the case manager/volunteer managers in a timely fashion.

Meals

You are expected to come to the dinner table each night. If you do not like the meal we expect you to eat what you can and to be polite. An exception will be made if you are ill. After the dinner hosts leave you may fix yourself a snack or sandwich if you are still hungry. You may never order out for food such as calling for a pizza to be delivered. This hurts the feelings of the volunteers and uses resources needed to move into an apartment.

Food in Rooms

There should be no food in your rooms. We do not want to encourage ants, roaches or rats!!! You are welcome to snack but do so in the designated areas. You may have your own food at the congregation but it needs to have your name on it and be kept in the kitchen or refrigerator.

Going Out After Dinner

If you wish to go a neighborhood store or park you may do so after dinner as long as the following four conditions are met:

1. You must walk (you may not drive or take a bus).
2. You must be back by the time the congregation doors are locked (usually 9:00 pm).
3. You must take your children with you.
4. You must let a volunteer know that you are leaving and let them know when you will return.

It should go without saying that you are not to consume alcohol or drugs while out. **Again if this policy is abused you will lose this privilege and receive a written warning.**

Transportation

We expect all families to be at the day center and ready to go by 5:00 pm sharp. If we do not know where you are the van will leave without you. We expect all families to be ready to leave the congregations by 7:00 am. (9:00 am on Saturdays). This applies even if you are driving your own car. If you take an overnight pass on Saturday night, we expect you to be back to the day center by 5:00 p.m. on Sunday, even if you have your own car, so that you know how to get to the congregation. You will receive a written warning if we receive word that you are not ready to go or that we don't know where you are.

Packing for the Move

All families are moved to the next congregation each Sunday. You must be packed up by Saturday night, as there will not be enough time to do this on Sunday mornings. All bags, as well as your bed, need to be labeled with adult's first name. If you are going to take an overnight pass on a Saturday, then your belongings must be packed and labeled Friday night. If you are going to take a weekend pass for Friday and Saturday, your belongings must be packed and labeled on Thursday night.

Storage

If you have storage or a friend who can keep most of your belongings, please sort out and try to keep with you only the things you really need. You are limited to bringing with you 3 bags per person plus 3 additional bags. Items above this amount need to be stored elsewhere until you secure your own apartment. Each Sunday, belongings are moved to the next congregation by volunteers.

Labeling of belongings and cots

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You are responsible for labeling all of your bags and belongings along with your cot. Please label each bag/item with the first name of one of the adult's in the family. Also, please label your cot the same way. There should be masking tape and markers available at each congregation to have this done prior to each move on Sunday. Cots should have a plastic sleeve that will allow you to label it. This will help to ensure that all of your belongings are transported safely to the next congregation.

Sheets and Linens

You will be given clean sheets, pillowcases and towels at each congregation, so those items need to be left behind on Sundays. The cots and the pillows and blankets issued to you by The Road Home will be transported by the congregation to the next host site. Upon leaving the program you may keep the quilt and pillows.

Personal Items

If you are in need of personal items such as toothbrushes, deodorant, diapers, etc. you may ask for them at the day center. We have a large supply of most personal items. In an emergency, you may check with the congregations as they also try to have some supplies on hand. However they are not required to supply these items.

Making Lunches

There will be cold lunch foods and leftovers that you make into lunches for the following day. This needs to be done right after dinner so that kitchen cleanup can be completed. There is not enough time in the morning to make lunches.

Cooking Meals

You may cook dinners any time. However, you must cook for everyone and give one-week notice to the congregation. Volunteers will ask you for a shopping list. The meal must be okayed by the other families.

Snacking

Most congregations are okay with adults helping themselves to any snack during the night. Children need to ask their parents' permission and then the parents should get the snack for the kids. Most congregations will let you know if their policies differ from this.

Cleaning Up After Yourself and Your Family

You are expected to clean up after your family. This includes clearing all of the dishes, wiping off the table and any high chairs, vacuuming or sweeping up any mess from dinner. Each congregation is different but we would expect you to offer to help with washing dishes and any other general clean up. Before bed it is expected that you will help to pick up all toys even if your child was not the one to make the mess.

Responsibility for Children

You are responsible for your children. Although there are volunteers here to play with your kids, parents are ultimately responsible. You need to be in the same room as your children and intervene whenever children are misbehaving. Volunteers do not want to have to discipline your kids. If you have different age groups of children, stay in the room with the younger kids. You do not have to stay in the room with a sleeping child as long you go down to check on them often. Take over when a volunteer comes to you to say that they need you to do so. You must always take your kids with you when you leave the congregation and the day center. If you need another The Road Home family to baby-sit in order for you to go to work or a job interview, both the parent and the sitter must sign a babysitting contract and have it signed by a staff or volunteer. It needs to be posted on the bulletin board at the day center or an obvious place at the congregation.

Smoking Policy

Smoking is never allowed in our buildings or your rooms. You must always smoke outside. Each congregation will tell you where their smoking area is. There is no smoking after 10:00 pm. If a church's security system can allow it, a congregation may make an exception to this rule. There is a 5 minute smoking time limit after 10:00pm.

Space Heaters

There are to be no personal space heaters in the rooms at the congregations. If left on they create a fire hazard. If your room is cold, please ask a volunteer to turn up the heat or ask for more blankets.

Video Policies

No X-rated videos are allowed. R-rated videos are to be watched after younger children go to bed. Some congregations ask that all movies be rated PG-13 or under.

Diapers in Rooms

Please remove dirty diapers from your rooms. Most congregations will have a special bin for them. If you do not know where the bin is, ask.

Room Checks

The Road Home staff may do room checks on the evenings they are at the congregations. Please try to keep your room tidy. They will be checking for food, diapers, and signs of smoking and general cleanliness. They will not go through personal belongings except if one is suspected of having drugs, alcohol or weapons.

Leaving Directly from the Congregation

You may leave directly from the congregation in the mornings if it works better for you to do so but let the volunteer managers and the congregation volunteers know that this is the plan. It is also possible for you to meet us at the congregation in the evening but you must let staff or the van driver know if you will be arriving by your own transportation. If traveling on your own you are still expected to arrive at the congregation in time for dinner at 6:00 pm and to leave the next morning at 7:00 am.

Visitors

There are to be no visitors at the congregation or at the day center. It is fine to have people pick you up and drop you off but they are not to stay or come inside. This is for safety and confidentiality reasons.

Showers and Laundry

Showers can be taken at the day center and at some of the congregations. When available at the congregation please shower there. Laundry can be done at the day center – detergent is available from the receptionist.

Parent Groups

We have several parent groups during the month. The case manager or volunteer manager will notify you of the date and time. All parents are required to attend.

Please sign below to acknowledge that you have received these orientation guidelines as well as a member of staff has reviewed them with you.

Name _____ Date _____

Staff Member _____

Economics, Race, Trauma and Sensitivity

(Packet 4)

Volunteering at The Road Home is most often a cross-cultural experience bridging socio-economic and racial differences. The Road Home also has its own particular culture and set of circumstances. The items in this packet are the most important to your success in interacting well with the families we serve. Please take the time to consider each section:

- a. Homelessness is an economic issue
- b. Homelessness is a racial justice issue
- c. The role of Trauma
- d. Some hints for sensitive volunteering

In addition, you may reference two excellent articles in Appendix 3.

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Homelessness is an Economic Issue

Budget Exercise: Realities for the Low Income Family

Family homelessness is primarily an economic issue. The following exercise illustrates why a family may not be able to pay the rent. Many of our families are making even less than the \$8.00 per hour in the example.

Please note that there are a number of reasons families cannot get higher paying jobs. There is a lot of competition in Madison, making it hard to find full-time employment. The adults in our families may not have a high school diploma. They may have poor reading and writing skills and lack computer skills. And there is still discrimination when it comes to both employment and housing.

A Typical Scenario

You are a single mother looking for housing for yourself and two children. You have a good job paying \$8.00 per hour. You work forty hours per week. One child is in school and the other must go to day care and is in diapers. You work on the North side of town and have no car. You have not been able to collect child support so your wages are your only source of income. You must have a two-bedroom apartment according to regulations.

What if...

- You don't get the full 40 hours?
- You are injured?
- Your kids are sick, get in trouble or have appointments and you have to take time off?
- You have to spend money on something else i.e. a funeral?

Below is a typical budget. Start by estimating your take home pay for a month. Then estimate the amounts, per month, for the following budget. What remains is what is available for housing.

Take Home Pay (per month)

\$ _____

Expenses per month

Food

Your family will not be eligible for much in food stamps as your income meets/exceeds Federal guidelines for income. You may need to use food pantries however this requires that you find some form of transportation. Most food pantries also have limited hours of operations, restrictions on how often you can visit (once every 30-60 days) and provide no meat, dairy or fresh fruits and vegetables

\$ _____

Clothing

There are several free clothing sites. However they are limited in hours of operations, frequency of use, size of clothing (not much in larger sizes or wide shoes). These sites often have baby clothes and adult sizes but little in between as children wear their clothes out. You will need to find some type of transportation.

\$ _____

Utilities

Heat is sometimes included in the rent. Once a year you can apply for Energy Assistance to help pay heating bills but the amount is limited and will not pay the whole thing.

\$ _____

Transportation

Most low-income families do not have a car, which makes job-hunting difficult and cuts down on job opportunities. Riding the bus increases the amount of time spent getting to and from work and ongoing cuts in bus routes may interfere with ability to get to/from work. When families do own cars they typically were inexpensive to purchase but are usually old and have many miles on them. Repairs and gas are still expensive and may interfere with their ability to pay rent.

\$ _____

Childcare

It is often difficult to find childcare that will take more than one child and is on a bus line. You may also need child-care for odd hours or for second or third shifts. Child-care providers are not always reliable and they will not keep your children if they are ill. There is financial assistance from the County but you will still pay 20% of the total cost.

\$ _____

Laundry

You will have to pay for use of machines at you apartment building or a Laundromat. Transportation may be needed.

\$ _____

Phone

You may have family outside of Madison

\$ _____

Cable

TV is a central part of your family life. There are still some areas of town where you cannot get reception if you do not have cable.

\$ _____

Cigarettes

Cigarettes are highly addictive. Being poor does not make it any easier to quit, and in fact being in crisis can make it much harder.

\$ _____

Diapers and wipes

\$ _____

Other/Miscellaneous

There are always other expenses such as haircuts, co-pays for medications, school supplies, field trips, funerals, etc. (if you have a car)

\$ _____

Total \$ _____

How much do you have left for housing?

Housing

Housing is not an easy matter in Madison. There is not enough subsidized housing and there are very strict eligibility requirements for units that exist. Bus routes and family size may limit options. The larger the family the fewer the apartment options they have. Expense may be prohibitive. Racial discrimination still exists.

\$ _____

The fair market rent for a two bedroom in Madison is \$899 per month!

If you get evicted and/or have bad credit (poor people do!), the next time you look for housing your options will be even more limited. It is generally accepted that no one should pay more than 30% of his or her income on housing. **30% of your income, if you miss NO WORK EVER would be about \$400/mo.**

Race and Homelessness

Nationally

- 50% of all homeless people are African-American
- 12% Hispanic
- 2-4% Native American
- ~1% Asian

ABOUT 65% of the homeless population is people of color

Families served by The Road Home

- 63% African-American
- 15% Biracial
- 1-2% Hispanic

ABOUT 80% of the homeless families served at The Road Home are people of color

Related Statistics

Race and Poverty

Nationally, families of color are more than three times as likely to be working, but still poor. In Dane County roughly 37% of African American children lived in poverty in 2000.

Child poverty rates are *six times* greater for African American children than for white children in Wisconsin – the worst rate in all 50 states.

Wealth and African Americans

Income is what people get paid. ***Wealth*** is what people own. Wealth is racially disparate.

Regardless of educational, occupational, and demographic characteristics, White Americans' median net worth is *twelve times* that of black Americans.

Segregation

Segregation persists at very high levels for African-Americans and is improving at an extremely slow pace. It is worst in Northern cities such as Detroit, Milwaukee and Chicago.

Many of The Road Home families have left segregated cities in search of better opportunities in Madison.

Why is race such a significant factor?

Structural racism* - the shift from the explicit to the covert

While individual attitudes towards race appear to have improved over the past decade, institutional change has not. Society has transformed from explicitly racist laws and attitudes to superficially race-neutral policies, which work to isolate people of color from opportunities.

A characteristic feature of structural racism is its ability to conceal and disguise its true nature, which makes it an insidious force.

Homelessness and Structural racism*

Homelessness can be seen as a symptom of structural racism, Homelessness is tied to disparities in income, wealth, available jobs, education level, access to healthcare, etc.

Homelessness can also be seen as an example of structural racism

Why has the homeless problem been allowed to explode to the extent it has?

- Homelessness/poverty of people of color also contribute to racism
- Reality and stereotyping of poor/homeless people of color reinforces a belief system that normalizes and excuses the racially-based class hierarchy. This, in turn, reproduces these inequalities.

The Need to Think in Terms of Opportunity

“Opportunity structures” are the resources and services that contribute to stability and advancement

Fair access to opportunity structures is limited by segregation, concentration of poverty, fragmentation, and sprawl in our regions, particularly for low-income households and families of color

Housing and Opportunity: Obviously homelessness is tied to the availability of affordable housing, but it is not simply a matter of building more houses in a community or region.

Questions to answer:

1. Is the housing **affordable**?
2. Does it create **access to employment**?
3. Is the housing situated in proximity to **transportation** options
4. Does the housing support school readiness, school stability and **educational enhancement**?
5. Does the housing support the **health** of occupants?
6. How is **wealth** limited or advanced by the housing?

* Structural racism refers to the laws and policies of government and other entities that create unequal distribution of material resources, such as jobs, income and housing as well as unequal access to opportunities such as education and training. Examples of structural racism include past and current lending, zoning and development laws and policies that create and sustain segregation. These laws and policies often appear neutral without further examination.

Information adapted from the Kirwan Institute for the Study of Race and Ethnicity at www.kirwaninstitute.org

The choices people make are within constraints. We cannot look only to the choices that are being made, but must also focus on those that are available.

Trauma-informed Care

The Road Home strives to offer services that recognize the effects of trauma and are sensitive to the needs of people who have experienced trauma. We are aware that the vast majority of our participants have experienced trauma.

What is trauma?

Trauma is extreme stress that overwhelms a person's ability to cope. It creates feelings of vulnerability, helplessness and fear and can interfere with relationships and fundamental beliefs. Trauma may occur through violence, maltreatment, neglect or deprivation, exploitation, war, disaster and/or abrupt and negative life changes.

What is complex or developmental trauma?

A single incident or period of trauma can cause symptoms of PTSD (Post-Traumatic Stress Disorder). Complex trauma is the result of traumatic experiences that are interpersonal, intentional, prolonged and repeated. Developmental trauma describes complex trauma that occurs in childhood which increases its negative effects.

What are the effects of complex/developmental trauma?

The immediate physiological effects of trauma are commonly known as "fight, flight or freeze". In these states the "thinking" part of the brain shuts down and the "doing" part goes to work. Over time, if these reactions are repeated, brain development is affected so that the action systems develop more and the development of the thinking/reasoning systems is slowed. These effects on the brain can lead to impulsive or violent behavior, anxiety, depression, drug and alcohol abuse and learning disorders. Complex/developmental trauma also leads to fundamental beliefs such as the following:

- The world is unsafe
- Other people are unsafe
- My thoughts and feelings are unsafe
- I expect crisis, danger and loss
- I have no worth and no abilities

What is Trauma-Informed Care?

Volunteers and staff at The Road Home may see our guests make parenting, decision-making, communication and other choices that are upsetting or challenging. While The Road Home staff works with each family to address these areas, it is critical for everyone to understand that these behaviors may stem from a history of trauma. It is also important to understand that angry, judgmental or overly rigid responses can re-traumatize a survivor.

Try asking yourself the following questions:

- **"I wonder what happened to that person?"** (instead of "what's wrong with him/her?")
- **"I wonder what might have triggered that reaction?"**
- **"I wonder how I can be supportive to this person and his/her family?"**

Please consult with professional staff at any time to discuss behaviors that concern you and to ask how we are addressing these issues effectively from a trauma-informed perspective.

Some hints for sensitive volunteering

Volunteering for The Road Home is most often a cross-cultural experience, crossing socio-economic and racial differences. Please consider the following when you volunteer with The Road Home families:

Fear of the unknown

As a volunteer you probably desire to help others in some way. However you may not have had any experience working with poor, homeless or minority individuals or families. Thus you may find that you feel nervous or uncomfortable at first. It is normal to have these feelings when faced with the unknown.

It is important for you to know that our guests are people just like you and me. They might be your co-worker, neighbor, or fellow church member. They might be friends of your children or schoolmates. They may be our nurse's aides when you are in the hospital or your waitress when you go out to dinner. All of us have probably had dealings with homeless individuals; we just did not know it.

The guest themselves may be uncomfortable also and for the same reason, the fear of the unknown. Every day there are new faces and every week new facilities.

Most volunteers have found that as soon as you meet the guests, and see that each is an individual, you begin to relax. Often times the guests themselves end up making the volunteers feel comfortable.

Labeling

The "homeless" often are depicted as addicts, people who "choose" to be homeless and people who steal for their food and never take baths. The word "homeless" throws people into a class of their own, as third-class citizens.

There are many reasons why people are homeless: Loss of a job, divorce or sudden separation of a partner, relocation where the temporary living arrangements have fallen through, domestic violence, condemnation of an apartment, etc. Each family has their own individual story and cannot be lumped together under one category of "homeless."

Sometimes, unintentionally, volunteers will refer to the guests as "you people," again categorizing the families and building a wall of separation between us. One of the goals of the network is to tear down those walls. Be aware of what you are saying!

Respect

People tend to make decisions all of the time for the "homeless". Just because they are homeless does not mean they are not responsible. Allow families as much control or say in the Network as possible. Don't smother them with "helping" or by hovering. This gives the impression that they cannot do for themselves or that they need to be watched. It is fine to offer help if it seems appropriate. For example, mom is struggling to get the kids ready to go, feel free to ask her if she would like some help. Do expect the families to participate in daily living chores such as cleaning up after their kids and keeping the Day Center tidy.

Personal Privacy

Be respectful of our guest's personal privacy. Don't ask personal questions about their lives or how they became homeless. As you get to know them better you may find they are willing to share with you. However, you need to remember that you are only one volunteer of hundreds that our guests meet and they should not have to tell their story that many times.

Anything the families share with you is to remain confidential. However, if a guest has shared something with you that you find concerning please make sure you let The Road Home staff know.

Physical Privacy

Be respectful of the family's belongings. Do not go through them and if you need to move them for some reason, treat them carefully. It may not look like much to you but it may be all they own at this point in their lives. All items in the refrigerator at the day center belong to the families. Personal food items that families keep at the congregation should be labeled with their name.

Parenting

Always ask the parents' permission to do or give anything to their child. Whether it is more dessert or doing an activity, the parent's wishes must be observed. Do not contradict the parents. Let them parent their own kids even if they do it in a way that may be different from how you would do it.

Support the parents by playing with the kids in order to give the parents a break. Parents are often very tired due to stress. However, if the children get out of control then you need to give the kids back to the parents and let them take over. For health and safety reasons always have the parents take the children to the bathroom, change diapers or take care of any injuries. It is appropriate to model good parenting techniques but do not criticize the way the parents do something. If you develop a good relationship with the parents then they may be more open to sharing parenting experiences and swapping of ideas. However, nothing will turn off or make a parent more defensive than criticizing the way they parent.

Judging

Do not go into volunteering with a pre-conceived idea about the families. Each family and their circumstances are different. Get to know each person as an individual and try to imagine the stress they must be under. Understand that what you see during your shift is not the whole picture. Do not be judgmental. The families will feel this right away. Breaking down stereotypes is an integral part of The Road Home.

Conclusion

Just act normal. Be friendly, offer help when appropriate but don't be overeager. Get to know each person as an individual. Chances are you will learn a lot about strength, survival, persistence and hard times. Always feel free to contact the staff member on call if you have questions or concerns.

Appendix

Packet 1 - Task and Responsibilities of the Volunteer

1A-Volunteer Positions

pgs.2 - 4

1B-Frequently Asked Question

pgs.5 - 8

Packet 2 - No appendix

Packet 3 - Rules for Guests and Families

4A Babysitting Contract Guidelines

pg.20

Packet 4 - Economics, Race and Sensitivity

3A White Privilege: Unpacking the Invisible Backpack

pgs.10 - 16

3B Affirmative Actions for Whites

pgs.17 - 19

Appendix 1

Volunteer Positions

Shelter volunteer opportunities – direct service
Shelter volunteer opportunities – behind the scenes
Additional The Road Home volunteer opportunities

Shelter Volunteer Opportunities – direct service

If you currently do not attend a participating congregation we can connect you with one.

Note: Times listed below vary from Congregation to Congregation. Be sure to check with yours.

Coordinators

Help organize and oversee the program during the rotation week, which occurs three to four times each year. Duties include recruiting volunteers, making sure there are adequate supplies such as sack lunch items and personal items, being present during the week to make sure things are set up and going smoothly. Duties are often broken down into smaller responsibilities such as meal planner and dinner recruiter or overnight host recruiter. Many of the coordinator duties can be done behind the scenes.

Meal Host: 5-7 PM

Set tables, serve meals, eat dinner with THE ROAD HOME guests, and do after dinner clean up.

Recreation time: 7-8 PM

Spend quality time playing with children or helping them with homework. Ages of children vary. Congregations have activities available such as games, books, and art supplies. You are welcome to bring in arts and crafts activities but it is not a requirement.

Overnight Host: 8PM-6AM

Spend the night. Quiet time begins at 10pm when volunteers and families go to bed. Volunteers have a private place to sleep. You are required to bring your own bedding or sleeping bags. Wake up time is 6AM. Still time to get to work!

Breakfast: 6-7:15 AM

Over night hosts often stay and do the breakfast but if they can not then 2 volunteers are used to put out easy breakfast foods such as cold cereal, toast, juice. Kitchen clean up follows. The Road Home van drivers pick up families by 7:00 AM

Shelter Volunteer Opportunities – behind the scenes

Meal preparers: Just like preparing a meal for your family. Dinner is at 6:00 so meal must be delivered by 5:30. You may be reimbursed for you expense depending on the congregation. You may stay and act as dinner host if you would like to but it is not required

Set up: On Sunday of your host week help set up guests bedrooms. Remove classroom furniture bring in The Road Home beds and families belongings. This is done after Sunday school has ended.

Take Down: Help remove family's beds and belongings and reset up the Sunday school classroom. This is done early Sunday morning before the first session of Sunday school.

Laundry: Families do their own personal laundry but volunteers are needed to wash sheets and towels, which are loaned out by the congregation to the The Road Home Families during their weeklong stay.

Grocery shoppers; Pick up needed items throughout the week. Will be financially reimbursed

Floater: Willing to volunteer at any congregation and to be called on short notice. This would be a fill in position if a congregation had a volunteer who had an emergency or if they could not find enough volunteers.

Other The Road Home volunteer opportunities

Committee Member: Join one of The Road Home committees: Program, Development, Finance, Events and Nominating.

Mentors: Mentors are needed to work with families in our transitional housing programs. You work in conjunction with a The Road Home Social worker. Activities vary according to the needs of the families but can include tutoring, helping families learn to budget, helping families work on clearing up their credit reports, helping a parent get their drivers license as well as doing fun family activities together. This is a two-year weekly commitment.

Tutoring: Tutoring adults or children in various subjects most commonly reading, writing or math.

Helping with occasional events such as the Homes for Families Breakfast, or smaller gatherings.

Sort and organize items donated to The Road Home

Office helper: helps with data entry. May be asked to help with other office needs such as stuffing envelopes, attaching labels.

Car Repair: Donate car repair services to Low income Families working with The Road Home.

Other ways to help The Road Home:

Donations of personal care items, household items, furniture

Bring friends to the Home for Families Tour

Donate special skill services- doing taxes, pro bono professional work

Donate Housing

Drive families to appointments or pantries.

Employers- work with The Road Home to employ participating adults

Landlords-work with The Road Home to place families into housing

Appendix 1B

FAQ

Food

A Guest comes and says that they don't like what is served for dinner. What do I do?

On occasion a family may complain about the food. While they are in The Road Home's IHN shelter they lose control over what they eat which can be frustrating for them. Try not to take complaints personally, tell them they are welcome to make themselves a sandwich or a snack and that they should talk to The Road Home staff if they have further issues with the food. You are not obligated to make anything more for them.

Do we know if guests have any food allergies or special diet needs?

When a family enters The Road Home they are asked if they have any food allergies or foods that they do not eat for religious reason. This information is passed on to the coordinators who should then notify the cooks. Cooks need to be flexible and willing to change their menu if there are foods that cannot be eaten by a family. A common health issue is diabetes which requires a diet low in sugar and processed starches such as white bread with plenty of fresh vegetables. Diabetes often goes hand in hand with high blood pressure, so low salt is often recommended as well.

Am I required to adapt the diet when it is requested for religious reasons?

Because The Road Home believes in caring for and respecting each person in our program regardless of race or religion we ask that dietary changes be made whether requested for health or religious reason. The most common request we have had for religious reason, is on the behalf of practicing Muslims. They are directed by their faith not to eat pork, shellfish or anything cooked with lard. They will not pick pepperoni off a pizza because the pizza is considered contaminated so that is not a solution.

Remember if you are not sure, ask the guests. A great way to avoid food problems is to ask your volunteer coordinator and feel free to contact the congregation that hosted the week before. Another good idea is to allow one night a week to be family's choice or allow the families to cook a meal of their choosing.

Medical and medication

What is the policy on giving out over the counter drugs?

It is ok to give adults over the counter medications such as Tylenol, cold and flu remedies. Parents must administer the medications to both themselves and their own children.

Should prescription drugs be locked up?

Yes-Families that are taking prescription medications are given a lock bag, such as ones used by businesses for money, and a key. A second key is kept with the Case Manager. It is the family's responsibility to keep their medication locked in the bag.

How do I know if I should call 911?

If in doubt about the seriousness of an injury, call 911. If there is an injury but the person does not seem to be in imminent danger contact The Road Home on-call staff. They will make arrangements for a cab.

How do I know what hospital they should go to?

In a clear plastic sleeve in The Road Home log there should be a medical emergency information form on each family. It will tell you if they are taking any medications, who their doctor is and what hospital they should go to. If the family is not yet hooked up with a doctor or HMO send them to Meriter ER. They will take people who do not have insurance.

Sleeping arrangements

What should I do if a family requests a different sleeping room?

On occasion a family will be unhappy with their sleeping arrangements. Contact The Road Home staff before any switching of rooms. Let the staff decide if it is a reasonable request.

Is it ok for a family to go into a room with another family to visit or watch TV?

Yes a family may visit or watch TV in another family's room (assuming that the other family is present)

Can young children share a room to sleep while parents visit?

Yes this is fine.

What should I do if a family complains of being too hot or too cold?

It is difficult to please all of the families all of the time. It is ok to lend extra blankets or a fan. If everyone is cold, check with the building maintenance person about turning up the heat. Fans are often a must in the summer for those who have asthma.

Material items

What do I do if a guest requests shoes, clothing or household items?

Do not promise them anything. Contact The Road Home staff on-call and/or the volunteer managers to talk about the request. **Never give families money.**

What do I do if a guest reports items missing or stolen?

Contact The Road Home on-call staff.

Behavior

What should I do if I am concerned about a guest's behavior?

Review the rules and the orientation for families to see what The Road Home expects. If you are still at all concerned or uncomfortable, do not hesitate to call the staff member on-call.

Other questions

What do I do if there is a problem with the building such as toilets overflowing or blowing a fuse?

The name and phone number of the person in charge of building maintenance should be posted. If not, call the host congregation coordinator. Do not call The Road Home staff, as they do not have specific knowledge about these kinds of issues.

Must I sign in every time I volunteer?

Yes, it is important for our grant writing and funding purposes that we keep accurate records. It is important that you fill in name address, phone, number, activity and number of hours each time. Do not just write your name because often we cannot read the writing and then we have no other information to compare it with. Please write clearly.

Transportation

Do I have to provide rides for the guest?

Occasionally we are in need of volunteers to help get a guest to or from work or a school function. We will ask ahead of time if we have these needs. You are not required to provide rides, especially rides that have not been sanctioned by The Road Home Staff.

Should I help out a family with gas money if they have a car?

No. Refer the family to the shelter case manager.

Appendix 4A

White Privilege: Unpacking the Invisible Knapsack by Peggy McIntosh

Peggy McIntosh is associate director of the Wellesley College Center for Research on Women. This essay is excerpted from Working Paper 189. "White Privilege and Male Privilege: A Personal Account of Coming To See Correspondences through Work in Women's Studies" (1988), by Peggy McIntosh; available for \$4.00 from the Wellesley College Center for Research on Women, Wellesley MA 02181 The working paper contains a longer list of privileges.

I was taught to see racism only in individual acts of meanness, not in invisible systems conferring dominance on my group

Through work to bring materials from women's studies into the rest of the curriculum, I have often noticed men's unwillingness to grant that they are over privileged, even though they may grant that women are disadvantaged. They may say they will work to improve women's status, in the society, the university, or the curriculum, but they can't or won't support the idea of lessening men's. Denials that amount to taboos surround the subject of advantages that men gain from women's disadvantages. These denials protect male privilege from being fully acknowledged, lessened, or ended.

Thinking through unacknowledged male privilege as a phenomenon, I realized that, since hierarchies in our society are interlocking, there are most likely a phenomenon of white privilege that was similarly denied and protected. As a white person, I realized I had been taught about racism as something that puts others at a disadvantage, but had been taught not to see one of its corollary aspects, white privilege, which puts me at an advantage.

I think whites are carefully taught not to recognize white privilege, as males are taught not to recognize male privilege. So I have begun in an untutored way to ask what it is like to have white privilege. I have come to see white privilege as an invisible package of unearned assets that I can count on cashing in each day, but about which I was "meant" to remain oblivious. White privilege is like an invisible weightless knapsack of special provisions, maps, passports, codebooks, visas, clothes, tools, and blank checks.

Describing white privilege makes one newly accountable. As we in Women's Studies work to reveal male privilege and ask men to give up some of their power, so one who writes about having white privilege must ask, "Having described it, what will I do to lessen or end it?"

After I realized the extent to which men work from a base of unacknowledged privilege, I understood that much of their oppressiveness was unconscious. Then I remembered the frequent charges from women of color that white women whom they encounter are oppressive. I began to understand why we are justly seen as oppressive, even when we don't see ourselves that way. I began to count the ways in which I enjoy unearned skin privilege and have been conditioned into oblivion about its existence.

My schooling gave me no training in seeing myself as an oppressor, as an unfairly advantaged person, or as a participant in a damaged culture. I was taught to see myself as an individual whose moral state

depended on her individual moral will. My schooling followed the pattern my colleague Elizabeth Minnich has pointed out: whites are taught to think of their lives as morally neutral, normative, and average, and also ideal, so that when we work to benefit others, this is seen as work which will allow "them" to be more like "us".

I decided to try to work on myself at least by identifying some of the daily effects of white privilege in my life. I have chosen those conditions which I think in my case attach somewhat more to skin color privilege than to class, religion, ethnic status, or geographical location, though of course all these other factors are intricately intertwined. As far as I can see, my African American coworkers, friends and acquaintances with whom I come into daily or frequent contact in this particular time, place, and line of work cannot count on most of these conditions.

I usually think of privilege as being a favored state, whether earned or conferred by birth or luck. Yet some of the conditions I have described here work to systematically over empower certain groups. Such privilege simply confers dominance because of one's race or sex.

1. I can if I wish arrange to be in the company of people of my race most of the time.
2. If I should need to move, I can be pretty sure renting or purchasing housing in an area which I can afford and in which I would want to live.
3. I can be pretty sure that my neighbors in such a location will be neutral or pleasant to me.
4. I can go shopping alone most of the time, pretty well assured that I will not be followed or harassed.
5. I can turn on the television or open to the front page of the paper and see people of my race widely represented.
6. When I am told about our national heritage or about "civilization," I am shown that people of my color made it what it is.
7. I can be sure that my children will be given curricular materials that testify to the existence of their race.
8. If I want to, I can be pretty sure of finding a publisher for this piece on white privilege.
9. I can go into a music shop and count on finding the music of my race represented, into a supermarket and find the staple foods which fit with my cultural traditions, into a hairdresser's shop and find someone who can cut my hair.
10. Whether I use checks, credit cards, or cash, I can count on my skin color not to work against the appearance of financial reliability.
11. I can arrange to protect my children most of the time from people who might not like them.
12. I can swear, or dress in second hand clothes, or not answer letters, without having people attribute these choices to the bad morals, the poverty, or the illiteracy of my race.
13. I can speak in public to a powerful male group without putting my race on trial.
14. I can do well in a challenging situation without being called a credit to my race.
15. I am never asked to speak for all the people of my racial group.
16. I can remain oblivious of the language and customs of persons of color who constitute the world's majority without feeling in my culture any penalty for such oblivion.
17. I can criticize our government and talk about how much I fear its policies and behavior without being seen as a cultural outsider.

18. I can be pretty sure that if I ask to talk to "the person in charge," I will be facing a person of my race.
19. If a traffic cop pulls me over or if the IRS audits my tax return, I can be sure I haven't been singled out because of my race.
20. I can easily buy posters, postcards, picture books, greeting cards, dolls, toys, and children's magazines featuring people of my race.
21. I can go home from most meetings of organizations I belong to feeling somewhat tied in, rather than isolated, out-of-place, out numbered, unheard, held at a distance, or feared.
22. I can take a job with an affirmative action employer without having coworkers on the job suspect that I got it because of race.
23. I can choose public accommodation without fearing that people of my race cannot get in or will be mistreated in the places I have chosen.
24. I can be sure that if I need legal or medical help, my race will not work against me.
25. If my day, week, or year is going badly, I need not ask of each negative episode or situation whether it has racial overtones.
26. I can choose blemish cover or bandages in flesh color and have them more or less match my skin.

I repeatedly forgot each of the realizations on this list until I wrote it down. For me white privilege has turned out to be an elusive and fugitive subject. The pressure to avoid it is great, for in facing it I must give up the myth of meritocracy. If these things are true, this is not such a free country; one's life is not what one makes it; many doors open for certain people through no virtues of their own.

In unpacking this invisible knapsack of white privilege, I have listed conditions of daily experience which I once took for granted. Nor did I think of any of these perquisites as bad for the holder. I now think that we need a more finely differentiated taxonomy of privilege, for some of these varieties are only what one would want for everyone in a just society, and others give license to be ignorant.

I see a pattern running through the matrix of white privilege, a pattern of assumptions which were passed on to me as a white person. There was one main piece of cultural turf; it was my own turf, and I was among those who could control the turf. My skin color was an asset for any move I was educated to want to make. I could think of myself as belonging in major ways, and of making social systems work for me. I could freely disparage, fear, neglect, or be oblivious to anything outside of the dominant cultural forms. Being of the main culture, I could also criticize it fairly freely.

In proportion as my racial group was being made confident, comfortable, and oblivious, other groups were likely being made unconfident, uncomfortable, and alienated. Whiteness protected me from many kinds of hostility, distress, and violence, which I was being subtly trained to visit in turn upon people of color. For this reason, the word "privilege" now seems to me misleading. We want, then, to distinguish between earned strength and unearned power conferred systematically. Power from unearned privilege can look like strength when it is in fact permission to escape or to dominate. But not all of the privileges on my list are inevitably damaging. Some, like the expectation that neighbors will be decent to you, or that your race will not count against you in court, should be the norm in a just society. Others, like the privilege to ignore less powerful people, distort the humanity of the holders as well as the ignored groups.

We might at least start by distinguishing between positive advantages which we can work to spread, and negative types of advantages which unless rejected will always reinforce our present hierarchies. For example, the feeling that one belongs within the human circle, as Native Americans say, should not be seen as privilege for a few. Ideally it is an unearned entitlement. At present, since only a few have it, it is an unearned advantage for them. This paper results from a process of coming to see that some of the power which I originally saw as attendant on being a human being in the U.S. consisted in unearned advantage and conferred dominance.

I have met very few men who are truly distressed about systemic, unearned male advantage and conferred dominance. And so one question for me and others like me is whether we will be like them, or whether we will get truly distressed, even outraged, about unearned race advantage and conferred dominance and if so, what we will do to lessen them. In any case, we need to do more work in identifying how they actually affect our daily lives. Many, perhaps most, of our white students in the U.S. think that racism doesn't affect them because they are not people of color; they do not see "whiteness" as a racial identity. In addition, since race and sex are not the only advantaging systems at work, we need similarly to examine the daily experience of having age advantage, or ethnic advantage, or physical ability, or advantage related to nationality, religion, or sexual orientation.

Difficulties and dangers surrounding the task of finding parallels are many. Since racism, sexism, and heterosexism are not the same, the advantaging associated with them should not be seen as the same. In addition, it is hard to disentangle aspects of unearned advantage which rest more on social class, economic class, race, religion, sex and ethnic identity than on other factors. Still, all of the oppressions are interlocking, as the Combahee River Collective State-ment of 1977 continues to remind us eloquently. One factor seems clear about all of the interlocking oppressions. They take both active forms which we can see and embedded forms which as a member of the dominant group one is taught not to see. In my class and place, I did not see myself as a racist because I was taught to recognize racism only in individual acts of meanness by members of my group, never in invisible systems conferring unsought racial dominance on my group from birth.

Disapproving of the systems won't be enough to change them. I was taught to think that racism could end if white individuals changed their attitudes. But a white skin in the United States opens many doors for whites whether or not we approve of the way dominance has been conferred on us. Individual acts can palliate, but cannot end, these problems.

To redesign social systems we need first to acknowledge their colossal unseen dimensions. The silences and denials surrounding privilege are the key political tool here. They keep the thinking about equality or equity incomplete, protecting unearned advantage and conferred dominance by making these taboo subjects. Most talk by whites about equal opportunity seems to be now to be about equal opportunity to try to get into a position of dominance while denying that systems of dominance exist.

It seems to me that obliviousness about white advantage, like obliviousness about male advantage, is kept strongly inculturated in the United States so as to maintain the myth of meritocracy, the myth that democratic choice is equally available to all. Keeping most people unaware that freedom of confident action is there for just a small number of people props up those in power, and serves to keep power in the hands of the same groups that have most of it already.

Though systemic change takes many decades, there are pressing questions for me and I imagine for some others like me if we raise our daily consciousness on the perquisites of being light skinned. What will we do with such knowledge? As we know from watching men, it is an open question whether we will choose to use unearned

advantage to weaken hidden systems of advantage, and whether we will use any of our arbitrarily awarded power to try to reconstruct power systems on a broader base.

Appendix 4B
REAL LIFE: Affirmative Action for Whites
The Houses that Racism Built

Larry Adelman, Sunday, June 29, 2003

Thirteen years ago, my parents sold the house I grew up in. It was one of those suburban tract homes that sprouted across the nation after World War II. Our home was pleasant if undistinguished. It wasn't one of Malvina Reynolds' "little boxes made of ticky tacky" -- based on a drive the singer took past Daly City in the '50s. It was a ranch house on a curving, leafy street in Merrick, Long Island, 25 miles east of Manhattan, about five miles from its more famous suburban neighbor, Levittown.

After turning 65, my father wasted no time retiring. He'd purchased our house back in 1952 for \$20,000 thanks to a 3 percent mortgage made possible by the Veterans Administration. Now he was considering an offer of \$300,000. With the money they'd get a place in the Berkshires and winter in Florida.

Ten years later, my colleague, Cornelius, sold the house he grew up in. Cornelius' folks had also purchased a place in the early '50s in Chester, just outside Philadelphia. A few years ago, after Cornelius' father died, his mother wanted to move back to Virginia. Cornelius sold the house in 2000; he received all of \$29,500.

That \$270,500 gap reveals a microcosm of race in America. My family is white and Cornelius' is black.

On Monday, the Supreme Court finally issued its ruling on whether the University of Michigan should jettison its affirmative action program. The court upheld the law school program that sought a "critical mass" of minorities but struck down a "point system" used to increase affirmative action for undergraduates. While the decisions didn't fully satisfy advocates on either side, on balance they were less "anti-affirmative action" than feared. I wonder if some court members had had experiences like mine.

Cornelius and I have worked together for 20 years, always making an identical salary, yet my net worth is several times his.

My two brothers and I enjoyed good schools, parks and libraries because of rising property values. My parents' growing home equity not only provided for retirement but sent us to private colleges -- and even helped with the down- payments on our own homes. Today, thanks to them, my house is paid off and my 21-year-old daughter is about to graduate college with a nest egg of her own. When my parents pass away, we stand to inherit a tidy sum.

Cornelius had no such help. As American manufacturing declined, Chester became increasingly black and populated by people on fixed incomes, who faced higher taxes to maintain public services and schools. Cornelius' parents' expenses climbed as their city deteriorated. Cornelius attended college on

scholarship, but worked his way through school. Today, rather than look to his mother for financial help, Cornelius helps support her.

What's this got to with race? It goes back to the postwar suburbs and the government policies and subsidies that made them possible -- and guaranteed they'd be segregated.

A set of New Deal programs led by the Federal Housing Administration allowed millions of average white Americans to own a home for the first time. Down payment requirements were reduced from up to 50 percent to 10 or 20 percent and the time to pay off the remaining mortgage was extended from five years to 30 years.

Federal investigators evaluated 239 regions; communities with a mere one or two black families were deemed ipso facto financial risks ineligible for low cost home loans. Government appraisal maps colored those communities red -- hence the term "redlining."

Between 1934 and 1962, the federal government backed \$120 billion of home loans; more than 98 percent went to whites. Of the 350,000 new homes built with federal support in Northern California between 1946 and 1960, fewer than 100 went to African Americans.

Barred from purchasing a home in the new suburbs, Cornelius' parents had to buy in one of the few communities where black people could live.

Today, according to New York University economist Edward Wolff, the typical white family has eight times the net worth of the typical black family. Even when they make the same income, white families have over twice the wealth -- much of that gap due to home equity and family inheritance.

Many whites who grew up middle class in the suburbs like to think we got where we are today on merit -- hard work, intelligence, pluck and maybe a little luck. We wonder why non-white parents didn't just work hard, buy a home and pass on the appreciated value like our parents did. We tend to be blind to how the playing field has been -- and continues to be -- tilted to our advantage.

Racism doesn't just come dressed in white sheets or voiced by skinheads, but lies in institutions that, like the FHA, have quietly and often invisibly channeled America's wealth, power, and status disproportionately to white people, giving us a head start in life. As Ohio State University law professor John A. Powell observes: "The slick thing about whiteness is that whites are getting the spoils of a racist system without themselves being personally racist."

I sit on my back deck, enjoying the blooms of the wisteria and reading an e-mail from my daughter about her post-college plans. My daughter certainly had nothing to do with slavery or Jim Crow. But the past still helps shape her future thanks to the many advantages my parents, me, and now she, have accrued thanks to generations of racial preferences -- for white people.

Larry Adelman is executive producer of "Race -- The Power of an Illusion," a three part series broadcast by PBS and available from California Newsreel at <http://www.newsreel.org/>. A version of this piece appeared in California Lawyer.

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Appendix 4A

Baby Sitting Contract Guidelines

Babysitting contracts will be allowed under the following conditions **only**.

- The babysitter must be someone currently in our program.
- Contracts may be used when there is a work conflict (such as the child gets home before you do), job interviews, and doctor's appointments or medical emergencies only.
- Contracts may **not** be used by parents to run errands, **unless** the child is ill or weather prohibits taking the child out (i.e. Extreme cold).
- Contracts may not be used for any other reason without **prior** approval of The Road Home staff.
- Contracts must be filled out completely and signed by parent, sitter, **and** staff /volunteer.
- Parents must return by time indicated on contract.
- Completed contracts need to be posted clearly such as on the bulletin board in the Day Center on weekends, staff bulletin board during the week, and given to the congregation coordinator during the evenings so that it is clear who is babysitting for whom.

Babysitters are expected to **supervise** and **be responsible** for any children they have agreed to sit for.

Abuse of contracts will result in a written warning and/or loss of privilege.

I have read and agree to the above guidelines

_____ Date _____
Guest

_____ Date _____
The Road Home Staff