

Volunteer Manual

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About Volunteers of America of Illinois (VOA of IL)

History

Our National organization, Volunteers of America, was derived from a voluntary call to action from people to give back in the late 1800's to their community. It is one of the oldest U.S. charities and serves more than two million people each year in over 400 communities throughout the country. Throughout the years, as an affiliate, Volunteers of America of Illinois (VOA of IL) has evolved into an organization that addresses the needs of our community. Presently, VOA of IL partners with the people we serve to create transformational and lasting change through foster care, Veteran services, and affordable housing for the elderly and adults with disabilities.

About Our Foster Care Program

Our Foster Care Program annually serves 150 children. Through this program VOA of IL is able to provide safe and nurturing homes. The foster homes that VOA of IL has recruited are specifically trained to meet the special needs of children in foster case. This program also delivers support services to the children and families involved in our foster care program. Therapeutic and support services are offered to address the separation, loss, and trauma experienced. Throughout the year VOA of IL serves the children in foster care through their annual Holiday Wishes and Operation Backpack.

About Our True North Project (TNP) for Veterans

VOA of IL serves approximately 600 Veterans per year including both male and female Veterans, those with and without children and those from WWII through the current conflicts in the Middle East. The True North Project is a program directed towards Veterans who are struggling, in-crisis, or at-risk of serious instability in their lives. Veterans are provided with the proper support, resources, and hope to "win the war" at home and be able to achieve potential in all areas of their life. TNP relies on the referrals from the two local VA Medical Centers, other service providers, vigorous street outreach, and word of mouth referrals from existing clients of the program. Throughout the year VOA of IL provides Veterans with toiletries, bags, and cold weather clothing through Operation Duffle Bag. VOA of IL has recently built two supportive housing programs for the Veterans that we serve.

Mission Statement

Volunteers of America of Illinois partners with the people we serve to create transformational and lasting changes in their lives.

Our Values

Teamwork

Though we work independently and within departments in many instances, we understand that we achieve our mission through team work and a commitment to common goals and objectives. We encourage the development of supportive and collaborative efforts within and across departments that build community and strengthen results. We seek and welcome diverse staffs that bring complementary skills and approaches to the organization.

Leadership

We recognize and encourage personal leadership of staff members and create opportunities for all staff members to develop professional leadership skills and to contribute to the greater good of the organization.

Communication

We promote the effective flow of information across groups and departments and among individuals and organizations working toward achieving our common goals. Each staff member is sufficiently informed about the mission of our organization, the role of each department and the key duties of each staff person.

Mutual Respect

We are a ministry of service and therefore promote a professional, courteous, cooperative and diverse work environment that fosters mutual respect and consideration of co-workers, colleagues, volunteers and clients.

Discipline

We are committed to fulfilling our promises and doing what we say we will do when it needs to be done. Discipline also means we will focus on the things that matter most and only on those efforts that make the biggest difference in the lives of people we serve.

Responsible Stewardship

We are committed to operating with uncompromising integrity in all we do which includes managing all our resources with the utmost respect and regard for efficiency and effectiveness.

Innovation

We approach the responsibility to serve others with the same fervor and passion that inspired the organization's founders more than a century ago...a passion that inspired them to do more than simply improve the world around them but to actually strive to transform it.

Faith

We operate from a profound belief in the potential for "greatness" in those we serve, those we serve with and the world around us. We believe in the fundamental goodness of people and their unlimited capacity to transform their lives.

Optimism

We pursue its faith in humanity and commitment to serve with joy, enthusiasm and a true servant's heart.

Volunteer Etiquette

Attire

All volunteers should dress for the job. If a volunteer is going to be working with a client they should be dressed in business casual attire. If a volunteer is doing a physical activity they should dress in comfortable clothes that will not get in their way while performing tasks.

Attitude

All volunteers should come with a positive attitude and demeanor. They should greet staff with a friendly "hello" and should show mutual respect. They should remember that they are doing volunteer work and should not expect to be compensated.

Expectations

Cell phones should not be used unless there is an emergency. Volunteers should arrive 5-10 minutes early and make sure to check in with the receptionist so the volunteer coordinator knows they are on site. Volunteers should be dedicated and focused on the task they are assigned to. If something happens that a volunteer can no longer arrive to their volunteer site a phone call and an email should be sent to the volunteer coordinator.

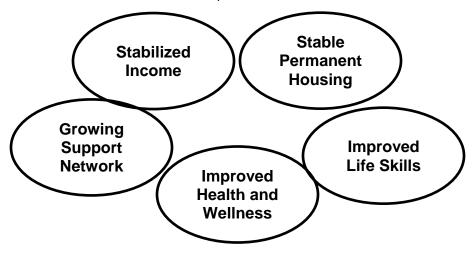
About Hope Manor

The Building

Hope Manor Apartments is an 80-unit permanent supportive housing program that includes a full continuum of onsite services and support for homeless Veterans. It is located on the west side of Chicago where, according to data from the Department of Veterans Affairs, there is a high concentration of homeless Veterans in need of housing and supportive services. It is one of the first large-scale, supportive housing developments specifically designed for Veterans in the City of Chicago that combines Low Income Housing Tax Credits with funding from the City of Chicago and the U.S. Department of Veterans Affairs. Bringing these resources together in one project allows Hope Manor Apartments to serve the unique needs of today's Veterans by providing them with a broader and more flexible continuum of resources in one location. Our model represents an innovative approach to affordable housing by combining the focused, outcome-driven service intensity of transitional housing with the flexibility and consistency of the "Housing First Model" which favors permanent, supportive housing.

The Mission

As the name implies, Hope Manor Apartments is about much more than simply providing housing for Veterans - the goal is to help Veterans change and improve their lives over the long-term by promoting self-sufficiency, building new skills, creating strong support networks and integrating Veterans more positively into community life. We focus on helping the Veterans achieve five core outcomes that point toward this mission:



We develop various activities, classes, and experiences that engage Veterans in those areas. And we strive to build trusting, long-term relationships with our Veterans that foster more effective lasting results.

The Veterans

<u>Grant / Per Diem (GPD)</u> – There are 50 residents at Hope Manor who participate in a program called Grant & Per Diem (GPD). GPD is a Veterans Affairs department (VA) program that intends to help homeless Veterans achieve self-sufficiency with housing and income. The VA places eligible Veterans in partner sites like Hope Manor and they subsidize their cost of living at those sites. As such, GPD residents are required to participate in supportive services as a condition of their subsidy. Mainly, they are assigned to work with a Resident Support Specialist (RSS) at Hope Manor to develop an individualized service plan (ISP) that aims at achieving the five outcomes mentioned above. A GPD resident at Hope Manor has up to two years to live at Hope Manor, provided that he remains in good standing and makes progress on his service plan. The GPD residents live in 2 or 3 bedroom apartments.

<u>Chicago Housing Authority (CHA)</u> – There are 30 residents at Hope Manor who quality for a Section 8 housing voucher through CHA in which they must pay 30% of their income towards rent. Since CHA residents pay a portion of their rent, they are not required to participate in supportive services. However, they are welcomed and encouraged to engage in all the services that Hope Manor provides. CHA can live at Hope Manor indefinitely provided that they

stay current with their rent and remain in good standing with the Community Rules. The CHA residents live in single room studios.

The Staffing

Hope Manor is a division of Veteran Services at Volunteers of America of Illinois. The staff at Hope Manor consists of two teams: Supportive Services and Property Management.

<u>Supportive Services Team</u> – responsible for providing resources, programming and services intended to help Veterans achieve lasting self-sufficiency.

- <u>Manager of Supportive Services</u> has oversight over all of the programmatic services at Hope Manor, and ensures that Supportive Services accomplish the outcomes of the program.
- <u>Resident Support Specialist (RSS)</u> the RSS each has a case load of 25 GPD clients, and a select amount
 of CHA clients. They develop individual service plans (ISP) with their clients and help them accomplish their
 goals at Hope Manor.
- <u>Program Assistant</u> coordinates the logistics of the resources that are provided at Hope Manor.
- <u>Volunteer Coordinator</u> develops volunteer opportunities for residents at Hope Manor, as well as general volunteers who want to serve at Hope Manor.
- <u>Director of Outreach</u> this person serves all Veteran Service programs at VOA-IL by developing strategies to promote VOA to Veterans in the community who may need assistance. This person also acts as a supportive liaison in helping Veterans resolve issues.
- <u>Therapists</u> provide support counseling and therapy opportunities for residents.

Property Management Team- responsible for ensuring that Hope Manor is a decent, safe, and sanitary environment.

- <u>Property Manager</u> has oversight over all the leasing and maintenance services at Hope Manor and ensures that facility is a decent, safe, and sanitary environment.
- <u>Assistant Property/Office Manager</u> coordinates property related operations such as office management and administration.
- <u>Maintenance</u> maintains a decent, safe, and sanitary condition in and around the facility.

About Hope Manor II

The Building

Hope Manor II Apartments is one of the first large scale, supportive housing developments in the country specifically designed for Veterans with families. The need for services to all Veterans struggling with unemployment, mental health challenges and homelessness continues to grow- but it is growing at an accelerated rate for female Veterans and Veterans with children. Hope Manor II will provide a comprehensive response to the challenges facing all Veterans who are homeless or at-risk of homelessness- especially female Veterans and Veterans with children. Hope Manor II is a campus-style community that provides a flexible continuum of housing and supportive services through a unique combination of studio apartments, 1, 2, 3- bedroom units and 4-bedroom townhomes. Hope Manor

Il is located in the south side of Englewood neighborhood on several parcels of land donated by the City of Chicago. Hope Manor II will provide housing and supportive services to more than 70 Veteran-headed households.

The Veterans

<u>Chicago Housing Authority (CHA)</u> – There are 73 head of household residents at Hope Manor II who quality for a Section 8 housing voucher through CHA in which they must pay 30% of their income towards rent. Since CHA residents pay a portion of their rent, they are not required to participate in supportive services. However, they are welcomed and encouraged to engage in all the services that Hope Manor II provides. CHA can live at Hope Manor II indefinitely provided that they stay current with their rent and remain in good standing with the Community Rules. The CHA residents live in single room studios.

The Staffing

Hope Manor II is a division of Veteran Services at Volunteers of America of Illinois. The staff at Hope Manor II consists of two teams: Supportive Services and Property Management.

<u>Supportive Services Team</u> – responsible for providing resources, programming and services intended to help Veterans achieve lasting self-sufficiency.

- <u>Manager of Resident Services</u> has oversight over all of the programmatic services at Hope Manor II, and ensures that Supportive Services accomplish the outcomes of the program.
- <u>Resident Support Specialist (RSS)</u> the RSS each has a case of CHA clients. They develop individual service plans (ISP) with their clients and help them accomplish their goals at Hope Manor II.
- Program Assistant coordinates the logistics of the resources that are provided at Hope Manor II.
- <u>Director of Outreach</u> this person serves all Veteran Service programs at VOA-IL by developing strategies to promote VOA to Veterans in the community who may need assistance. This person also acts as a supportive liaison in helping Veterans resolve issues.
- <u>Therapists</u> provide support counseling and therapy opportunities for residents.

<u>Property Management Team</u> – responsible for ensuring that Hope Manor II is a decent, safe, and sanitary environment.

- <u>Property Manager</u> has oversight over all the leasing and maintenance services at Hope Manor II and ensures that facility is a decent, safe, and sanitary environment.
- <u>Assistant Property/Office Manager</u> coordinates property related operations such as office management and administration.
- <u>Maintenance</u> maintains a decent, safe, and sanitary condition in and around the facility.

Building Relationships with our Veterans

Understanding our Veterans

We have the privilege of serving a group of distinguished men and women who have served our country so selflessly.

However, there are many challenges that our Veterans are facing that have brought them to need a program like Hope Manor I and Hope Manor II. Historically, Veterans have been at greater risk for homelessness than other adults in the United States. The reasons for this very greatly, but it is important to understand that there is not one face of Veteran homelessness.

For instance, recently returning Veterans who were exposed to combat may have experienced wartime trauma or endured physical disabilities that severely affected their quality of life, which can lead to isolation and consequently to homelessness. On the other hand, Vietnam era Veterans continue to be the most at risk of chronic homelessness due to contributing factors such as aging and deteriorating health, substance abuse issues, and long unemployment gaps. We see both ends of this spectrum and everything in between. Therefore, our approach is to meet every Veteran where he or she is at and develop individualized plans to meet his or her needs.

Nevertheless, here are some of the common characteristics of the Veterans we serve at Hope Manor I and Hope Manor II:

- <u>Veteran Pride</u> Being a Veteran carries with it a great deal of dignity and pride. "I'm a Veteran" is a phrase that is often stated emphatically by the residents at Hope Manor I and Hope Manor II.
- <u>Demographics</u> There are only males at Hope Manor. The majority of our Veterans are African American. The median age of our Veterans is 45-55 years old. Many of our Veterans are originally from Chicago, but many of them have hailed from all over the country. Some have income from employment, others from various benefits, and others are working on bolstering income.
- <u>Branches / Eras of Service</u> All branches of service are proudly represented at Hope Manor I and Hope Manor II, along with all eras dating back to Vietnam.
- <u>Self-Esteem</u> Many of our Veterans have a feeling of being beaten down. It can be very defeating and demoralizing for someone, to be dependent on others, and to feel helpless or hopeless about the future. Many of our Veterans may have been unemployed for long stretches, they may be battling physical or mental illness, they may be harboring trauma from their upbringing, or they may even be suffering from the general wear and tear of life on the street.
- <u>Skills and Education</u> One major distinguishing characteristic of homeless Veterans compared to the general homeless population is advanced skills and education. All Veterans have at least earned a high school diploma and have at least developed some transferable skills from their time in the military. Granted, some of them may lack further college education or even basic computer skills. However, homeless Veterans have an advantage when it comes to professional development.
- <u>Older Veterans / Chronic homelessness</u> Hope Manor I houses many Veterans who are 55 and older, many of whom have been chronically homeless for 10 years or more.
- Institutionalization and Dependency Many of our Veterans are accustomed to relying on the VA or other government and social service agencies for survival. Part of this stems from a feeling of entitlement to care as a Veteran. Additionally, for many others this is part of the larger picture of what it has meant for them to

survive in a particular social class or environment. This can often be an entrenched barrier for us in helping Veterans move in a direction toward self-sufficiency.

- <u>Mental and Emotional Health</u> A major risk factor for Veterans, especially combat Veterans, is Traumatic Brain Injury (TBI) and Post Traumatic Stress Disorder (PTSD). However, many Veterans at Hope Manor I and Hope Manor II also suffer from other mental health conditions such as depression and anxiety. Hope Manor provides therapeutic resources for such Veterans. The VA hospital also provides more extensive therapeutic and psychiatric care.
- <u>Physical Health Challenges</u> Chronic or unresolved health issues can also be a barrier for our Veterans. They receive most of their medical care from the local VA hospital. We also offer various resources to improve overall health and wellness.
- <u>Substance Abuse</u> Some residents struggle with substance abuse, particularly alcohol dependency. There
 are resources in place at the VA and through Volunteers of America of Illinois to help the Veterans work on
 their sobriety.
- <u>Motivation</u> With our Veterans there can be a missing link between their aspirations and their motivation. The desire for success doesn't always easily or quickly translate into achieved outcomes. Some of the factors listed above describe how that link gets broken, and how it can be challenging to motivate our Veterans to engage in the kinds of steps that will lead to lasting self-sufficiency.
- <u>Diverse Reasons for Homelessness</u> The above characteristics show that there is not one face of Veteran homelessness. Every individual has a different story and a different set of circumstances that have led him to Hope Manor I or Hope Manor II.

Understanding Yourself

In understanding Veterans, we must also be aware of our personal experiences and assumptions that may have shaped our attitudes towards the impoverished, the homeless, those who may be culturally and socially different from us, and even to Veterans. As volunteers and staff we have to understand ourselves and our limitations just as much as we need to understand the Veterans we serve. Therefore, please be mindful of the following:

- <u>Stereotypes</u>: Not all homeless are drug addicts, criminals, far from God, uneducated, minorities, lazy or unemployed.
- <u>Sense of superiority</u>: We serve because we are all humans with struggles, and we can very easily find ourselves in the circumstances of those we serve.
- <u>One way service</u>: You can learn and receive as much from the Veterans as they do from you.

- <u>Being the Hero</u>: You are one of many people who are working together in the process of supporting the Veterans.
- <u>Begrudging compassion</u>: We must be open to loving people for their own sake, and not just for the sake of personal, Community or church obligations.
- <u>"Doing to" rather than "Doing with</u>": We cannot force transformation on people. It must come from within. Therefore, we are partners with those we serve.

There are many key qualities that will ensure that your commitment is rewarding.

- <u>Integrity</u>: Being sincere in the way you serve shows how much you truly care and those you serve definitely recognize that.
- <u>Service</u>: Recognizing that we are serving those who have served us.
- <u>Creativity</u>: Bringing a level of passion and excitement to the task at hand within the role as a volunteer.
- <u>Flexibility</u>: Being able to adjust in the process of serving an unpredictable and often challenging population.
- <u>Patience</u>: Understanding that our work takes time, and many of our desired outcomes do not happen right away.
- Faith: Upholding the belief in the potential greatness in others and their ability to transform their lives.

Conversation Tips

- Be willing to listen first before being heard.
- Small talk is a great way to begin building trust. Discussing politics, sports, weather, entertainment and current events make for great conversation starters. Even light conversation about their time in the service can be helpful for "breaking the ice."
- Use language that you would normally use, but be aware of demeaning language that you may take for granted. Avoid using words such as:
 - o "People like you" or "You people"
 - o "Homeless", "Bum", "Street person", "Poor people", "Less fortunate"
 - "Drunk", "Drug Addict"
- Allow Veterans to share their story with you on their own. Avoid intrusive questions like:
 - "Why are you homeless?"
 - "Did you ever kill anyone in combat?"
 - o "Do you have PTSD?"
 - o "Why aren't you working?"
 - "How old are you?"
 - "Are you on welfare?"

- Be gentle and humble. Our Veterans can be sensitive or can have low self-esteem.
- Advice giving is only effective if it is welcomed.
- If a Veteran ever says something that concerns you, please inform the staff.
- If our Veterans don't want to talk, don't take it personally. They may be having a hard day, or they may be protecting themselves.
- Say thank you! It is very satisfying to any Veteran when others acknowledge and appreciate their service.

VOA of IL Offices (47 W Polk St) Positions located at 47 West Polk Office

- Front Desk Assistant will work with the Receptionist to cover the front desk and reception area during times when the receptionist is not available, focused on priority projects, or out of the office. This will allow for a high-level of customer service to be maintained at all times. Primary duties include answering the phone and managing the guests coming and going through the front door. Includes training, onsite supervision, short and long-term volunteer opportunities exist. This opportunity is on an as needed basis.
- Clothing & Item Donation Sorter will work with the Resource Development department and Receptionist to sort and fold donated cloths and other items. Primary duties include packing, unpacking, sorting, and bagging up of donated clothes and other donated items. This opportunity would be a monthly commitment.
- Visitation Room Cleaner will work with the Foster Parent program to clean and disinfect in the Children's Visitation Room. Primary duties include cleaning toys and other items in the room, wiping and soaking items as needed to create an environment as clean and free from germs as possible. This would need to be cleaned on a weekly or biweekly schedule.
- **Mock Interviewer** will work with the Veterans Services/Job Readiness program to provide mock interviews for the Job Placement program. Primary duties include interviewing program participants.
- Administrative Project Assistant will work various programs with staff to support administrative projects such as filing and other activities. Primary duties could include filing, typing, data entry or other tasks. Each project will have a complete description provided, however there is limited training for these positions as we are trying to maximize our staff time on the projects and focus it toward service.

Positions located at Hope Manor I Apartments (3053 W. Franklin Blvd).

- Skills Training Group Facilitator will work with the Hope Manor veterans program to facilitate the Professional Development and Life Skills training. Primary duties include leading sessions on employment readiness, financial management, healthy living, home maintenance, or others.
- Individual Skills Coach will work with the Hope Manor veterans program to help individual residents focus on developing specific professional and life skills. Primary duties include helping with resume writing, computer literacy, mock interviewing, adult literacy, financial management, healthy living, and other skills.

- **Gardening and landscaping** will work with Hope Manor residents to beautify the grounds and maintain the landscaping of the facility. Primary duties include gardening, landscaping, weeding, and pruning. Other duties may include planting and maintaining a vegetable garden.
- Fitness Trainer will work with the Hope Manor veterans program to help individuals improve their fitness. Primary duties include individual fitness training, providing guidance in the fitness room, and leading running groups.
- **Behind the Scenes-** Working around the building to help keep it in beautiful form. Duties iinclude sorting the donation rooms and facility maintenance.
- Administrative Office- will give clerical support and work at the front desk as a receptionist.
- **Technology Facilitators-** will work with Veterans to help them understand technology and computers. Duties will include supervisor of the technology room, teaching Veterans new programs, and keeping them up to date with the newest technology advances.

Positions located at Hope Manor II Apartments (6002 W 60th Street)

- Skills Training Group Facilitator will work with the Hope Manor II veterans program to facilitate the Professional Development and Life Skills training. Primary duties include leading sessions on employment readiness, financial management, healthy living, home maintenance, or others.
- Individual Skills Coach will work with the Hope Manor II veterans program to help individual residents focus on developing specific professional and life skills. Primary duties include helping with resume writing, computer literacy, mock interviewing, adult literacy, financial management, healthy living, and other skills.
- **Behind the Scenes-** Working around the building to help keep it in beautiful form. Duties include sorting the donation rooms and facility maintenance.
- **Gardening and landscaping** will work with Hope Manor II residents to beautify the grounds and maintain the landscaping of the facility. Primary duties include gardening, landscaping, weeding, and pruning. Other duties may include planting and maintaining a vegetable garden.
- Fitness Trainer will work with the Hope Manor II veterans program to help individuals improve their fitness. Primary duties include individual fitness training, providing guidance in the fitness room, and leading running groups.
- **Tutor-** will work with the children of Hope Manor II to ensure that they reach their highest potential in the classroom. Primary responsibilities are Math, Science, English, and History. Along with being supportive and helpful to the needs of each specific student.

Understanding the "Hidden Rules"¹

Hidden Rules" are the unspoken cues and habits of a group. All groups have hidden rules. An individual brings with him/her the hidden rules of the class in which he/she was raised. Hidden rules help us survive and negotiate. To be successful, we must understand the hidden rules of class and teach others the rules that will make them successful

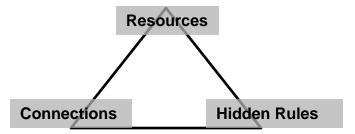
¹ The concepts in this section are taken from *Bridges out of Poverty: Strategies for Professionals and Communities* (Payne, DeVol, and Smith).

at school, work, and in the community. As volunteers and staff, we have to model the rules that it takes to help individuals move out of poverty. This approach in no way judges one class as necessarily better than the other. Rather, it simply brings to light that different realities demand different types of behaviors that, in turn, generate hidden rules. From an employment standpoint, the ability of an individual to "fit" into a particular work environment and be productive is crucial to understanding workplace success. Therefore, it's also important for us to understand the "hidden rules" of each class so that we can relate more effectively with others. The chart below is a summary of the mindset of each class.

THE HIDDEN ROLES			
	POVERTY	MIDDLE CLASS	WEALTH
DRIVING FORCES	Survival, relationships, entertainment.	Work, achievement.	Financial, political, social connections.
MONEY	To be used, spent.	To be managed.	To be conserved, invested.
POSSESSIONS	People.	Things.	One-of -a-kind objects, legacies, pedigrees.
PERSONALITY	Is for entertainment. Sense of humor is highly valued.	Is for acquisition and stability. Achievement is highly valued.	Is for connections. Financial, political, social connections are highly valued.
SOCIAL EMPHASIS	Social inclusion of people he/she likes.	Emphasis is on self- governance and self- sufficiency.	Emphasis is on social exclusion.
FOOD	Key question: Did you have enough? Quantity important.	Key question: Did you like it? Quality Important.	Key question: Was it presented well? Presentation important.
CLOTHING	Clothing valued for individual style and expression of personality.	Clothing valued for its quality and acceptance into norm of middle class. Label important.	Clothing valued for its artistic sense and expression. Designer important.
TIME	Present most important. Decisions made for moment based on feelings or survival.	Future most important. Decisions made against future ramifications;	Traditions and history, most important. Decisions mode partially on basis of tradition and decorum.
EDUCATION	Valued and revered as abstract but not as reality.	Crucial for climbing success ladder and making money.	Necessary tradition for making and maintaining connections.
DESTINY	Believes in fate. Cannot do much to mitigate chance.	Believes in choice. Can change future with good choices now.	Noblesse oblige.
LANGUAGE	Casual register. Language is about survival.	Formal register. Language is about negotiation.	Formal register. Language is about networking.
FAMILY STRUCTURE	Tends to be matriarchal.	Tends to be patriarchal.	Depends on who has money.
WORLD VIEW	Sees world in terms of local setting	Sees world in terms of notional setting.	Sees world in terms of international view.
LOVE	Love and acceptance conditional based upon whether individual is liked.	Love and acceptance conditional and based largely upon achievement.	Love and acceptance conditional and related to social standing and connections.
HUMOR	About people and sex.	About situations.	About social faux pas.

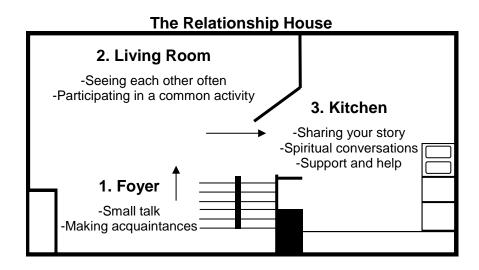
THE HIDDEN RULES

Therefore, as a volunteer there are three things you bring to the table that are valuable to the Veterans we serve: **Resources** (i.e., expertise, knowledge, materials), **Connections** (i.e., relationships, networks), and **Hidden Rules** (i.e., cues and habits of other classes). All three work in conjunction to help our Veterans achieve lasting self-sufficiency.



Earning Trust

Based on all this, gaining trust with our guests is critical. We learn a lot about the stages of trust-building when we think about moving through different rooms of a house. A person first enters your home through a foyer. This is where introductions and first impressions are made. But imagine if that person immediately goes to open your refrigerator and starts making a sandwich before you can even tell him to make himself at home. You'd want to get to know this person first. The living room is such a place where people can become friends. Service ministry relationships are the same way. Relationship building is a process of earning trust. You must earn your right to move into more intimate levels of friendship, especially with people who have struggled to trust others in life.



Frequently Asked Questions

- 1. What kinds of Veterans live at Hope Manor?
- 2. What are some of the reasons for why a Veteran comes to Hope Manor?
- 3. How many Veterans live at Hope Manor?
- 4. What is GPD? What is CHA?
- 5. What is the average age range of the Veterans at Hope Manor?
- 6. What kind of services and resources does Hope Manor provide?
- 7. Are all Veterans required to participate in supportive services at Hope Manor?
- 8. What do the Veterans do all day? What kind of schedule do they keep?
- 9. What keeps Veterans from participating more in activities at Hope Manor?
- 10. Are there certain rules that Veterans must follow at Hope Manor?
- 11. What are the biggest challenges that Veterans at Hope Manor face?
- 12. What is PTSD and TBI? Are any Veterans at Hope Manor affected by these conditions?
- 13. How long can the Veterans stay at Hope Manor? What is the average length of stay?
- 14. Where do the Veterans go after Hope Manor? Are they allowed to come back after they leave?
- 15. How does the surrounding community affect life at Hope Manor?
- 16. What kind of support does the VA provide to Hope Manor?

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