



WATER STREET MISSION

Volunteer Handbook

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Volunteer Office

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About Water Street Mission

The Beginning

The tradition of caring began when Dr. Ezra and Mrs. Seiber, an optometrist and his wife, started a Mission in a store front at 207-209 Coral Street. Early on, Dr. Seiber realized that more could be done, and so he searched for a more central location. William P. Jackson, a born again Christian, offered his Ice Cream Garden at 116 N. Queen Street for worship services. People continued to pack the services, and in two years the Mission moved to the Zahm building on the corner of Penn Square.

Rev. Paul G Hayes became the Mission's first official superintendent in 1915 and led the Mission through some definitive steps as the ministry established its permanent identity. Shortly thereafter, a building was purchased at 18-20 Water Street -- hence the name Water Street Rescue Mission. The Mission was incorporated and chartered on April 11, 1917.

A Period of Growth

More growth prompted the Mission to buy another property at 214-216 W. King Street. In 1953, the Mission purchased the "old cotton mill" complex at 210-230 South Prince Street, its current location. Over the years, continued conversion of these facilities has made the complex ideal for rescue mission work. In 1987, after its first "Capital Campaign", the Mission renovated one building and constructed another to increase space for housing men, women, and children and create a large modern kitchen and dining room. In 1995, renovations were completed on the chapel building to make room for offices. At the same time a former convenience store located at the end of the block was purchased and converted into a food and clothing outreach distribution center.

Reaching more Teens

In 1998, the 30+ year-old ministry of Teen Haven merged with Water Street Rescue Mission to expand its youth division. Today, Teen Haven serves urban youth, sharing the Gospel of Jesus Christ, at the youth center in Lancaster.

Expanding Boundaries to Rescue Lives

Another capital campaign from 2002 to 2006, led to the renovations of several buildings at the Lancaster campus. After completing renovations in early 2007, the changes included an expanded Learning and Career Center and Water Street Health Services; a renovated men's dormitory; and the addition of a Family Shelter.

New Season in Mission Life

With the partnership of the generous community, the Water Street Rescue Mission has grown in response to the needs in our community over the last 20 years. We expanded services deepening our community impact to include youth, health, recovery, and early learning programs. Therefore, in order to clearly define our focus and community services, the historical name of Water Street Rescue Mission changed in March 2009 to Water Street Ministries, and then in 2015 to Water Street Mission. The ministry divisions, which include Teen Haven, Water Street Mission, Wonder Club Early Learning Centers, and Water Street Health Services serve a common purpose as agents of spiritual, emotional, and physical healing in the lives of people. The vision of Water Street Mission is to create healing communities where lives are transformed.

Vision and Purpose of Water Street Mission

Vision Statement

To create healing communities where lives are transformed.

Purpose Statement

To advance the kingdom of God through the gospel of Jesus Christ and to do missionary, relief, and rescue work of all kinds.

Core Values

1. *Dependence upon God.* We look to God as our source of Vision, Provision, and Transformation.
2. *Authenticity in relationships.* We minister with sincerity to everyone because each is a priority to Christ.
3. *Partnership with the community.* We desire to serve with others in caring for the community.
4. *Service to the Church.* We exist as a resource of, and in service to the Body of Christ.
5. *Grace as our model.* We demonstrate God's love in the context of personal responsibility.

Statement of Faith

1. We believe in the Scripture of the Old and New Testament as verbally inspired by God and inerrant in the original writings and that it is the supreme and final authority in faith and life.
2. We believe in one God eternally existing in three persons: Father, Son, & Holy Spirit.
3. We believe that Jesus Christ was begotten by the Holy Spirit, born of the Virgin Mary and is true God and true man.
4. We believe that man was created in the image of God; that he sinned and thereby incurred not only physical death, but also spiritual death which is separation from God; and that all human beings are born with a sinful nature, and become sinners in thought, word, and deed.
5. We believe that the Lord Jesus Christ died for our sins, according to the scriptures, as a representative and substitutionary sacrifice; and that all who believe in him are justified, by faith, on the ground of his shed blood.
6. We believe in the resurrection of the crucified body of our Lord, in his ascension into heaven, and in his present life there for us as High Priest and Advocate.
7. We believe in "that blessed hope," the imminent return of our Lord and Savior Jesus Christ.
8. We believe that all who receive by faith the Lord Jesus Christ are born again of the Holy Spirit and thereby become children of God.
9. We believe in the bodily resurrection of the just and the unjust, the everlasting blessedness of the saved and the everlasting punishment of the lost.

Interacting with our Guests

This Season of Life

It is important to understand that our guests are in a unique season of life. Many have experienced significant life traumas. Our residential program guests are in the early stages of recovery and our shelter guests are still in the midst of addressing the issues of their homelessness. It will be extremely important to respond appropriately and meet our guests where they are at. This is not the season to address the finer points of theology with our guests. This is an opportunity to focus on salvation, basic Christian living and discipleship. It is our hope that as you engage with the men and women here at the Mission that you consider their context, enter their world, and not expect them to engage on topics which will be more relevant to people not facing early recovery or homelessness.

Equip Not Enable

Sometimes our good intentions can actually hurt the one we are trying to help. Our ministry goal with everyone is that we would always operate in the other person's eternal best interest. Sometimes this will mean seeing a problem and remedy exactly as the person defines it. At other times, the problem and the most helpful solution could be quite different from what the person expects. We desire that volunteers would come alongside others in a way that empowers rather than builds dependence. To do this, the whole team needs to work well together in order to understand as much of the person's situation as possible.

Tips of the trade

- A guest's problems predate you.
- A guest's problems will typically demand a long term solution.
- It is more important that the staff and volunteers work together with the guest.
- Sharing "kind truth" reminds a guest that you care more about them than that they like you.
- Sometimes "kind truth" will include the words "no" or "I don't know" or "I'll get back to you".
- Have realistic expectations: guests may not always show up to your class, pick up their mail, arrive for medical appointment, or respond the way you think they should.
- Embrace the process: every experience is an investment in someone that goes with them, even if they don't complete the whole treatment program.

Partner with Staff as a Team

Denial of service isn't because of lack of compassion. Sometimes the most loving and compassionate thing to do is to let someone experience the consequences of their behavior, but there are other times where we need to offer a second or third chance. Navigating the balance of accountability and grace can be very difficult, so please talk with the staff about any thoughts, ideas, or concerns you have. This is especially important because the staff may be aware of pieces of the puzzle that you don't have. We strongly believe in team collaboration on all decisions to make sure we have the most "puzzle pieces" possible on the table to make the best decision we can for each guest we serve.

Guidelines for Guest Interactions

Due to the serious nature of addiction and emotional trauma of our guests and to avoid potential harm, it is important that interactions with guests (residents and community) fit within the framework of a consistent, long-term (possibly spanning multiple stays) 'best practices' approach. We understand addiction to primarily be a relational issue. Therefore, relationships are a vital component of the recovery process.

The way in which you choose to engage with guests has the potential to be a therapeutic experience or one which solidifies unhealthy relational patterns. Often, what is helpful or hurtful in a moment is counterintuitive and requires intimate understanding of the individual's history. Sometimes, what appears harmless or helpful can actually interfere with progress toward helping the guest take personal responsibility for life choices. To assure the best possible care for our guests while they are with us and after they are gone, please use the following guidelines as you encounter our guests:

1. **Ask first!** Before 'doing' anything with or for a guest please check with the men's or women's director.
2. **Favoring:** It is important to recognize that a select few get most of the attention. Please be sure to share your time with those in the shadows, too.
3. **Cross-gender connection:** For your sake and the sake of our guests, please do not meet with the opposite gender one-on-one in private. If you are meeting with a guest of the opposite gender, please do so in a public space or with the door open.
4. **Splitting.** The journey out of homelessness and addiction will invariably cause much pain/hardship for our guests. It is critical to their success that we stand united as staff. Agreeing and/or disagreeing with a guest complaint feeds into the dysfunction. Please refrain from both. Neutral questions like, "What do you think would be a good response to that?" or "What do you think the Lord would have you do in this situation?" may help a guest think differently about a problem or conflict. Empathetic comments like, "It sounds like this is hard for you." or "I can tell this is bothering you a lot" will help to validate feelings. These types of responses are important because they demonstrate concern and caring while leaving the guest with the responsibility to decide and act.
5. **Be aware of area access restrictions for guests.** Guests are restricted from certain areas around campus and should be invited there for business reasons only. Permission to "hang out" in restricted areas, such as administrative office space gives mixed and confusing messages to the guest.
6. **Money or gifts to guests:** Direct gifts (products or money) are another form of favoritism. If you wish to supply a guest need, talk to your staff point-person. All such transactions will remain anonymous.
7. **Personally benefitting from Guest resources:** Use of guest labor, gifts and/or money for personal needs will be seen as guest exploitation. We have an obligation not to abuse or give the appearance of abusing our authority. Please do not request or accept any such benefit from a guest.
8. **Media:**
 - a. We choose not to give out our personal cell phone number to current guests.
 - b. We choose not to accept Facebook friend (or other social media) requests from current guests. Doing so, may place you and your family at undue risk while also potentially compromising guest confidentiality and harming the guest.

Confidentiality

At Water Street Mission we honor and respect our guests by protecting their confidential information. Any and all information concerning or identifying a donor, guest, or former guest is confidential and is not to be disclosed. As you meet and interact with people we hope that your life will be impacted just as you are impacting lives.

- As you share your experience with others, we ask that you not share identifying information about the individuals you have met and engaged with while ministering at the Mission.
- We do not answer questions about or discuss guests in any manner with other agencies or persons without a signed “Release of Information” form.
- We do not confirm or deny a guest’s residency at the Mission.
- We are careful in interactions off-campus (e.g., church or restaurant) to allow the guest to guide the level of disclosure and engagement.
- Photographing guests is prohibited unless prior arrangements are made with the appropriate Program Director.

There are a few times when confidentiality can be breached due to a crisis. It’s really about recognizing when a situation is bigger than you should handle on your own.

A Crisis is when:

- Someone informs you of planning to harm or has been harming himself/herself (e.g. suicide, drug abuse, self-injury).
- Someone informs you that they are planning to harm or have harmed another person.
- A minor or an elder informs you of physical, emotional or sexual abuse.
- You suspect a minor or an elder is being abused (e.g. change in behaviors, unbelievable or no explanation for injuries or poor hygiene).
- You suspect a minor or an elder may be in danger.

Handling a Crisis situation:

- In any of the above situations, try to get clear information: name(s) of people involved, plans, place, date, etc.
- Should any crisis (past, present or future) arise, notify the Access Center immediately by calling 717-358-2030, so situations are documented and reported. The Access Center will relay the information to the appropriate staff person.
- Always take individuals in crisis seriously. Assume that they are telling the truth.
- Never make confidentiality promises to someone. Do not promise to keep secrets from staff, parents, or authorities.
- If you suspect that someone is in immediate danger, call 911 right away.

Volunteering at Water Street Mission

Age Policy

Thank you for understanding that – for liability and safety purposes – the minimum age to serve at Water Street Mission (WSM) is 13 years old.

Youth ages 13-15:

- A parent or legal guardian must serve with the minor and accompany the minor at all times.
- A parent or legal guardian must complete and submit a Minor Volunteer Waiver.

Youth ages 16-17:

- An adult who is responsible for the minor (i.e., parent, legal guardian, teacher, coach or youth leader) must serve with the minor and accompany the minor at all times.
- A parent or legal guardian must complete and submit a Minor Volunteer Waiver.

Community Service Policy

We want to provide a high-quality, individualized and trauma-informed approach to the restoration of our guests and people serving our guests. Therefore we have adopted the following policies for those fulfilling community service hours as required by court, diversion program, or youth panel.

Volunteer opportunities will **not** be given to individuals who have been convicted (past or present) of any of the following charges:

- Reckless endangerment
 - Assault of any form
 - Theft or robbery
 - Solicitation of minors to traffic drugs
 - Indecent exposure
 - Conspiracy
 - Crimes against the US Government
 - Unlawful restraint
 - Corruption of minors
 - Sexual abuse, exploitation, or rape
 - Prostitution and related offenses
 - Possession or distribution of child pornography
- We do **not** allow individuals who have been on the Megan's Law Sex Offender Registry (past or present) to serve at Water Street Mission.
 - We do **not** prevent people from serving in the kitchen solely because they have a repeat offense, unless the charge is listed above.
 - We do **not** prevent people from serving in the kitchen based on the number of hours they are required to serve, unless the charge is listed above.

Volunteer Expectations

In order for there to be a good foundation for partnership between staff, guests, and volunteers, WSM expects the following from our volunteers:

- To operate in a manner that does not work against WSM's Purpose Statement, Statement of Faith, Core Values, and Ministry Philosophy.
- To refrain from proselytizing while at WSM if his/her spiritual beliefs differ from WSM's Statement of Faith.
- To communicate respectfully and honestly with staff, guests and other volunteers.
- To operate within the guidelines outlined in the WSM Volunteer Orientation materials.
- To show up for his/her scheduled volunteer time, or give 24 hours' notice to his/her staff point person or the Volunteer Office if unable to show up.
- To not be under the influence of alcohol, drugs, or illicit substances when volunteering at WSM.
- To dress appropriately for volunteer positions (see WSM Dress Code, below).
- To refrain from using cell phones or wearing headphones while volunteering.
- To not engage in romantic relationships with guests or patients who are served at WSM.

WSM staff will:

- Interact with volunteers in a manner that communicates respect.
- Provide clear communication such as instructions and guidance to volunteers.
- Seek feedback, suggestions from volunteers.
- Regularly show appreciation for the partnership of volunteers.
- Provide opportunities to platform and develop volunteers' gifts.

Dress Code

All Volunteers:

- Please wear shirts that cover your shoulders. Thank you for not wearing tank tops or shirts with spaghetti straps.
- Please do not wear shirts that are low-cut, revealing, or exposing undergarments. All shirts must cover stomach and back.
- Please do not wear clothing that references alcohol, drugs, smoking, or profanity.
- Please do not wear shorts, pants, leggings, or skirts that are too short or too tight.
- Please remove sunglasses and lower sweatshirt hoods when entering any building.

Dining Hall Volunteers:

For your safety and to comply with food service standards, please note these additional requirements:

- Please wear closed-toed shoes (sneakers are great). For safety purposes, volunteers wearing flip flops, sandals, or high heels may not be permitted to serve.
- Please do not wear shorts, short skirts, or leggings when you come to serve. Pants, cropped pants, or long skirts (below the knee) are great!

In compliance with food service standards, dining hall volunteers will be asked to wear a hair net (and beard net, if applicable). These (and aprons) are provided to volunteers by Water Street. Volunteers may bring hats to wear over hair nets, if desired.

General Volunteer Information

Contact Information

Volunteer Office	717-393-7709 option 4
Dining Hall Office	717-358-2033
Campus Pastor (Michael Booth)	717-358-2046
Access Center	717-358-2030

ID Badges

ID badges or WSM-issued nametags must be worn at all times at Water Street.

- Generic badges are available from your supervisor if you or your group members do not have photo IDs or nametags that have been issued to you by the Volunteer Office.
- You may have your photo taken for your badge as part of your orientation.

Parking Permits

If you have been issued a WSM Parking Permit and are parking on our campus, please place the permit on your dashboard (or wherever visible).

- If you volunteer regularly and do not have a WSM Parking Permit, you may request one at the Volunteer Office.
- If you need a replacement parking permit, you may request one at the Volunteer Office.

Recording Volunteer Hours

- All volunteers need to sign in on their department's volunteer time log each time they serve.
- If some of your service time takes place off site or from home, please email the time to your supervisor or add it to the time log next time you are on site.

Scheduling Volunteer Hours

- Volunteers must schedule their volunteer hours prior to arriving on campus to serve. Volunteers who have not scheduled their hours in advance may not be eligible to serve.
- So that we may plan well and be good stewards of our volunteers' time, please do not bring anyone with you who is not already scheduled to volunteer.

Updating Personal Information

- If any of your information changes (e.g. new mobile number, new address, or new emergency contact), please update your online volunteer account, or notify your supervisor and provide the new information.
- To help maintain communication and a safe environment, please promptly respond to annual information update forms and other request for maintaining records.

Weather and Cancellations

- In the event of bad weather, consider your safety first! If you cannot make it to campus, please contact your staff point-person and let them know you are unable to come.

Safety

Appropriate Relationships with Guests

- Romantic relationships are not allowed between volunteers, students, guests, or patients that we serve.
- Always remain on the conservative side when it comes to physical touch, especially with the opposite gender: handshakes, side hugs, etc. Any physical touch should only happen in public spaces, never in private.
- Conversations with the opposite gender or minors should always take place in a public place or with a third person present. In general, try to stay in groups of at least three people.
- Do not give guests money, gifts, or other assistance without conferring with a staff member to evaluate if it would inhibit their recovery in any way.
- A staff person must be present in the shelter before you enter.
- Don't share personal contact information with a guest without checking with their Life Coach.

Emergencies

Injuries

- Seek any necessary medical treatment immediately.
- Notify a WSM staff person.
- Complete an injury report form at the Volunteer Office.

Responding to a Threat

- Notify WSM staff immediately.
- Call 911 and give a detailed description.
- If you are responsible for a group, keep yourself calm, keep track of the group, and keep them calm by sharing only enough information to keep them safe.
- If possible, quietly evacuate the building and find a safe place.
- If the threat is too close to evacuate, lock the doors, turn off lights, and stay silent and out of sight.

Fire

For specific instructions, discuss the fire evacuation plan with your staff point-person.

- In case of a fire or fire alarm, all volunteers are to evacuate the building as instructed.
- Group leaders are responsible to take control of their group and account for all members in evacuation.

Harassment Policy

We value and desire a culture that is God-honoring and consistent with our purpose and core values.

Harassment and discrimination at Water Street Mission is UNACCEPTABLE and may also be unlawful. WSM is committed to address and resolve wrong-doing, harmful, and unlawful behavior.

If you observe or find yourself in an interaction that causes you to be unsure or uncomfortable – go to the supervising staff member in your area of service (i.e., lead cook in the dining hall) or contact the Volunteer Office.

Guest: Rather than refer to those we serve as “clients” we see them as guests who are staying with us for a season.

Life coach: One of our staff members is assigned to each guest that enters our programs. Life coaches walk alongside our guests and hold them accountable as they work on their action plan. They provide support through counseling sessions and help encourage our guests as they pursue the goals laid out in their action plans.

Action plan: When a guest decides to enter into the programs available at Water Street Mission, they go through an assessment. Upon completion of the assessment, case managers develop an action plan with each individual guest. The plan identifies areas that the guest wants to work on and identifies steps that will help them achieve the goals they have set.

Healing environment: Our passion is creating a safe place to be in process, to grow in relationships with God and each other, and to begin experiencing healing through those relationships.

Grace-based: A healing environment requires a gracious approach to everything we do. This doesn't mean that people are not allowed to experience the consequences of their behavior. It means that we approach everything in the context of relationships, and that we work together with an awareness that we all are dependent on God's grace in our lives, none is better than the other. Corbett and Fikkert go so far as to say “until we embrace our mutual brokenness, our work with low-income people is likely to do far more harm than good.” (pg. 64).

Authenticity: A healing environment also requires authenticity. Authenticity isn't about telling everyone you meet your deepest, darkest secrets. It's about being the same person all the time, not trying to portray ourselves one way with one person and another way with someone else. It is about being willing to be vulnerable about our weaknesses, instead of hiding them to pretend like we have it all together.

Conformity: Conformity contrasts with a healing environment. Conformity happens when we change our outward behaviors without allowing ourselves to engage in the healing process on the inside.

Relief: It is important to assess what type of need someone is facing before we jump in and try to help. Corbett and Fikkert explain in their book *When Helping Hurts*, “Relief can be defined as the urgent and temporary provision of emergency aid to reduce immediate suffering from a natural or man-made crisis...the key feature of relief is a provider-receiver dynamic...” (pg. 104-105).

Rehabilitation: “Rehabilitation begins as soon as the bleeding stops; it seeks to restore people and their communities to the positive elements of their pre-crisis conditions. The key feature of rehabilitation is a dynamic of working *with*... the victims as they participate in their own recovery.” (pg. 104-105).

Development: “Development is a process of ongoing change that moves all the people involved- both the ‘helped’ and the ‘helper’- closer to being in right relationship with God, self, others, and the rest of creation...the key dynamic...is promoting an empowering process in which all the people involved...become more of what God created them to be.” (pg. 104-105).

Resources

Books

- *When Helping Hurts* by Steve Corbett and Brian Fikkert
- *Under the Overpass* by Mike Yankoski
- *Same Kind of Different as Me* by Ron Hall
- *The Hole in our Gospel* by Richard Stearns
- *Walking with God through Pain and Suffering* by Tim Keller
- *A Framework for Understanding Poverty* by Ruby Payne
- *Bridges out of Poverty* by Ruby Payne
- *Generous Justice* by Tim Keller

Websites

- Water Street Mission – www.wsm.org
- Aha! Process, Inc. – www.ahaprocess.com
- The Chalmers Center – www.chalmers.org/when-helping-hurts