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Guide for Volunteer Hosts

*Dear Friend,*

*Thank you for taking a leadership role as a coordinator for Family Promise of Gwinnett. As a coordinator, your gift of service, your guidance and support, are not only to guest families but also to members of your congregation.*

*With your help, volunteers from youth to seniors will find their roles in your congregation’s participation. They may choose to prepare meals, talk with guests, play with children, help with homework, organize activities, or coordinate donations.. Through all these activities, your volunteers will participate in an outreach to help families experiencing homelessness achieve independence.*

*This Family Promise Gwinnett Guide for Volunteer Coordinators will help you implement and manage the program with your congregation. This guide, together with the Family Promise Guide for Volunteer Hosts, addresses the Family Promise National policies and procedures, and promotes the spirit of hospitality in which the work of a mission partner is accomplished. Experience, along with the information presented in these Family Promise publications, will help you provide a program that benefits both guests and volunteers.*

*Welcome to the growing family of Family Promise of Gwinnett’s mission partners. We thank you for your commitment to mobilize your congregation to help end homelessness one family at a time.*

*Sincerely,*

*Shape

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*Carol Love*

*Executive Director, Family Promise of Gwinnett*

# **Family Homelessness**

# A group of people sitting and crying AI-generated content may be incorrect.**Trauma of Housing Instability, Loss**

Being without a safe, warm place to sleep, eat, and care for children; being without the security of familiar people and belongings—this is the trauma homelessness. The loss of a home is traumatic for anyone, but especially for families. A parent(s)/caretaker must endure the heartache of being unable to provide a secure environment for their children.

As many as 3 million children will experience homelessness in any given year. That trauma can have lasting effects on children, including increasing their risk of dropping out of school, depression, and attempting suicide. Family Promise volunteers responding to the trauma with our core values of hospitality, community, innovation, dynamism, empathy, and empowerment help mitigate the lasting negative impacts of home loss.

Families with young children now account for up to 35 percent of America’s unhoused population. The top three cited reasons for homelessness in the United States are: 1) lack of affordable housing, 2) unemployment, 3) poverty.

Volunteers like you are working with Family Promise Affiliates to not only provide shelter, but work throughout our continuum of services including prevention, diversion, and stabilization, all to change the future for children and their families experiencing homelessness or at risk of experiencing homelessness.

# **Family Promise: A Community Response to Crisis**

Family Promise, founded in New Jersey in 1986, was created in response to the growing need to provide shelter, meals, and comprehensive support to families experiencing homelessness and at risk of experiencing homelessness. Family Promise Affiliates are now in most states across the country. The Family Promise definition of ’family’ centers around what the child in crisis considers their family unit, meaning a family could be a single-parent, dual-parent, same-gender dual-parent household, or other caregiver dynamic, such as a grandparent-led family.

The Family Promise Program brings together community organizations, both secular and religious, to assist families experiencing or at risk of experiencing homelessness. Volunteers work within the Affiliate to provide hospitality to families for one week every two to three months, usually on a rotating schedule. Affiliates also utilize volunteers for other facets of programming, including leading life-skill classes and creating community for families. Families are referred to the Affiliate from a variety of sources, including schools, social service organizations, and other community partners. While volunteers work to provide hospitality, empathy, and community, a dedicated Affiliate staff works to assure families connect with the needed resources.

Affiliates operate a variety of programs to help families in crisis, including:

* **Prevention** – intervention, sometimes financial, which keeps a family safely housed, thus preventing an episode of homelessness.
* **Diversion** – intervention, sometimes financial, which redirects a family experiencing homelessness from a shelter stay and into a stable housing situation.
* **Shelter** – intervention keeps family safely housed with the Affiliate model while the family works to build lasting independence. Affiliates use a variety of shelter models, including rotational (multiple host sites), static (single site) and hybrid, to keep families safely housed.
* **Stabilization** – intervention keeps a graduate family from re-experiencing the trauma of home loss.

# **The Role of Volunteers**

The success of each Family Promise Affiliate greatly depends on the efforts and enthusiasm of its volunteers. They perform the variety of tasks necessary to provide a safe and comfortable temporary home for Family Promise guests.

Volunteers express their hospitality by interacting with guests, treating guest families with dignity and respect, and showing genuine concern for their well-being. Without volunteers, there would be no program.

Volunteers also coordinate activities, organize supplies, and assist guests as needed. Although most hosts are adults, youth can participate as well, particularly with arranging activities for young children and potentially helping children with schoolwork.

A group of hands holding red hearts

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**Volunteer Opportunities**

Organizations that partner with Promise Haven commit to supporting our families by providing meals, snack supplies, essential needs, and a hot dinner. This support plays a vital role in helping families achieve their program goals of saving money and securing housing within 90 days. By volunteering to provide dinner, you can make a direct impact. Additionally, there are opportunities for volunteers to offer fellowship and hospitality, creating meaningful connections while making a difference in the lives of families in need. This is a wonderful way for your community to come together and create lasting change.

|  |  |
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| A heart on a plate with a fork and knife  AI-generated content may be incorrect.  *Make a meaningful impact by serving as a Dinner Host for families at Promise Haven! This volunteer role involves preparing or providing a meal and creating a warm, welcoming environment for families during dinner time. Your hospitality can bring comfort and encouragement to those in need.* | Responsibilities:   * Prepare or provide a nutritious dinner for families (for up to 11 individuals). * Set up the meal and ensure it is ready by the designated time. * Engage with families in a friendly, respectful manner, fostering a sense of community.   Time Commitment:   * Shopping and cooking the meal at home or picking it up from a restaurant. * Dinner will be delivered by 6:15PM. Dinner is served at 6:30PM * Fellowship with the families until 7:30PM (We encourage our dinner hosts to stay and eat with our families; however, we understand if you are only able to drop off the meal. |
| A logo of people holding a heart  AI-generated content may be incorrect. | As an Evening Fellowship Host at Promise Haven, you’ll help create a warm, supportive environment for families. Share a hot meal, assist with homework, play with children, and offer encouragement through meaningful connection. Your presence fosters community, hope, and a sense of belonging. Join us and make a difference, one evening at a time.  Time Commitment: Arrive between 6:15PM and 6:30PM and leave around 7:30PM. |
| A hand giving a heart to another hand  AI-generated content may be incorrect. | You play a vital role in ensuring that families in our care have access to essential meals and basic needs. Your generosity and support help ease the burdens of families experiencing challenging times, offering them nourishment, encouragement, and a sense of stability.  Responsibilities:   * Provide breakfast, snacks, and lunch items for families staying in our shelter. * Supply basic needs, such as toiletries, cleaning supplies, or baby items, as needed. * Donate or coordinate the collection of gas cards or grocery gift cards to assist families with transportation and grocery expenses.   Time Commitment:  Flexible, based on your availability and the needs of the program. |

**Volunteer Training and Support**

We want to support you when you come to serve at Promise Haven. Below are resources for you to prepare for your visit to Promise Haven. Please fill out the volunteer application if you have not already. Review all of this handbook and watch the video links. This includes information about Family Promise of Gwinnett and guidance in host/guest relationships and further helps increase your understanding of homelessness.

1. Volunteer Application:

<https://docs.google.com/forms/d/1CoiLwCYnrWSaKQPakyvMXHWr2hWCVGxfktQIGwGibDU/edit>

1. Volunteer Host Handbook. This serves as an essential resource for understanding how to interact with our families. The handbook offers guidance on communication, expectations, and tips for making the volunteer experience as meaningful and supportive as possible.
2. Family Promise Introduction Video

<https://www.youtube.com/watch?v=vmtY2T08ynw&t=2s>

1. Why YOU should volunteer with Family Promise Video

<https://www.youtube.com/watch?v=WulJjnY4YzM&t=218s>

## How to Offer Hospitality

A stick figure holding a heart

AI-generated content may be incorrect.*Family Promise of Gwinnett County* is one of many needed initiatives being undertaken to assist homeless families. It is by no means a full solution to the problems faced by the poor and homeless. But it can and does offer hope to families where hope may have been lost. Guests are benefited by the warmth and hospitality of volunteer hosts and are better prepared to move on to more stable and enduring independent lives.

The program’s success lies in the ability of its volunteers to put a human face on the tragedy of homelessness and to develop relationships with guests based upon mutual respect. In forming these bonds, volunteers are often empowered to do more, and many families have found permanent homes and jobs with the aid of our volunteers.

While guests are without homes of their own, Promise Haven is their temporary home. When volunteers enter Promise Haven, they enter the home of their guests. By viewing Promise Haven this way, volunteers can identify more easily with the needs of their guests, and better understand the tremendous stress brought on by homelessness.

*Volunteers need to understand that guests are going through what may well be the most severe crisis of their lives. Each person deals with this trauma in a different way. Some individuals are optimistic and open about their situation, while others feel ashamed, humiliated, and alienated.*

However, guests cope with their displacement, they find themselves dependent upon others to support their basic needs and the needs of their children. Many people experiencing homelessness feel helpless and frustrated by their situation and may express their feelings by withdrawing or acting in an angry manner. Some may find it difficult to accept the goodwill of volunteers or to show appreciation. Volunteers need to recognize and be sensitive to the frustration and anger that guests may feel.

Volunteers should try to overcome any tendency to judge or criticize. Guests and volunteers may have different lifestyles and values; it is the volunteer’s task to forego these differences and relate to guests as individual’s worthy of trust, respect, and utmost courtesy. An ability to see life from another perspective is an especially useful attitude for all volunteers.

At times, volunteers may feel helpless in the face of seemingly insurmountable problems in guests’ lives. To temper any disappointment, it is vital that volunteers remain clear about their role. They are not counselors or professional problem solvers. At most, volunteers encounter guests a few times a week every two to three months. *The role of volunteers is “not to solve but to serve.”* The goal of volunteers must be to provide a secure, homelike environment where guests can focus on their needs and take action to solve their problems. Volunteers make many contributions to homeless families, but their greatest contribution is the kindness they offer.

While volunteers are not counselors, they do need to employ the listening skills of good counselors: reflecting back, clarifying, and summarizing what they hear. Good listeners don’t assume that others think as they do; they listen more than they talk; they don’t need to express an opinion on everything that’s said. By becoming adept listeners, volunteers can help guests begin to work through the challenges they face.

Guests will meet hundreds of volunteers during their stay. For this reason, it is important that volunteers take their cues from guests. Introduce yourself, be friendly, but don’t pry or hover. Guests who want to talk are not usually shy about it. Volunteers should respect the privacy of those who don’t.

As volunteers develop relationships with guests, they can become a helping force by focusing on the strengths and capabilities of their guests. This helps to create a sense of empowerment, or a state of mind in which a person feels personal power because of confidence and self-esteem. As guests begin to feel empowered, they mobilize their own internal and external resources to act and solve problems.

Just as FPOG guests are asked to comply with a set of guidelines, volunteer hosts are asked to observe the Hospitality Code. It summarizes our philosophy of treating families as guests, with dignity and respect, much as you would in your own home. All volunteers should be familiar with the Hospitality Code and strive to live by it in their relationship with guests.

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* **It’s nice to hear your name**, so learn the names of our guests, too.
* **Labeling people creates invisible barriers.** Remember that guests are guests; not the “homeless.” Whether spoken or on a posted sign, labeling creates an automatic division, an “us” and “them” syndrome.
* **Personal questions can be tough to answer,** so don’t put guests in awkward positions. If they need to talk, give them the chance but don’t pry.
* **Never assume that a guest can’t hear you.** Do not discuss guests’ situations with other people. Respect their privacy.
* **Everyone can use a little privacy.** Promise Haven becomes a temporary home for our guests. Always knock before entering a guest’s room.
* **Sometimes we need to spend time alone.** Respect guests’ needs for quiet time by themselves or with family.
* **We all have bad days.** Depression, sadness and hopelessness may come. Allow guests space to deal with their emotions. And be prepared to forgive outbursts, without judging them as ungrateful.
* **We understand and care for our children.** Allow guests to do the same. Avoid contradicting a guest’s instructions to his/her children. And always ask parents’ permission before giving things to children.
* **Parents need a break.** Offer to tutor, play with, and plan activities for interested children while their parents take a break.
* **Adult guests should be treated like adults.** Although our guests are in a situation that may require them to be temporarily dependent on others, it does not mean that they are not grown up and able to make their own decisions.

## Interacting with Families

## Parenting

A group of people with arms raised

AI-generated content may be incorrect.Parents are responsible for the care of their children while they are in the program. Volunteers must understand and respect the right of a parent to make appropriate parenting choices for their children, especially at mealtime and bedtime. If a child is at risk of harming themselves or others, engage the parent to take the appropriate action.

Witnessed or suspected child abuse is an exception. To protect children, the law mandates child abuse be reported to the state agency that handles abuse investigations. If a volunteer suspects abuse, the Affiliate director must be contacted immediately, and appropriate action will be taken.

## Spiritual Nurturing

Although many individuals may volunteer as an expression of their faith, discussing personal beliefs with guests is inappropriate and should be avoided unless the guest initiates the subject. Volunteers may certainly invite guests to worship services but, Family Promise is not a faith-based organization and there are no faith expectations for any guest family. It’s also important to note some guests may have experienced a past trauma with a place of worship and boundaries should be respected.

**A red rectangular stamp with text

AI-generated content may be incorrect.Confidentiality**

It is Family Promise policy that all information obtained from or concerning guests is privileged communication. Sharing information about a guest with any outside source without the specific permission of the guest is inappropriate and unacceptable.  
  
It is natural to want to discuss your volunteer experiences with your family and friends, but even when your conversation is in the strictest confidence, you should avoid giving names and other details that might identify guests. Family Promise guests’ right to confidentiality and privacy must be preserved.

Lastly, you should refrain from taking pictures while participating in Family Promise. It is important to remember that this is the temporary home for families. Some families may not want their photo taken and have requested this when they first began working with Family Promise.

Volunteers should sign a confidentiality agreement before volunteering.

## Donations

All donations in support of a specific family need to be coordinated with the FPOG staff. Staff will give the donations to the family.

**Boundaries**

[A person in a red dress

AI-generated content may be incorrect.](https://www.youtube.com/watch?v=clFT8Qotr48)While we are to help those in need, there will always be some who are ready to take advantage of the generosity or are like a child at Christmas and **want it all.** By not setting boundaries with our charity, we confuse the guests and also make it hard on the next volunteer. It is for these reasons that we need to have a consistent means of handling requests other than food and shelter.

* **Do not give money to any guest in the network.**
* **Do not promise what you may not be able to deliver.**
* **For request for clothing, furniture, or household items refer to staff.**
* **Never give a guest your address or phone number.**
* **Never give a guest a staff person’s phone number or address.**

**\*\*\*\*\*\*\*\*\*\*\*\*\***

Volunteers who regularly spend time volunteering at Promise Haven may naturally form close bonds with the guests of the shelter.  On occasion, these bonds can result in a guest asking a volunteer for money, a place to stay after their shelter stay ends or other gifts.  As a volunteer of Family Promise, you are assigned the responsibility of understanding the boundaries of an appropriate relationship with a guest.

To help you understand those boundaries, it is easiest to first understand what sort of interactions and actions are inappropriate.  Some sample situations in which the guest/volunteer boundary has been violated, and an inappropriate relationship developed is as follows.  **Please note, this list is not all-inclusive, and it is the agency Executive Director that has the ability to determine if an act, behavior or inaction is inappropriate:**

**Boundaries Continued**

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| **INAPPROPRIATE INTERACTIONS WITH GUESTS** |
| Giving guest money for any reason.  Guests' needs will be met through the shelter program and should only be requested through the shelter case manager or Executive Director. |
| Giving guests a ride in a personal vehicle or driving a guest’s vehicle.   Family Promise’s liability insurance will not cover you as a volunteer were there to be some sort of car accident while a guest was in your vehicle; therefore, for the protection of you as a volunteer, you should never give a guest a ride in your personal vehicle |
| Accept or become a guest’s Facebook “friend” or accept an invitation via any other social media website (including, but not limited to, Twitter, Instagram, Snapchat, LinkedIn, etc.). |
| Give a guest your personal telephone/email address and/or your personal address. |
| Inviting a guest to a personal dinner, lunch or any other “social” venue that is outside the realm of a mentoring relationship with the guest. |
| Offer and/or accept any invitation(s) for an intimate relationship. |
| Provide a guest with prescription medications that he does not hold a prescription for. |
| Provide a guest with any sort of illegal substance, including alcohol despite its being legal for consumption by anyone over the age of 21. |
| Directly give a guest any form of non-monetary “donation” apart from basic household needs/requests from Program Coordinator or House Manager. |
| Calling a guest a derogatory name or making inappropriate gestures to a guest. |
| Discriminating against a guest for any reason. |
| Do Not Promise what you may not be able to deliver. |

Although many of the behaviors/interactions listed above may seem harmless in and of themselves, volunteers must understand that in their role as a volunteer they are considered a “professional” and interactions of a personal nature between guests and volunteers not only puts the integrity of the program at risk, but also puts both the volunteer and guest at risk.  Although it may not always be obvious, there is a power differential between guests and volunteers, a sort of “us and them” syndrome.  Providing personal gifts or violating boundaries generally does nothing more than exacerbate that power differential and although the volunteer may be giving the “gift” with nothing more than their best intent, such boundary violations often put the guest at more risk.

**Boundaries Continued**

There are many, many things volunteers can do that fall within the appropriate guest/volunteer boundary guidelines that can help guests transcend their lives into a place of stability.  Those items include:

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| **APPROPRIATE INTERACTIONS** |
| Offering to mentor a guest (e.g. helping them learn a new language, learn a set of new skills that would be valuable for obtaining employment, helping them learn life skills, etc…). |
| Offering to tutor a guest while they are attempting to finish a GED/HSED or college level courses. |
| Offering to help a guest learn budgeting skills by helping him/her create and maintain a budget, balance a checkbook or check his credit report. |
| Listen to what a guest has to say without getting personally involved. |
| Respect a guest and understand that, despite his/her being homeless, he/she is an adult and a person that deserves to be treated in a humane and respectful manner. |
| Respect a guest’s confidentiality in the program.  Never, ever disclose to any individual outside of the shelter who is staying at the shelter. The only exception being law enforcement. |
| Follow the policies and procedures as they were developed by shelter staff to ensure the safety and success of the guests that stay at Family Promise. |

 If, while volunteering, you find yourself questioning whether something is appropriate or inappropriate please consult with your coordinator.

Please understand that neither list above is all-inclusive.  There will always be unique situations in which the Executive Director or Case Manager and/or volunteer staff may have to make a quick decision.  Many instances will be viewed on a case-by-case basis.  Ultimately, the Executive Director has full authority to dismiss a volunteer from duty and ask them to not return as a volunteer should any one of these boundary violations occur.

**APPENDIX**

**Locations of Family Promise of Gwinnett**

**Promise Haven**

Promise Haven is the housing facility used by Family Promise of Gwinnett to host families. Promise Haven is a four-bedroom home which can facilitate up to 11 guest occupants. It is located at 757 Moon Road, Lawrenceville, Georgia 30046. **(Please do not give the address out to people seeking help.)**

A picture containing grass, tree, outdoor, building

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**A picture containing map

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**Day Center**

The Day Center is used for our staff offices and has a space for the families to come during the day. Families have access to the day center between the hours of 7:30am and 6pm, while Promise Haven is closed. Families can use this address as their mailing address while in the program. Our Day Center is located at 3495B Sugarloaf Parkway, Lawrenceville, GA 30044.

A picture containing tree, outdoor, sky, ground

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SUGGESTED MEAL PLAN

The meal plan has suggested dinners for you to prepare. You are welcome to create your own menu; just please stick to the meat selections for the day you have chosen to serve. Please stick to the meal plan so we are not serving our guests pasta every night! If possible, we would like for there to be salad/vegetables and fruit available for those who may be vegetarians.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
| Chicken | Meat | Pasta | Chicken | Pasta / Pizza | Meat | Pasta |
| Veggie | Veggie | Salad | Veggie | Salad | Veggie | Salad |
| Fruit | Fruit | Fruit | Fruit | Fruit | Fruit | Fruit |

**Please limit bringing desserts to two or three days during your serving week.**

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| **Sample Menus** | |
| **Poultry**  BBQ turkey on buns, coleslaw, and corn on the cob  Caesar salad w/ grilled chicken & chicken nuggets with mac and cheese  Roasted chicken with baked beans, biscuits  Taco bar, rice, refried beans, tortilla chips and salsa  Chicken casserole, veggie/fruit tray  Fried or grilled chicken, baked potatoes, corn on the cob, pasta salad  Turkey chili and rolls  Soup and sub sandwiches | **Meat**  Beef roast, mashed potatoes, and carrots  Taco bar, rice, refried beans, tortilla chips and salsa  Grilled hamburgers and hot dogs, pasta salad, watermelon  Tortilla soup and cheese quesadillas  Soup and sub sandwiches  **Pasta**  Pizza with salad and chicken fingers  Spaghetti, garlic bread, salad  Lasagna, steamed veggies, salad |

**Promise Haven Staff**

**Promise Haven House Manager**

**6:00 PM – 8:00AM (Sunday – Friday morning)**

**Promise Haven House Assistants**

**6:00 PM – 8 AM (Friday and Saturday)**

**8:00 AM to 6 PM (Saturdays)**

**Success Coach**

The Success Coach provides case management services to all participants, including development and monitoring of a plan for gaining employment and housing and meets weekly with participants, usually during the evening.

**Community Engagement Coordinator**

The Community Engagement Coordinator communicates directly with the Volunteer Coordinator and as needed, other volunteers prior to and during host weeks. The Community Engagement Coordinator also provides training and answers questions as it relates to the volunteer slots and hosting responsibilities.

**Executive Director**

The Executive Director is responsible for the administration of all programs of Family Promise. He/she is responsible to the Board of Trustees. The Executive Director may provide on-call services for emergencies at designated times.

**Best Practices for Volunteer & Guest/Client Relationships**

A purple symbol of two people holding hands

AI-generated content may be incorrect.

Volunteers provide hospitality and support to Family Promise guest families. Volunteers help ensure the safety and well-being of all participants. Volunteers must recognize the inherent power imbalance in their relationships with guests. Homelessness adds to guest vulnerability, automatically putting the volunteer in a position of power, and the guests know it.

All volunteers are required to follow these guidelines:

* Do not proselytize. Family Promise is a secular organization that partners with faith communities.
* Do not exchange personal contact information with guests, including but not limited to: phone numbers, home addresses, and email addresses. Do not “friend” or engage with guests on social media. Guests \* are not to visit volunteers in their homes.
* Understand that your own identity (including your gender identity, race, income level, etc.) may be different than that of a guest. Do not assume their experiences will reflect your own.
* Do not “friend” current or former guests on Facebook or other social media websites.
* Limit self-disclosure. And, do not probe for the guests to unnecessarily expose themselves.
* Do not take sides in arguments between guests.
* Show respect for guests’ time, property, opinions, parenting style, etc. Being judgmental is not hospitable, and further promotes the inequality that exists between guests and volunteers, highlighting the volunteer as an authority figure, and the guest as a subordinate.
* If involved with the shelter program, do not enter guest sleeping rooms without knocking or calling loudly and then receiving permission, unless absolutely necessary.
* For the safety of both volunteers and guests, volunteers are not to accept responsibility for children in the shelter. Children must remain under the supervision of their parents, and within their eyesight, at all times. Volunteers are never permitted to discipline guest children, change diapers, or assist children in the bathroom. This is the responsibility of parents. Therefore, guest parents are not allowed to leave the host property without taking their children with them.
* Unless the Family Promise or partner property is at risk or a person is in danger, volunteers should not comment or correct a guest’s behavior. Concerns about behavior should be discussed with the primary Volunteer Coordinator(s) or with the staff.
* Do not make personal gifts of money or things to guests. Do not lend valuable items to guests. Personal charity of this kind is generally enabling, not empowering, but more importantly, when a volunteer makes a substantial gift to a guest, the power relationship becomes even more unbalanced.
* Volunteers are encouraged to help find job leads, housing opportunities and other resources for guests; however, all such leads and connections must be offered through the Affiliate staff, not directly from volunteers to guests. The Affiliate Director is responsible for Case Management which includes goal setting, referrals to appropriate local resources, etc. It is important that volunteers respect this relationship and support the staff. Bypassing the staff undermines their authority and crosses appropriate guest/volunteer relationship boundaries.

Family Promise does not wish to quash generosity or stop volunteers from helping in significant ways. If you perceive a particular need, and want to help, please connect with staff. If appropriate, they will help you make the gift anonymously. They will also take care to handle the gift so that other guests are not made to feel unfairly treated.

\*Many volunteers develop personal relationships with guests that continue as the guests move into housing. Additionally, there may be formal mentoring programs. These are to be encouraged but volunteers should carefully assess the dynamics of the relationship and talk with the Staff/Executive Director to ascertain at what level a relationship with a former guest is best for all concerned.