

# WILLIAMS MULLEN

Direct Dial: 804.420.6615  
plloyd@williamsmullen.com

March 29, 2019  
*As amended October 17, 2019*

## VIA EMAIL AND HAND DELIVERY

City of Richmond Department of Planning and Development Review  
City Hall, 900 East Broad Street, Room 511  
Richmond, Virginia 23219  
Attn: Matthew Ebinger

Re. Special Use Permit Application for The Salvation Army "Center of Hope"  
1900 Chamberlayne Ave (Tax Map Parcel N0000478031)

Ladies and Gentlemen:

This firm is counsel to The Salvation Army Central Virginia (the "Applicant"), which is the contract purchaser of approximately 2.31 acres of land located in the City of Richmond, Virginia (the "Property") presently owned by Eternity Church. On behalf of the Applicant, we enclose an application to permit the special use of the Property as described herein, together with the materials listed below on Exhibit A, which are incorporated herein by reference (collectively, the "Application"). This letter will also serve as the Applicant's Report.

## **I. EXISTING CONDITION & PROPOSED USE**

The Application proposes the adaptive reuse of a building on the Property comprised of 47,584 sq. ft., of which 39,874 sq. ft. is conditioned space and 7,710 sq. ft. is heated warehouse space. The property is zoned M-1, situated on 2.31 acres.

The Applicant proposes to relocate entirely from its current 2 West Grace Street location to establish a "Center of Hope." The 1900 Chamberlayne site will become The Salvation Army Central Virginia Area Command's regional headquarters for social services and administration, comprised of the following uses:

- Offices, Programmatic and Supportive Services Space: approximately 14,330 sq. ft. of general office use, supportive services and programmatic space to be occupied for administration of The Salvation Army Central Virginia Area Command;
- Emergency Housing Program: an in-residence, case-managed service program for single adults and families with up to a maximum of 97 beds of "group home"<sup>1</sup> use, comprised of not greater than 8-beds per room as generally shown on the Concept Plan; of the total, *it is projected that* approximately 72 beds will be for men, 24 beds will be for women and families, and one room will be for overnight staff; and

---

<sup>1</sup> As such term is defined in Sec. 30-1220(39) of the Code of the City.

- Emergency Cold Weather Overflow Shelter: an emergency overnight “shelter”<sup>2</sup> use and related services with up to a maximum of ~~100~~ 30 beds for use *exclusively* during periods of cold weather, *to be administered according to operating guidelines that shall be subject to review and approval by the City’s Department of Social Services and in consultation with the Greater Richmond Continuum of Care.*

The Property is located within an area colloquially known as “lower Chamberlayne”, a portion of the Chamberlayne Industrial Area that is designated on the City’s zoning map as M-1 (Light Industrial) District. The Applicant’s proposed uses are consistent with the VUU Chamberlayne Neighborhood Plan, adopted by City Council on February 8, 2016 (the “Plan”), which includes this area. The Plan’s Future Land Use Map designates the Property as “Community Commercial” and recommends as follows: “A new mixed-use area in the lower Chamberlayne area will provide new housing options and ... office uses.” The proposed mix of residential housing, supportive services and administrative offices directly aligns with the Plan’s vision for this corridor. The only immediately adjacent uses presently include a retail bank branch and a light industrial property (Talley’s Sign Co.). The Property is otherwise bounded by School Street, Sledd Street and Chamberlayne Avenue, offering a buffer that separates this use. While the programmatic aspects of the proposed use will be fully self-contained within the Property, the physical separation provided by the road grid ensures that the Property will not conflict with any established residential uses in the vicinity. Further, the proposed special use of the Property is consistent with other institutional uses in the area, most notably Virginia Union University. The University’s widely recognized social services degree program offers a potential opportunity for future partnerships with the Applicant, which are currently being discussed.

## **II. THE SALVATION ARMY: AN EXPERIENCED LEADER IN PROVIDING HOUSING CRISIS ASSISTANCE**

Established in Richmond in 1885, The Salvation Army Central Virginia Area Command is one Richmond’s longest, continuously serving and most recognized human services organizations, serving nearly 10,000 unduplicated individuals annually through the support of donors and volunteers. The Salvation Army (TSA) is dedicated to assisting persons who experience a financial or housing crisis, or families who face significant obstacles in escaping poverty. The Salvation Army Central Virginia Area Command was previously headquartered on Broad Street where City Hall exists today, prior to moving to its current 2 West Grace Street location in the early 1970s.

The programs administered by TSA have evolved to fill gaps in community services provided to families and individuals who live below the poverty line. Below are the social service programs that TSA provides today at its Grace Street property. These services will comprise the core programs at the proposed Center of Hope. Further operational details are available upon request.

1. **Pathway of Hope**. This program offers critical services and long-term case management in a family client’s journey to stability. Professional case managers support Pathway of Hope families up to three years to overcome barriers in their journey from barely surviving to thriving. Case managers

---

<sup>2</sup> As such term is defined in Sec. 30-1220(97) of the Code of the City.

assist with transportation, housing, employment barriers, and life skills. Pathway of Hope also provides cash assistance for critical needs like child care, car repair, tuition, purchase of a computer, etc.

2. **Emergency Housing**. This program provides a temporary housing solution to single men and women and families with children facing a housing crisis. The inclusive housing program provides meals and wrap-around services that include case management, employment counseling and housing navigation to enable residents to become permanently housed. Residents enter the program exclusively through a screened intake process, with typical stays in the facility ranging from 15 to 40 days (but in no instance less than one week). Residents are accountable to written rules of conduct that ensure safety and promote a healthy shared residential community.

3. **Family Services**. This program offers families a place to turn to avoid a housing crisis, when faced with insurmountable bills or disconnect notices. Through generous community support and specialized assistance programs like Dominion EnergyShare, TSA Family Services helps families remain stably housed by providing financial utility assistance (heating and cooling), rent or mortgage assistance, and referral services.

In addition to presently administering these programs at its 2 West Grace facility, TSA also owns and operates the following other properties in the City:

- **2 West Grace Street** (approx. 15,000 sq. ft.): Comprised of TSA administrative offices, emergency housing, crisis family assistance and long-term case management.
- **3701 R Street** (approx. 37,000 sq. ft.): Comprised of The Salvation Army Boys & Girls Club out-of-school time program to promote academic success and social emotional development of youth 6 to 18 years old. Programming include aquatics, health living skills, tutoring, mentoring, STEM learning, the arts, sports and recreation, and community meeting space.
- **5327 Orcutt Lane** (approx. 20,000 sq. ft.): Comprised of The Salvation Army Richmond Citadel Corps for Christian worship and social ministries, offering weekly Sunday worship in addition to community outreach, music ministries, and spiritual development for youth and adults.
- **2601 Hermitage Road** (approx. 50,000 sq. ft.): Comprised of The Salvation Army Adult Rehabilitation Center and Family Store. The 90-bed facility offers a six-month residential rehabilitation program to help men overcome substance abuse addiction. Through a work program, ARC clients support Family Store operations making furniture pick-ups, stocking stores, repairing donated items, and cooking resident meals. Clients receive regular counseling and spiritual support.
- **20 West Grace**: A surface level parking lot leased and managed by CityParking.

**III. FROM SUCCESSES HAVE COME CHALLENGES:  
GROWING CAPACITY WHILE ENHANCING EFFECTIVENESS**

The Applicant has successfully provided temporary, emergency housing for families and individuals in crisis for over 30 years at 2 West Grace Street, located in the heart of downtown. During this period, this location has increased its capacity from a total of 40 to 55 beds. Despite that increase, and factoring in the other emergency housing service providers in the Richmond region, TSA and its peer care providers still face a substantial gap in meeting the needs of the community.

The need for additional capacity for those in housing crisis is well known. Last year's Point-in-Time Count from January 2018 identified 104 persons in the Richmond area in housing crisis. Richmond's emergency overnight housing facilities had no available space to house them. The greatest need is for beds to house single adult men. The Applicant's proposes to increase the number of single men it can house from 33 to approximately 72. The imminent closure of CARITAS' emergency program for housing families will cause the City to lose capacity for housing family members in crisis. TSA proposes to increase its capacity to address this need from 17 to 24 family members. By increasing capacity to address these two key categories of need, TSA will also simultaneously lessen the burden currently being met by the City's temporary cold weather overflow facility.

The proposed adaptive re-use of this Property will enable the Applicant to support the City's critical need for finding a new location for its existing permanent cold weather overflow program for those in housing crisis. By siting the cold weather overflow program in the Center of Hope, persons who rely upon this service may also receive additional crisis management support, if desired, to provide to them opportunities to become housed and stable. Persons in housing crisis will have access the City's cold weather overflow facility when the temperature is 40 degrees or below.

The building located on the Property is a single level facility, which increases the ease of access for homeless individuals with physical disabilities who require walkers, crutches, or wheelchairs. The TSA's current facility on Grace Street houses program residents on the second floor of the building, which does not have an elevator.

As the site of the TSA's proposed Center of Hope, the Applicant seeks to realize a Salvation Army national plan to centralize services at a single location. The proposed Center of Hope will provide in-residence case management, family services, classes, counseling, and fellowship and spiritual support. The increased office footprint will enable TSA to provide on-site housing and employment specialists to facilitate residents' transition to stable housing and employment; counseling and alcohol/drug intervention; classes and trainings.

The need for these services in the Richmond community is compelling. In 2016, 24.6% of Richmond adults and 39% of children lived in poverty. The City's Office of Community Wealth Building established a goal of moving 1000 adults net annually to above the poverty line by 2020. TSA, through its Pathway of Hope program, is working to guide Richmond families out of poverty. Pathway of Hope actively works with Richmond residents to help them overcome barriers that keep them in poverty and

help facilitate their move to stability and prosperity. Beyond the in-residence services, Pathway of Hope provides long-term case management to program participants to help them meet their financial and family goals.

Research and data consistently report that individuals experiencing a housing crisis who receive wraparound services while residing in temporary emergency housing have better permanent housing outcomes and remain stable for longer periods of time. Providing these services tailored to each family's circumstances is a core competency for TSA and forms the foundation for its vision for The Center of Hope and relocating its operations to the Property. Doing so would afford the necessary space to centralize its services, increase residential capacity to more adequately address the present community need, increase and expand the services to the residents and the broader community, provide a permanent home for a Cold Weather Overflow Facility, and provide the administrative space needed to co-locate all of the services that support the residents successful exit to permanent housing and stability. Each of these elements will ultimately have a direct benefit to the Richmond community and all of its citizens.

Finally, this location provides ease of access to those who need the services. About 85-90% of residents and about 50% of participants of our services have no personal transportation. A GRTC route passes right by the proposed location on Chamberlayne and allows residents and participants the transportation to get to the emergency housing program when referred, get to their jobs, go on housing and employment searches, get to DMV to get identification, and to keep the appointments necessary to help them reach the primary goal of securing housing, and access Family Services.

#### **IV. THE SALVATION ARMY HAS A PROVEN TRACK RECORD OF INTEGRATING WITH THE SURROUNDING COMMUNITY**

TSA's longevity as a proven service provider and leader in this space is bolstered by its reputation as a good neighbor, as evidenced by the growth and development of the restaurants on W. Grace Street and recent residential and commercial development in the immediate vicinity. Its programs have existed in harmony with diverse residential and commercial uses in the vicinity of its location through decades of population growth and redevelopment in surrounding Jackson and Monroe Wards, where new restaurants, small businesses, and housing are thriving. TSA has positive relationships with neighboring business owners because it operates its program with attention to safety and the well-being not only of its residents but also its neighbors. In addition, TSA offers the following specific examples of policies and procedures to protect the health, safety and welfare of the communities in the vicinity of the Property.

A. Curfew. Program residents have a curfew of 8:00 p.m., which requires them to be in the building, where they are supervised by a trained housing monitor 24-hours. Except for residents who work the 2nd or 3rd shift, all program residents are required to be in the building from 8pm until the morning, when they either go to work, school, etc.

B. Staff. The residential facility is staffed and monitored 24 hours a day, 365 days a year, by no fewer than two (2) trained housing monitors during the evening, night, and weekend shifts, in addition to the case managers, housing director, and counselor during the weekdays.

C. Safety. All residents who wish to enter and remain in the program, must agree to adhere to the policies and procedures outlined in TSA's Handbook, which are enclosed with this Application for informational purposes. Staff enforce these policies to provide a safe, supportive environment for all participants. Safety is important for the community as well as for the residents. Therefore, TSA controls access to the building and throughout the building. Security cameras operate 24/365 the monitor activity in the building and on the grounds of the facility. This discourages loitering and provide additional security for the staff, residents, and community.

D. Parking. The Property is programmed for 93 parking spaces. Only 10-15% of emergency housing program residents own cars.

#### **V. FINDINGS OF FACT**

Based on the foregoing, the proposed use on the Property meets the criteria set forth in the Charter of the City of Richmond that the Application (i) is not detrimental to the safety, health, morals and general welfare of the community involved; (ii) will not tend to create congestion in streets, roads, alleys and other public ways and places in the area involved; (iii) will not create hazards from fire, panic or other dangers; (iv) will not tend to cause overcrowding of land and an undue concentration of population; (v) will not adversely affect or interfere with public or private schools, parks, playgrounds, water supplies, sewage disposal, transportation or other public requirements, conveniences and improvements; or (vi) will not interfere with adequate light and air.

#### **VI. SUMMARY**

The adaptive reuse of this Property will enable the Applicant to increase its capacity to provide vital services to an at-risk population within the Richmond community, while doing so in a manner that is fully compatible with the dynamic character of the Chamberlayne Road corridor. TSA has been a trusted partner with the City in addressing some of the most intractable manifestations of poverty and the causes of housing crisis for the vulnerable in this community. The Applicant has discussed this proposal with the elected Council representative from this district and is proceeding with outreach to nearby residents, community associations and stakeholders. The Applicant is committed to working with property owners in the vicinity of the Property to address any questions or concerns that they may have. The proposal is supported by the City's Office of Community Wealth Building and the Greater Richmond Continuum of Care.

Department of Planning and Development Review  
March 29, 2019, *as amended October 17, 2019*  
Page 7

Thank you for your consideration of this matter. Please feel free to contact the undersigned at 804.420.6615 or [plloyd@williamsmullen.com](mailto:plloyd@williamsmullen.com), should you have any questions or require additional materials.

Sincerely,

A handwritten signature in blue ink, reading "T. Preston Lloyd, Jr." in a cursive style.

T. Preston Lloyd, Jr.

Enclosures

38697232\_3

APPLICATION MATERIALS

In connection with the proposed Special Use Permit Application for The Salvation Army “Center of Hope” | 1900 Chamberlayne Ave (Tax Map Parcel N0000478031), the following application materials are enclosed:

1. Special Use Permit Application form;
2. Survey of present conditions, prepared by Parker Design Group, dated November 29, 2018 (3 x 11” x 17” sets);
3. Land Use Special Power of Attorney from Eternity Church;
4. Conceptual architectural elevation and floor plan prepared by Cornerstone Architects (collectively, the “Conceptual Plan”); and
5. Check made out to City of Richmond in the amount of \$2,400.00.



## **Detailed Description of the Richmond Emergency Housing Program at 1900 Chamberlayne**

The Salvation Army Emergency Housing Program serves men, and women and children. The goal of Emergency Housing Program is to assist residents to break the cycle of homelessness and alleviate ongoing crisis by:

- Collaborating with agencies to assist residents in obtaining steady jobs and provide steady income;
- Assisting residents through direct financial assistance, when available, and/or referrals to other agencies to help them obtain permanent housing;
- Assist residents with substance abuse problems in obtaining the appropriate treatment (may include referral to The Salvation Army Adult Rehabilitation Center); and
- Assist residents with behavioral health issues in receiving treatment needed for stability.

In addition to providing a bed, a place to shower and at least two hot meals each day, case managers assist residents in identifying problems that may have contributed to their homelessness. Some of these issues include substance abuse, employment and/or educational deficiencies, financial mismanagement and mental health issues. Staff assist each new resident in developing realistic goals to overcome their situations. The service plan may include referral to a transitional shelter which provides shelter for a longer duration of time.

The Salvation Army Emergency Housing Program currently has established formal and informal linkages with a variety of providers serving individuals and families who are homeless. Examples of formal linkages consist of a Memo of Understanding with the Greater Richmond Continuum of Care regarding the Coordinated Entry System, and a Memo of Agreement and Facilities Use Agreement with Richmond Behavioral Health Authority (RBHA) that provides the opportunity for a RBHA Residential Services employee to assist shelter residents onsite. Examples of informal linkages can be described as routine referrals of residents to organizations that provide affordable housing, assist in healthcare enrollment, address physical and behavioral care, offer employment services, obtain enrollment and participation in the Supplemental Nutrition Assistance Program (SNAP), and provide meals, clothing and furniture.

### **Number and type of residents or clients to be served, including an outline of program objectives, eligibility criteria, and requirements for referrals to other programs.**

#### *➤ Number and type of residents or clients to be served*

A maximum total of 97 individuals will be served. A maximum of approximately 72 beds will be for adult men and 24 beds for adult women and families.

#### *➤ Program Objectives*

Program objectives include achieving maximum bed utilization and minimal length of stay and assisting individuals and families to obtain increased income and stable affordable housing.

#### *➤ Eligibility Criteria*

Individuals and head of households must be 18 years of age or older and homeless. Residents are referred by Homeward's Central Intake. No street walk-ins.

#### *➤ Requirements for referrals to other programs.*

Referrals to other programs are based on need, therefore, requirements are not necessary.

**Operational details for on-site programs:****➤ Hours of Operation:**

The Emergency Housing Program operates 24 hours a day, seven days a week. Below is an outline of a typical day at the facility.

- 6:30 A.M. – Men's breakfast
- 7:00 A.M. – Women & Children's breakfast
- 7:30 A.M. – Most residents leave (work, services, school)
- 8:00 A.M. – Housing monitor shift change
- 8:30 A.M. – Full time staff arrive (case managers, family services, development, finance)
- 8:30 A.M. – 4:30 P.M. – Emergency housing resident case management
- 9:30 A.M. – Pre-scheduled utility assistance appointments
- 4:00 P.M. – Housing monitor shift change
- 4:30 P.M. – Women & Children's dinner
- 5:15 P.M. – Men's dinner
- 6:30 P.M. – Third-party partner programs
- 8:00 P.M. – Curfew (except for residents with approved overnight work)
- 10:00 P.M. – Lights out
- 12:00 A.M. – Housing monitor shift change

**Number and type of staff, staff qualifications and typical hours worked**

The Salvation Army will employ approximately 35 staff consisting of full and part time positions.

Position	Full Time	Part Time
Shelter Manager	1	
Housing Monitors	5	12
Security Guard	3	3
Case Managers	4	
Kitchen Supervisor	1	
Cook	2	
Dishwasher		2
Maintenance	2	

**Staff qualifications are as follows:****➤ Shelter Manager:**

Bachelor's degree from an accredited college or university in Social Work, Human Services, or related field or two to three years of social service experience with at least one year in a supervisory capacity or master's degree in Social Work or related field and one year of social service experience.

**➤ Case Managers:**

Associates' degree in Social Work, Human Services or related field and 1-2 years' experience performing Social Work utilizing a strengths base approach to case management or experience providing direct case management social services including accessing clients' needs and developing individual, comprehensive, long-term action plans for recovery utilizing a wide variety of resources or any equivalent combination of training and experience which provides the required knowledge, skills and abilities.

**➤ Housing Monitor:**

One year vocational/technical school degree and six months experience or any equivalent combination of training and experience which provides the required knowledge and skills and abilities.

➤ **Security Guard:**

High School Diploma or G.E.D. preferred but not required; one-year experience working with the public performing security or social service work preferred, or any equivalent combination of training and experience which provides the required knowledge, skills, and abilities.

➤ **Kitchen Supervisor:**

High school diploma or G.E.D. and three years' experience planning, purchasing, and cooking meals for large groups of people and experience working in a supervisory capacity or any equivalent combination of training and experience which provides the required knowledge, skills, and abilities.

➤ **Assistant Cook:**

High School Diploma or G.E.D. and one-year experience working in a kitchen preferred, or any equivalent combination of training and experience which provides the required knowledge, skills, and abilities.

➤ **Dishwasher:**

Six months experience working in a kitchen preferred OR any equivalent combination of training and experience which provides the required knowledge, skills, and abilities.

➤ **Maintenance:**

No formal education is required. Six (6) months experience performing general housekeeping duties or any equivalent combination of training and experience which provides the required knowledge, skills, and abilities to perform the job.

**Typical hours worked**

Staffing is based on three 8-hour shifts: 12:00 AM-8:00 AM, 8:00 AM-4:00 PM and 4:00 PM-12:00 AM

**Method of resident or client supervision**

Two housing monitors will always be present. During the overnight shift, rounds are conducted approximately every hour. A security camera system will always be available to monitor resident activity throughout the programs living space. A Security Guard will always be present.

**Operating procedures including procedures for orienting a new resident to the facility's programs**

Reference the attached operating procedures document.

**Expectations for residents**

Reference the "Guest Expectations" section of the attached Richmond Shelter Family and Men's Handbook.

**Prerequisites for continued client enrollment**

Residents are not required to participate in programs. All residents adhere to the Guest Expectations outlined in the respective Family and Men's handbook. All residents are expected to treat others with dignity and respect. Residents are discharged from the program when their behavior jeopardizes the safety of others.

**Rules of behavior for residents or clients**

Reference the Guest Expectations section of the respective Family and Men's Handbook.

**The location and nature of security features and arrangements**

A security camera system will be available to monitor resident activity throughout the programs living space. Exterior doors will always remain locked. A Security Guard will always be present.

**Name and telephone numbers of persons to contact in emergencies and any emergency procedures**

In the event of an emergency, staff are directed to call 911. After telephoning 911, staff are directed to call the Shelter Manager, Paul Murphy at 804-380-3897. If the Shelter Manager is not available staff are directed to contact the Social Service Director, Deborah Gettys at 804-314-8786.

**Maximum duration of residential occupancy for residents**

The target length of stay is 30 days. There is not a maximum length of stay. The average length of stay is less than 60 days.

**The Salvation Army Central Virginia Area Command  
Advisory Board Roster 2019-2020**

<b>Name</b>	<b>Business</b>	<b>Address</b>	<b>Phone</b>	<b>Email</b>	<b>Committee Membership</b>	<b>Term Began</b>
<b><u>Aronson</u></b> , Scott <i>Immediate Past Chair</i>	Executive Vice President, Ukrop's Homestyle Foods	B: 2001 Maywill St, Suite 100, Richmond, VA23230-3236 H: 104 Adingham Ct Richmond, VA23229	B: 340.3106 H: 754.2345 C: 306.3800	scott.aronson@ukrops.com	Executive, Program & Services	2003
<b><u>Babb</u></b> , Ph.D. Harold W.	Professor, Robins School of Business, University of Richmond	H: 552 Hill Grove Road, Manakin-Sabot, VA23103	B: 289.8583 H: 784.3238 C: 513.8583	hbabb@richmond.edu	Community Relations & Development	1999
<b><u>Bryant</u></b> , Rodney L.	General Sales Manager WWBT/NBC 12	B: 5710 Midlothian Turnpike Richmond, Va. 23225	B: 353.3051 C: 230-2743	rbryant@nbc12.com	Community Relations & Development	2019
<b><u>Gordon</u></b> , Reginald (Reggie)	City of Richmond Director of Community Wealth Building	B: 900 East Broad Street, Suite 1502 Richmond, VA 23219	B: 646.1872	reginald.gordon@ richmondgov.org	Program & Services	2018
<b><u>Guthrie</u></b> , Dick	Government Consultant	H: 3700 Muirfield Green Dr., Richmond, VA23112	H: 744.9617 C: 909.240.8855	dgflyers@aol.com	Executive, Program & Service ( <b>Chair</b> ) BGC Advisory Council	2010
<b><u>Head</u></b> , James W. (Jamie)	Senior Attorney, Hunton, Andrews, Kurth, LLP	B: Riverfront Plaza, East Tower 951 East Byrd Street Richmond, VA 23219	B: 804-788-7227	jhead@huntonak.com	Property & Facilities	2019
<b><u>Irving</u></b> , Ph.D., Antoinette	Sheriff, City of Richmond	B: 1701 Fairfield Way Richmond, VA, 23223 H: 3428 S Street Richmond, VA, 23223	O: 804-646-4464 C: 804-350-2554	antionette.irving@ richmondgov.com	BGC Advisory Council ( <b>Chair</b> )	2019

**The Salvation Army Central Virginia Area Command  
Advisory Board Roster 2019-2020**

<b><u>James, Jr.</u></b> , Esq. Charles (Chuck)	Attorney Williams Mullen	B: P.O. Box 1320 Richmond, VA 23218 H: 2926 Misty Ridge Ct	B: 420.6529 H: 276.3520	cjames@williamsmullen.com	Executive, Community Relations & Development <b>(Chair)</b>	2013
<b><u>Peterson</u></b> , Jr., AIA, Richard (Rick) <i>Board Chair</i>	Principal, Cornerstone Architects	B: 23 W. Broad St, Ste 200 Richmond, VA 23220	B: 353.3051 C: 356.8941	rpeteron@csarch.com	Executive <b>(Chair)</b>	2010
<b><u>Pruitt</u></b> , Michael	Pruitt Associates, LLC Family Owned Property Development	B: 1801 Bayberry Ct, Suite 100 Richmond, VA 23226 H: 9925 Eildonway PL Richmond, VA 23238	B:285.3800	michael_pruitt@ pruittcompanies.com	Executive, Property & Facilities <b>(Chair)</b>	2018
<b><u>Ramage</u></b> , CPA, Ann <i>Treasurer</i>	Tax Senior Manager, Keiter, CPAs	B: 4401 Dominion Blvd Glen Allen, VA 23060	B: 273.6259 C: 363.1912	aramage@keitercpa.com	Executive, Finance <b>(Chair)</b>	2017
<b><u>Robinson</u></b> , CPA, Kevin	Tax Senior, Dominion Resources Services	5708 Lorievillle Ln. Richmond, VA 23225	B: 771.4136 H: 231.0929 C:426.9102	kevin.a.robinson@ dominionenergy.com	Finance	2017
<b><u>Way</u></b> , Norman	Vice President, Puritan Cleaners	B: 1807 Staples Mill Rd. Richmond, VA 23230 H: 1439 Shirlton Road, Richmond VA 23114	B:355.5726 X311 C:399.1059	nway@puritancleaners.com	Community Relations & Development	2018
<b><u>White</u></b> , MBA, PHR, SHRM-CP La Kishah	Director, Human Resources Bon Secours Mercy Health	H: 14800 Northwood Drive Chesterfield, VA 23838 O: 5801 Bremono Road Richmond, VA 23226	B: 287-7663 C: 551-2923	lakishah_white@bshsi.org	Program & Services	2019

**The Salvation Army Central Virginia Area Command  
Advisory Board Roster 2019-2020**

<b><u>Wilson</u></b> , Mary Ann	Retired U.S. Dept. of Housing and Urban Development	H: 3616 Stratford Rd., Richmond, VA 23225	H: 320.3401 C: 356.1183	lmaw1@earthlink.net	Program & Services	2005
---------------------------------	---	--	----------------------------	---------------------	--------------------	------

<b>LIFE MEMBERS</b>						
<b><u>Ukrop</u></b> , Bobby	President & CEO, Ukrop's Homestyle Foods	B: 2001 Maywill St, Ste 100, Richmond, VA 23230-3236 H: 202 Cyril Lane, 23229	B: 340.3105 H: 741.3764	bobby.ukrop@ukrops.com		
<b>EMERITUS MEMBERS</b>						
<b><u>Rice, Jr.</u></b> , Coleman	Coleman Rice Associates, Ltd.	H: 201 James River Golf Course Road Richmond, VA23233	B: 285.3153 H: 740.8916			
<b>EX-OFFICIO MEMBERS</b>						
<b><u>Israel</u></b> , Lt. Col. Mark H.	Divisional Commander National Capital & Virginia Division	B: 2626 Pennsylvania Ave., Washington, DC20037	B:202.756.2601	Mark.israel@ uss.salvationarmy.org		
<b><u>Dohmann</u></b> , Major Donald	Area Commander	B: 2 W. Grace St, Richmond, VA 23220 H: 10441 Park Tree Place, Glen Allen, VA23060	B: 591.3807 H: 262.1052	Donald.dohmann@ uss.salvationarmy.org		2017
<b><u>Dohmann</u></b> , Major Laura	Area Commander	B: 2 W. Grace St, Richmond, VA 23220 H: 10441 Park Tree Place, Glen Allen, VA23060	B: 591.3809 H: 262.1052	Laura.dohmann@ uss.salvationarmy.org		2017

**The Salvation Army Central Virginia  
Emergency Financial Assistance  
October 2018 – August 2019**

**EnergyShare Heating-Pburg.**

# bills paid – 208

# people - 425

**EnergyShare Heating-Richmond**

# bills paid – 310

# people - 684

**EnergyShare Cooling-Pburg.**

# bills paid – 50

# people - 100

**EnergyShare Cooling-Richmond**

# bills paid – 83

# people - 174

**EnergyShare Heating-Hopewell**

# bills paid - 104

#people - 253

**EnergyShare Cooling-Hopewell**

# bills paid - 30

# people – 78

**Dollar Energy Fund/Gas and Water-Hopewell**

# bills 9

# people 22

**EFSP**

Petersburg 0

Hopewell (5) rent; (15) people

Prince George (2) rent; (4) utilities; (20) people



**Henrico County Funds/Utilities and Rent**

# bills paid 14

# people 37

**Chesterfield County Funds/Utilities and Rent**

# bills paid- 6

# people- 16



#### **4.1.1**

### **Central Virginia Area Command**

#### **Philosophy of Care**

To treat all people with dignity and respect;

**Care through presence, relationship, participation, and prevention;**

Address the emotional, physical, and spiritual concerns of the whole person;

**Faithfully believe that strength and capacity for change are inherent within each individual and within society, and that people and communities can affect their own future;**

Work in partnership with others toward a more caring and just society;

**Continuously adapt to a changing environment, create new solutions and approaches that work, and discard those that do not;**

Aspire to provide the highest quality service;

**Achieve measurable and sustainable result**

## **Social Services - Central Virginia Area Command**

### **POLICY AND PROCEDURE MANUAL**

#### **IV. SERVICE**

##### **1. Intake and Orientation**

---

**4.2.1: Written intake policies, procedures and eligibility criteria are available to referring agencies, prospective applicants, and the community.**

Procedure:

- a. The program has intake policies and procedures that define the:
  1. Program purpose
  2. Target Community
  3. Service Focus Area
  4. Eligibility Criteria
  5. Hours of Operation
  6. Service provision
  7. Applicant expectations
  8. Application process
- b. The program makes the policies and procedures available to referring agencies, prospective applicants and the community.

**4.2.2: All social service program applicants are provided with verbal and written orientation information as appropriate.**

Procedure:

- a. The written orientation materials include:
  1. A brief welcome and description of the program
  2. Positive and affirming language in its descriptions and information
  3. Instruction in health and safety concerns
  4. Program and/or residence rule
  5. Client rights and responsibilities
  6. Program procedure
  7. Services to be provide
  8. Additional services available
  9. Conditions under which services may be terminated
  10. Grievance policy
- b. The client is required to initial that the orientation materials were discussed with them during intake.

**4.2.3: Orientation materials are available in an appropriate translation, and/or will be translated when necessary due to a referral of a non-English speaking participant for services.**

Procedure:

- a. Orientation materials will be translated into the appropriate language as necessary.

**4.2.4: Program participants will be referred to other community resources as necessary and appropriate.**

Procedure:

- a. Case managers will indicate in their participant notes or files when a referral has been made to a community resource.

**4.2.5: CVAC Social Services will not maintain any waiting list for services.**

**4.2.6: The program will provide an explanation of any financial responsibility of the applicant prior to admission into the program.**

Procedure:

- a. Any program that requires a program fee from the participant must provide a written explanation of those fees that include:
  - b. The amount being charged
  - c. Conditions of payment
  - d. Length of anticipated service time
  - e. Late fees
  - f. Consequence of nonpayment

**4.2.7: A written agreement for the payment of program fees will be signed and dated by the applicant as well as the program case manager or director.**

Procedure:

- a. Program fee agreements will be signed and dated and included in the case records.
- b. Program participants are provided with a copy of their signed program fee agreement upon intake (if applicable).



### 4.2.1

## **CENTRAL VIRGINIA AREA COMMAND SHELTER INTAKE POLICY AND PROCEDURE**

**Purpose:** Central Virginia Area Command Emergency Shelter Program, in Richmond, Virginia provides shelter services. CVAC Emergency Shelters is a temporary shelter for persons who are experiencing a housing crisis. CVAC Emergency Shelters provides a safe and warm environment for men, women and children.

**Priority and Frequency:** The *CVAC Emergency Shelters* services persons who reside in metro Richmond. The *CVAC Emergency Shelters* must have at least one staff member on duty 24 hours a day, 7 days a week, 365 days a year. The CVAC Emergency Shelters director and case manager hours are 8:30am – 4:30pm, Monday – Friday (excluding holidays, vacations, illness, inclement weather, etc.) Intake hours for the *CVAC Emergency Shelters* are 10am – 3pm. Homeless individuals and families must be accepted into the shelter once they have received a referral to shelter from the Homeless Crisis Hotline at 804-972-0813. Men and families are housed at the CVAC Emergency shelter for 29 days.

Individuals admitted to the *CVAC Emergency Shelters* must expect to receive:

- A safe, warm and consistent shelter bed

- At least two meals a day for those residing in the shelter

- Case management to assist them in finding and securing permanent housing.

- Services necessary to help remove existing barriers in the area of housing, employment, health care and adequate nutrition.

- Referrals to community resources/services to assist residents in their efforts to be become more stable and obtain housing, employment, training, etc.

Respect by all staff of the CVAC for the inherent dignity and value for each person who comes to *CVAC Emergency Shelters* for services.

Services that are provided within the moral and ethical framework established by The Salvation Army.

1. Clients are given a scheduled time for intake. When the client is referred to the shelter and arrives for intake they are greeted by the receptionist and given a copy of the Guest Handbook to begin reviewing as they wait for the case manager to do the intake.
2. The receptionist informs the appropriate case manager of the client's arrival and the case manager must come out and meet the individual or family.
3. The client's belongings remain at the front desk while they are given a tour of the residence where they will be staying to confirm their desire to move forward with the intake process.
4. Clients go through the intake interview process. This process includes:
  - Intake application
  - Housing Certification Form
  - Housing Barrier Assessment
  - (F) VI-SPDAT
  - Release of Information
  - Grievance Policy
  - Termination Procedure
  - Emergency Contact Information
  - Written Notice of Beneficiary Protection
  - Medication Record
  - Children's school records release (if applicable)
  - McKenney-Vento documents (if applicable)
5. The case manager reviews the rules and handbook with the client. Highlighting the most critical aspects of the expectations, the curfew and mealtimes, length of stay which is 29 days, and the offenses that cause termination of residency. An extension can be granted on a case by case basis.
6. The client initials and signs all relevant documents and be provided copies of those documents.
7. All prescription and non-prescription medication are given to the case manager and recorded on the medication record. Medication is stored in a locked cabinet and clients are given access to their medication in the morning during breakfast and in the evening during snack.
8. Case manager directs client to the heat pack where all clients put their clothes and belongings as part of bed bug prevention process. These items remain in the heat pack for 2 hours.
9. Case manager provides the client with toiletries if necessary, linens, pillow, and shows them to their room/bed(s).

10. Case manager shows the client where to sign in and out at the front desk, provide them with an armband that demonstrates their residency when they are seeking entrance to the building, and provides them a parking pass if they have a vehicle.



**Central Virginia Area Command, NCV Corps**  
**2019 Annual Budget Proposal**  
**Summary**

	Account Number	Actuals 9/30/2016	Actuals 9/30/2017	Approved Budget 9/30/2018	Year to Date Actuals 1/31/2018	Proposed Budget 9/30/2019	Prior Year to Current Year % Change
Donations - General	4001	1,119,458	1,260,751	1,330,000	757,238	1,455,000	15.41%
Seasonal Donations	4002	1,409,678	1,393,778	1,453,000	980,148	1,518,368	8.94%
Meeting Collections	4003	2,263	2,916	3,000	1,062	3,000	2.88%
Cartridges	4004	45,657	52,673	50,000	16,453	50,000	(5.07%)
World Services	4005	4,334	5,977	5,000	1,615	5,000	(16.35%)
Restricted Donations - Not Exempt	4012	17,587	5,211	6,000	0	6,000	15.14%
Gifts in Kind - Exempt	4050	896,825	943,614	960,000	875,576	904,415	(4.15%)
Contributed Services	4055	364,000	392,000	395,000	476,000	476,000	21.43%
Special Fund Raising Events	4201	26,505	39,911	40,000	22,897	50,000	25.28%
Grants from DHQ to Local Unit - Exempt	4610	22,031	16,906	15,000	0	0	(100.00%)
Area Command Appropriation - Exempt (to local units)	4620	52,693	468,563	0	49,558	0	(100.00%)
<b>Home League</b>	4622	1,982	0	0	0	0	
Reserves Transfers from THQ - Not Exempt	4628	509,840	483,034	354,953	144,933	305,000	(36.86%)
THQ Grants to Local Units - Exempt	4677	5,082	53,917	0	3,750	15,000	(72.18%)
Membership Dues	6001	346	6,777	6,300	1,245	6,500	(4.09%)
Program Service Fees - Not Exempt	6201	88,276	98,479	99,976	12,120	112,976	14.72%
Vending Machine - Canteen Sales	6403	938	1,096	1,000	109	1,000	(8.76%)
Sales Vehicles	6436	0	300	0	0	0	(100.00%)
Realized Gains (Losses) on Sale of Equipment	6703	500	0	0	0	0	
Interest Income	6801	624	859	525	651	799	(6.98%)
<b>Total Operating Income</b>		4,568,619	5,226,762	4,719,754	3,343,355	4,909,058	(6.08%)

Income From Unassociated Organizations	4701	267,608	249,192	272,000	68,372	252,000	1.13%
Government Grants/Fees - Not Exempt	5001	108,810	161,223	114,800	8,665	87,165	(45.94%)
<b>Total Income</b>		4,945,037	5,637,177	5,106,554	3,420,392	5,248,223	

<b>Grand Total</b>		4,945,037	5,637,177	5,106,554	3,420,392	5,248,223	(6.90%)
--------------------	--	-----------	-----------	-----------	-----------	-----------	---------

Fiscal Year Ending 09/30/2019

Budget Proposal - Printed: 05/17/2018 - 10:54 AM

Officers Allowance and Grants	7001	119,245	101,945	116,893	32,825	79,873	(21.65%)
Salaries - Exempt Employees	7002	633,847	558,928	554,489	161,720	582,487	4.22%
Salaries - Non-exempt Employees	7003	594,840	908,541	863,052	237,931	799,920	(11.96%)
Salaries - Temporary/Seasonal Employees	7004	84,072	89,947	116,224	106,154	188,432	109.49%
Officers' Life/Accident Insurance	7101	702	999	460	270	345	(65.47%)
Employee Life/Accident Insurance	7102	1,917	2,732	2,201	0	1,847	(32.39%)
Employee Medical Insurance Premiums	7103	248,958	239,595	268,320	71,675	271,872	13.47%
Pension - Employees	7104	33,215	86,025	75,114	4,139	51,124	(40.57%)
Officers' Health Care Provision Assessments	7108	33,192	32,723	35,010	10,150	29,019	(11.32%)
Officers' Retirement Assessments	7109	13,236	14,519	14,592	3,040	10,944	(24.62%)
Employee Disability Insurance	7112	1,380	1,380	915	1,200	488	(64.64%)
FICA - Salvation Army Portion	7201	96,385	100,859	118,180	35,791	120,171	19.15%
Workers' Compensation Insurance	7203	35,315	27,366	32,735	7,873	29,056	6.18%
Professional Fees	8001	90,787	74,115	25,260	25,809	107,150	44.57%
Audit Fees	8008	16,522	5,018	9,800	0	15,000	198.92%
Data Processing Fees (Accounting, Payroll)	8009	46,968	51,220	46,000	20,498	58,059	13.35%
Medical Supplies	8101	371	110	1,650	899	600	445.45%

Uniforms	8102	1,009	3,099	990	1,094	1,900	(38.69%)
Educational, Recreational, and Craft Supplies	8103	6,269	6,436	8,215	3,228	9,700	50.71%
Food and Beverages	8104	31,545	37,302	31,900	20,054	25,976	(30.36%)
Laundry, Linen and Housekeeping Supplies	8105	2,819	5,589	10,320	216	2,000	(64.22%)
Office Supplies	8106	17,038	38,022	12,445	6,729	32,111	(15.55%)
Kitchen, Dining Room Supplies	8110	7,386	8,635	8,300	3,147	4,158	(51.85%)
Miscellaneous Supplies	8111	0	0	250	0	35,034	
Office Telephones	8201	18,741	22,292	20,650	6,476	18,150	(18.58%)
Cell Phones and Internet	8202	18,536	22,746	20,250	8,086	13,141	(42.23%)
Quarters Telephones	8203	1,438	1,617	1,460	66	935	(42.18%)
Clients/Guests Telephones	8205	1,033	911	1,050	300	920	0.99%
Postage and Parcel Post	8301	35,381	41,560	55,030	93,286	75,000	80.46%
Messenger and Delivery Services	8303	752	824	600	636	775	(5.95%)
Facility Rent	8401	29,940	16,940	25,000	26,780	29,940	76.74%
Building and Equipment Insurance	8403	54,891	51,520	57,439	43,944	43,944	(14.70%)
Utilities	8405	149,337	129,204	161,750	49,616	112,950	(12.58%)
Property Upkeep and Repairs	8409	62,361	186,430	55,500	25,283	45,000	(75.86%)
Real Estate Taxes	8410	4,991	6,885	8,800	449	10,000	45.24%
Janitorial Supplies	8413	15,345	15,629	13,500	4,809	9,800	(37.30%)
Rentals of Furnishings and Equipment	8501	12,419	7,808	9,000	4,220	7,350	(5.87%)
Repairs and Maintenance - Furnishings and Equipment	8502	35,265	21,315	31,000	2,779	17,265	(19.00%)
Purchases of Furnishings and Equipment	8503	30,314	40,097	15,950	12,085	22,575	(43.70%)
Printing and Other Media Preparation	8601	147,821	164,548	150,700	69,773	180,700	9.82%
Subscriptions	8606	550	1,572	700	263	1,530	(2.67%)
Non War Cry Publications Expense - Not Exempt	8607	(154)	1,920	2,350	609	2,350	22.40%
Advertising and Public Information Charges	8608	7,599	6,311	4,200	135	3,450	(45.33%)
Other Transportation and Meals	8701	4,282	6,939	3,950	4,311	5,724	(17.51%)
Salvation Army Vehicles - Operating Costs	8702	31,839	33,709	27,500	22,426	30,726	(8.85%)
Salvation Army Vehicles - Insurance	8704	14,850	17,604	15,823	7,827	17,267	(1.91%)
Leased Vehicles - Operating Costs	8706	0	6,968	0	12,604	5,000	(28.24%)
Auto Allowances - Employees, Officers and	8707	2,137	1,881	1,750	433	626	(66.72%)
Conference Attendance	8801	23,340	38,080	25,500	6,540	28,000	(26.47%)
Out-of-Town Travel	8802	5,813	2,095	5,150	0	2,000	(4.53%)
Specific Assistance to Individuals	8906	149,213	184,488	219,300	77,626	199,690	8.24%
Specific Assistance - Seasonal/Disaster	8916	1,190,498	1,259,531	1,260,000	1,329,859	1,329,877	5.59%
Statewide and Interstate Payments Individual	8920	70,192	73,136	72,831	38,216	75,086	2.67%
Organization Dues	9001	2,623	7,623	6,000	468	14,500	90.21%
Scholarship Grants/Tuition Payments	9103	3,459	2,500	0	0	0	(100.00%)
Christmas Remembrances	9111	8,560	8,235	8,936	8,840	8,320	1.03%
Moving and Recruitment	9401	0	3,268	0	0	0	(100.00%)
World Services and Harvest Festival	9402	94,803	97,499	95,000	98,501	98,501	1.03%
Interest Expense	9430	752	502	800	0	500	(0.40%)
Area Command Appropriation - Exempt (to local units)	9620	48,094	468,572	0	50,358	0	(92.52%)
<b>Home League</b>	9622	1,982	491	0	0	0	(100.00%)
Support Service	9692	343,941	358,367	356,869	187,259	367,922	2.67%
Furnishings and Equipment Depreciation	9704	43,397	34,322	18,901	8,416	11,443	(66.66%)
Total Expense		4,783,353	5,741,044	5,106,554	2,957,721	5,248,223	(8.58%)
Balance On Hand, End Of Year	3901	161,684	(103,867)	0	462,671	0	
Grand Total		4,945,037	5,637,177	5,106,554	3,420,392	5,248,223	(6.90%)

## **Detailed Description of the Managing Entity**

### **MISSION STATEMENT**

The Salvation Army, an international movement, is an evangelical part of the universal Christian church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

### **ORGANIZATION**

The Salvation Army is an international movement operating in over 100 countries around the world. Its international headquarters is in London, England. In the United States, The Salvation Army is organized into four territories: the Central Territory, with headquarters in Hoffman Estates, Illinois, Eastern Territory in West Nyack, New York, Southern Territory in Atlanta, Georgia, and Western Territory in Long Beach, California. The four territories are coordinated by national headquarters in Alexandria, Virginia.

The Salvation Army Central Virginia Area Command is part of the Southern Territory. At a regional level, The Salvation Army Central Virginia is part of the National Capital and Virginia Division. The Board of Trustees for The Salvation Army U.S.A. Southern Territory is the policy-making body for the Central Virginia Area Command. This is the governing body to the Central Virginia Area Command is ultimately responsible within the corporation, and to which the Central Virginia Advisory Board is ultimately makes its recommendations. The Advisory Board does not have legal authority to change or make policy for the corporation, but it is given significant responsibility to determine direction and exert influence within the local community.

### **LOCAL ADVISORY BOARD**

The territorial and divisional headquarters could not effectively manage every local operation without the guidance of the Advisory Board. Therefore, the corporation relies on the local board to provide recommendation for corporate action. With rare exception, there are no major transactions conducted by The Salvation Army in a local community without the support and recommendation of the Advisory Board. Because of this structure, the local board carries significant authority and latitude to conduct the business of The Salvation Army in each community without the concern of legal liability.

The Salvation Army provides a variety of religious and charitable programs and services in the community. It is the purpose of the advisory board to provide input (advice), support (financial and time), and key influence with external constituencies (door-opening and advocacy) to further the goals and objectives of The Salvation Army in pursuit of its mission. It provides vital support and influence as local Army leadership engages strategic opportunities and challenges, seeks to make wise decisions, and pursues the resources needed to carry out the Army's mission in a community – in this instance Richmond, Virginia.

# The Salvation Army

## Central Virginia Area Command



## FAMILY EMERGENCY SHELTER PROGRAM

2 West Grace Street  
Richmond, VA 23220  
804-225-7470

## **Guest Handbook**

# Welcome

Welcome to the Salvation Army (TSA) Family Shelter. The Shelter program provides emergency housing at no cost to guests. Guests may reside at the Shelter up to 29 days. A guest's length of stay may be extended if qualifying requirements are met.

As a guest of TSA, the primary goal is working towards permanent housing. TSA is here to guests in reaching the goal.

## Guest Service Team

The following is a list of the staff that are a part of the Housing Support Team and a brief description of the services they will provide:

- **Case Manager:** Partners with guests to address barriers to achieve and maintain permanent housing.

*The Case Manager works closely with guests to create an Individualized Housing Plan (IHP), which outlines the action steps needed to achieve permanent housing. On weekdays, guests are expected to be in the community during the day implementing their IHP. Guests are required to meet with the Case Manager weekly to review and update the IHP.*

- **Shelter Guest Support (SGS):** Morning, evening, and overnight Housing Monitor staff oversee the activities of the building.

- **Shelter Manager (SM):** Oversees the shelter program and will participate as necessary in meetings and decisions that relate to guest progress and placement.
- **Social Work Interns:** TSA will often have students of Social Work participating in guest IHP's service plan and other activities.

## **Statement of Non-discrimination**

The Salvation Army pledges that no guest shall be denied access to services based on age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation or disability.

## **Program Overview**

### **Services**

In addition to providing emergency housing, TSA offers the following services if needed.

Case/Care Management  
 Personal Grooming Supplies  
 Life Skills Education  
 Transportation\*  
 Bus Fare\*  
 Clothing\*

\*these services are provided only under limited qualifying circumstances.

Pastoral counseling and spiritual programs are available upon request.

# Guest Expectations

In a community setting guests must be attentive to the safety and comfort of all. To ensure safety and comfort for all, TSA has outlined the following expectations.

## Housekeeping

- Each guest is expected to participate daily in maintaining the cleanliness of the guest living space. The guest living space includes bathrooms, bedrooms, hallways, stairwells, laundry room, dining area, and outdoor area at the Shelter entrance.
- Refer to housekeeping checklists in each room.

## Daily Schedule

- Guests are expected to be in the facility by curfew.
- Daily Schedules are posted in common areas.

Curfew times are as follows:

<b>Days</b>	<b>Time</b>
Sunday thru Thursday	8:00 p.m.
Friday and Saturday	10:00 p.m.

## Health

TSA values guest physical health and well-being.

Therefore:

- If a guest is determined to have a medical condition of a serious nature and/or contagious, the guest will be required to see an appropriate healthcare professional and provide documentation of the visit.
- Guests are responsible to request medications when prescribed.

## Food

- Meals are provided as the daily schedule specifies. TSA provides breakfast, dinner, and an evening snack.
- Meals will ONLY be saved for those working, in school, or attending groups/meetings.
- Food is restricted to the kitchen and dining areas.
- Food is restricted from living areas. Food found in living areas is considered a violation. Three violations will result in dismissal from the program.
- Documentation from a health care professional for any dietary restrictions or special needs must be provided.
- TSA does not store outside food or personal groceries.

## Fire Hazards/ Evacuation

In order to maintain a safe living environment, the following are prohibited:

- **ANY TYPE OF TOBACCO USE IS PROHIBITED IN OF THE BUILDING.**
- **SMOKING IS LIMITED TO THE DESIGNATED OUTDOOR AREA.**
- Please properly dispose of your cigarette butts in the ashtray.
- The use of candles, incense, space heaters, plug-in air fresheners, electric blankets, hot plates or similar items in TSA facility.
- In the event of a fire, please exit the building by the closest exit route and report to the parking lot on the northeast corner of Adams and Grace Street (beside the police station). Wait until a head count has been completed and information is provided that the building is safe to re-enter.



## **Absence**

- An absence of three days or more without prior approval indicate that other shelter is available, and the TSA shelter is not needed.
- An absence of three days or more without prior approval will result in dismissal from the shelter.
- Documentation that substantiates extenuating factors such as employment, death of a family member, health related treatment (hospitalization, emergency department visit, etc.) will be considered if an absence of three days or more without prior approval occurs.

## **Proper Use of Facilities**

Please do not engage in any of the following activities:

- Destruction of property;
- Ironing in non-designated areas;
- No extension cords;
- Operating any outside business;
- Providing services of any kind.

## **Shower Room/ Bathroom**

- Guests are expected to clean up after themselves.

## **Personal Vehicles**

- Guests may park vehicles on the TSA lot if there is proof of insurance, current plates, proper registration and a valid driver's license.
- Guests must post a guest parking pass when parked on lot; TSA is not responsible for towing expenses.

## **Personal Electronic Devices**

- All devices can be listened to or used on the property with **headphones or ear buds**.
- No personal televisions allowed.

## **Visitors and Guests**

- Visitors are not allowed on the property. Guests who wish to socialize with non-guests must visit off the Salvation Army property.
- Failure to visit with non-guests off the property may result in termination.

## **Policy Regarding Personal Belongings**

- TSA is not responsible for any loss, theft, or damage of guests' personal belongings. This includes any damage resulting from fire, power failure, or water damage.
- Upon initial entry to the Shelter, all clothing must be treated in the hot box. Any additional clothing not initially treated upon admission must be placed in the hot box.
- TSA staff can complete searches of personal belongings upon entry and anytime thereafter for safety purposes.
  - A metal detector can be used upon entry and anytime thereafter as well.
  - If guests decline a search, staff have grounds to terminate a guest's stay.

## **Serious Offenses**

The following are considered very serious violations of TSA policy. Engaging in any of the following behaviors will result in **immediate** termination from the program.

- Possession of alcohol, illegal drugs, or drug paraphernalia on the premises;
- Violence or threat of violence towards staff members; other guests, or members of the community;
- Possession of a weapon of any kind;
- Engaging in any illegal activity;
- Fraternizing with a staff member or another guest as outlined in the signed policy;
- Sexual behavior on premises;
- Other violations determined by staff to be of a severe nature.

## ***Children and Family Members***

***The following rules are to protect guests and their children while in the shelter as well as to ensure that all basic needs are being met.***

- ***Children must always be with their guardian. Children are not to be left unattended without adult supervision at any time.***
- ***Children must be downstairs every morning for breakfast. If a child eats breakfast at school, please notify the case manager.***
- ***TSA CMS Staff are mandated reporters of child abuse and neglect. TSA has a “no spanking” policy while guests are a resident at the shelter. Any hitting, spanking, slapping, yelling, cursing, abusive language or neglect etc. may result in a Child Protective Services (CPS) report being filed.***

- ***Tutoring for school-age students is available for 2 days per week. The tutoring program is available Monday and Wednesday each week during the school year.***
- ***The children's room is open Saturday and Sunday from 11:00 am - 4:00 pm. Please ask staff to allow you access; children are not to be left unsupervised.***
- ***Children must be in bed by 10:00 pm.***
- ***Guests are not to leave children in the care of other guests.***

## **Substance Use Policy & Procedure**

In order to maintain a safe and productive environment, TSA will provide opportunity to address alcohol and drug use problems at admission and offer help to those who wish treatment.

- Drugs and alcohol are not allowed on the property. Guests who are under the influence will be terminated if they are physically or verbally aggressive.

## **When Guests Move Out**

There is great demand for shelter and TSA attempts to move someone into an available space as soon as possible. To assist with making a smooth transition, guests must complete all the following items:

- Plan to have mail forwarded.
- Inform those necessary of the new address.
- Plan to have all belongings removed from the facility upon exit. Items left at the facility longer than 48 hours

without pre-approval will be disposed of. **TSA is not responsible for items left on the premises.**

- Plan for moving assistance, i.e. movers, truck, etc. TSA is not able to assist with this. Guest are required to purchase their own bags to transport belongings.

## **Guests' Rights, Responsibilities, and Grievance Procedure**

If a guest believes their rights have been violated, guests may file a grievance. The grievance procedure involves the steps described below.

### **Grievance Procedure:**

A guest who believes that his or her stated rights as a program participant have been violated may submit a complaint in writing to the Case Manager within 48 hours of the incident. No grievance will be accepted after that period. The written complaint must state the right that has been violated and an explanation of the circumstances involved including the names of staff members or other guests involved in the situation. If a guest is terminated for an act or verifiable report of violence, aggression, threat, or fraternization with an employee or guest, the **GUEST MAY NOT REMAIN IN THE SHELTER DURING THE GRIEVANCE PROCESS.**

The Case Manager and the Shelter Manager will review the grievance and any additional information regarding the incident. The Shelter Manager will meet with the guest and case manager as needed within three (3) working days of receiving the written complaint. During this initial meeting, the Shelter Manager will ask for information about the situation and discuss the guest's concerns. If necessary, the Shelter Manager will meet with the guest and all involved

parties. Within three (3) working days of the initial meeting, the Shelter Manager will respond to the guest in writing indicating that a violation of the guest's stated rights did or did not occur. Upon receipt of the Shelter Manager's response, the guest has the option of concluding the grievance process or proceeding to the next step – an appeal of the decision.

If the guest chooses to appeal the Manager's decision, the guest may submit the appeal in writing to the Area Social Services Manager within three (3) days of receiving the Shelter Manager's response. The Area Social Services Manager or his/her designee will review the grievance and the guest's appeal of the decision and respond within three (3) working days of receiving the appeal. The Area Social Services Manager or designee may convene a review panel to consider the grievance, the Shelter Manager's response, and the guest's appeal of the original response in order to make a determination. The decision of the Area Social Services Manager or his or her designee is final.

## **Confidentiality of Records**

In keeping with the general guidelines regarding confidentiality, the staff at the shelter will maintain the confidentiality of the guests and their records.

- Guest folders will be kept in a lockable file cabinet in a secure setting when not in use. The file cabinets will be kept in the separate storage area of the main office, and the office door will be locked whenever the staff is away from the vicinity for an extended period.
- Only supervisory staff, case management staff, and house monitor staff will have access to the folders, and only for the purpose of conducting shelter business.

- Guest names will not appear on the outside of the folders. Instead a guest identifier system will be used.

**Thank you for your attention and adherence to these policies. The Salvation Army staff are here to provide support as guests manage their housing crisis and successfully exit to permanent housing.**

# Family Shelter Program Guest Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Wake-up	6:30 am	6:30 am	6:30 am	6:30 am	6:30 am	8 am	8 am
Breakfast	7-7:30 am	7-7:30 am	7-7:30 am	7-7:30 am	7-7:30 am	8:30-9:15 am	8:30-9:15 am
Exit the Building	9am	9am	9am	9am	9am		
Lunch	No Meal Provided	No Meal Provided	No Meal Provided	No Meal Provided	No Meal Provided	12:30 to 1:00 pm	12:30 to 1:00 pm
Dinner	4:30 to 5:15 pm	4:30 to 5:15 pm	4:30 to 5:15 pm	4:30 to 5:15 pm	4:30 to 5:15 pm	4:30 to 5:15 pm	4:30 to 5:15 pm
Snack	8:15 pm	8:15 pm	8:15 pm	8:15 pm	8:15 pm	8:15 pm	8:15 pm
Curfew	8 pm	8 pm	8 pm	8 pm	10 pm	10 pm	8 pm
Evening Chores (must be completed by the time listed)	9 pm	9 pm	9 pm	9 pm	10:30 pm	10:30 pm	9 pm
Lights Out	10pm	10pm	10pm	10pm	11pm	11pm	10pm



# The Salvation Army

## Central Virginia Area Command



## MEN'S EMERGENCY SHELTER PROGRAM

2 West Grace Street  
Richmond, VA 23220  
804-225-7470

## Guest Handbook

# Welcome

Welcome to the Salvation Army (TSA) Men's Shelter. The Shelter program provides emergency housing at no cost to guests. Guests may reside at the Shelter up to 29 days. A guest's length of stay may be extended if qualifying requirements are met.

As a guest of TSA, the primary goal is working towards permanent housing. TSA is here to assist guests to reach the goal.

## Guest Service Team

The following is a list of the staff that are a part of the Housing Support Team and a brief description of the services they will provide:

- **Case Manager:** Partners with guests to address barriers to achieve and maintain permanent housing.

*The Case Manager works closely with guests to create an Individualized Housing Plan (IHP), which outlines the action steps needed to achieve permanent housing. On weekdays, guests are expected to be in the community during the day implementing their IHP. Guests are required to meet with the Case Manager to review and update the IHP.*

- **Shelter Guest Support (SGS):** Morning, evening, and overnight Housing Monitor staff oversee the activities of the building.

- **Shelter Manager (SM):** Oversees the shelter program and will participate as necessary in meetings and decisions that relate to guest progress and placement.
- **Social Work Interns:** TSA will often have students of Social Work participating in guest IHP's service plan and other activities.

### **Statement of Non-discrimination**

The Salvation Army pledges that no guest shall be denied access to services on the basis of age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation or disability.

## **Program Overview**

### **Services**

In addition to providing emergency housing, TSA offers the following services if needed.

Case/Care Management  
 Personal Grooming Supplies  
 Life Skills Education  
 Transportation\*  
 Bus Fare\*  
 Clothing\*

\*these services are provided only under limited qualifying circumstances.

Pastoral counseling and spiritual programs are available upon request.

# Guest Expectations

In a community setting guests must be attentive to the safety and comfort of all. To ensure safety and comfort for all, TSA has outlined the following expectations.

## Housekeeping

- Each guest is expected to participate daily in maintaining the cleanliness of the guest living space. The guest living space includes bathroom, dorm area, lounge area, hallways, stairwells, dining area, and outdoor area at the Shelter entrance.
- Refer to housekeeping chore list.

## Daily Schedule

- Guests are expected to be in the facility by curfew.
- Daily Schedules are posted in common areas.

Curfew times are as follows:

Days	Time
Sunday thru Thursday	8:00 p.m.
Friday and Saturday	10:00 p.m.

## Health

TSA values guest physical health and well-being.

Therefore:

- If a guest is determined to have a medical condition of a serious nature and/or contagious, the guest will be required to see an appropriate healthcare professional and provide documentation of the visit.
- Guests are responsible to request medications when prescribed.

## Food

- Meals are provided as the daily schedule specifies. TSA provides breakfast, dinner, and an evening snack.
- Meals will ONLY be saved for those working, in school, or attending groups/meetings.
- Food is restricted to the kitchen and dining areas.
- Food is restricted from living areas. Food found in living areas is considered a violation. Three violations will result in dismissal from the program.
- Documentation from a health care professional for any dietary restrictions or special needs must be provided.
- TSA does not store outside food or personal groceries.

## Fire Hazards/ Evacuation

In order to maintain a safe living environment, the following are prohibited:

- **ANY TYPE OF TOBACCO USE IS PROHIBITED IN OF THE BUILDING.**
- **SMOKING IS LIMITED TO THE DESIGNATED OUTDOOR AREA.**
- Please properly dispose of your cigarette butts in the ashtray.
- The use of candles, incense, space heaters, plug-in air fresheners, electric blankets, hot plates or similar items in TSA facility.
- In the event of a fire, please exit the building by the closest exit route and report to the parking lot on the northeast corner of Adams and Grace Street (beside the police station). Wait until a head count has been completed and information is provided that the building is safe to re-enter.

## **Absence**

- An absence of three days or more without prior approval indicate that other shelter is available, and the TSA shelter is not needed.
- An absence of three days or more without prior approval will result in dismissal from the shelter.
- Documentation that substantiates extenuating factors such as employment, death of a family member and health related treatment (hospitalization, emergency department visit, etc.) will be considered if an absence of three days or more without prior approval occurs.

## **Proper Use of Facilities**

Please do not engage in any of the following activities:

- Destruction of property;
- Ironing in non-designated areas;
- No extension cords;
- Operating any outside business;
- Providing services of any kind.

## **Shower Room/ Bathroom**

- Guests are expected to clean up after themselves.
- Guests are expected to be fully dressed when entering and exiting the bathroom.

## **Personal Vehicles**

- Guests may park vehicles on the TSA lot if there is proof of insurance, current plates, proper registration and a valid driver's license.
- Guests must post a guest parking pass when parked on lot; TSA is not responsible for towing expenses.

## **Personal Electronic Devices**

- All devices can be listened to or used on the property with **headphones or ear buds**.
- No personal televisions allowed.

## **Visitors and Guests**

- Visitors are not allowed on the property. Guests who wish to socialize with non-guests must visit off the Salvation Army property.
- Failure to visit with non-guests off the property may result in termination.

## **Policy Regarding Personal Belongings**

- TSA is not responsible for any loss, theft, or damage of guests' personal belongings. This includes any damage resulting from fire, power failure, or water damage.
- Upon initial entry to the Shelter, all clothing must be treated in the hot box. Any additional clothing not initially treated upon admission must be placed in the hot box.
- TSA staff can complete searches of personal belongings upon entry and anytime thereafter for safety purposes.
  - A metal detector can be used upon entry and anytime thereafter as well.
  - If guests decline a search, staff have grounds to terminate a guest's stay.

## Serious Offenses

The following are considered very serious violations of TSA policy. Engaging in any of the following behaviors will result in **immediate** termination from the program.

- Possession of alcohol, illegal drugs, or drug paraphernalia on the premises;
- Violence or threat of violence towards staff members; other guests, or members of the community;
- Possession of a weapon of any kind;
- Engaging in any illegal activity;
- Fraternizing with a staff member or another guest as outlined in the signed policy;
- Sexual behavior on premises;
- Other violations determined by staff to be of a severe nature.

## Substance Use Policy & Procedure

In order to maintain a safe and productive environment, TSA will provide opportunity to address alcohol and drug use problems at admission and offer help to those who wish treatment.

- Drugs and alcohol are not allowed on the property. Guests who are under the influence will be terminated if they are physically or verbally aggressive.

## When Guests Move Out

There is great demand for shelter and TSA attempts to move someone into an available space as soon as possible. To assist with making a smooth transition, guests must complete all of the following items:

- Plan to have mail forwarded.



- Inform those necessary of the new address.
- Plan to have all belongings removed from the facility upon exit. Items left at the facility longer than 48 hours without pre-approval will be disposed of. **TSA is not responsible for items left on the premises.**
- Plan for moving assistance, i.e. movers, truck, etc. TSA is not able to assist with this. Guest are required to purchase their own bags to transport belongings.

## **Guests' Rights, Responsibilities, and Grievance Procedure**

If a guest believes their rights have been violated, guests may file a grievance. The grievance procedure involves the steps described below.

### **Grievance Procedure:**

A guest who believes that his or her stated rights as a program participant have been violated may submit a complaint in writing to the Case Manager within 48 hours of the incident. No grievance will be accepted after that period. The written complaint must state the right that has been violated and an explanation of the circumstances involved including the names of staff members or other guests involved in the situation. If a guest is terminated for an act or verifiable report of violence, aggression, threat, or fraternization with an employee or guest, the **GUEST MAY NOT REMAIN IN THE SHELTER DURING THE GRIEVANCE PROCESS.**

The Case Manager and the Shelter Manager will review the grievance and any additional information regarding the incident. The Shelter Manager will meet with the guest and case manager as needed within three (3) working days of

receiving the written complaint. During this initial meeting, the Shelter Manager will ask for information about the situation and discuss the guest's concerns. If necessary, the Shelter Manager will meet with the guest and all involved parties. Within three (3) working days of the initial meeting, the Shelter Manager will respond to the guest in writing indicating that a violation of the guest's stated rights did or did not occur. Upon receipt of the Shelter Manager's response, the guest has the option of concluding the grievance process or proceeding to the next step – an appeal of the decision.

If the guest chooses to appeal the Manager's decision, the guest may submit the appeal in writing to the Area Social Services Manager within three (3) days of receiving the Shelter Manager's response. The Area Social Services Manager or his/her designee will review the grievance and the guest's appeal of the decision and respond within three (3) working days of receiving the appeal. The Area Social Services Manager or designee may convene a review panel to consider the grievance, the Shelter Manager's response, and the guest's appeal of the original response in order to make a determination. The decision of the Area Social Services Manager or his or her designee is final.

## **Confidentiality of Records**

In keeping with the general guidelines regarding confidentiality, the staff at the shelter will maintain the confidentiality of the guests and their records.

- Guest folders will be kept in a lockable file cabinet in a secure setting when not in use. The file cabinets will be kept in the separate storage area of the main office, and the office door will be locked whenever the staff is away from the vicinity for an extended period.

- Only supervisory staff, case management staff, and house monitor staff will have access to the folders, and only for the purpose of conducting shelter business.
- Guest names will not appear on the outside of the folders. Instead a guest identifier system will be used.

**Thank you for your attention and adherence to these policies. The Salvation Army staff are here to provide support as guests manage their housing crisis and successfully exit to permanent housing.**

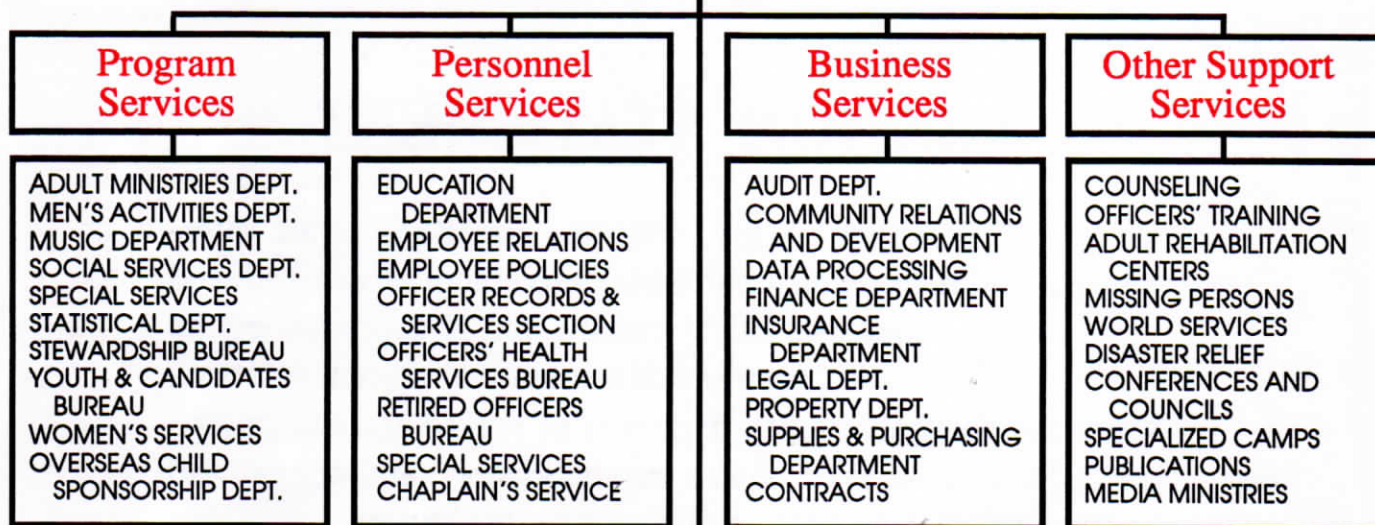
# MEN's Shelter Program Guest Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>Wake-up</b>	6:00 am	6:00 am	6:00 am	6:00 am	6:00 am	7:30 am	7:30 am
<b>Breakfast</b>	6:30 – 7:00 am	6:30 – 7:00 am	6:30 – 7:00 am	6:30 – 7:00 am	6:30 – 7:00 am	8-8:30 am	8-8:30 am
<b>Morning Chores (must be completed by the time listed)</b>	8am	8am	8am	8am	8am	10 am	10 am
<b>Exit the Building</b>	9am	9am	9am	9am	9am		
<b>Lunch</b>	No Meal Provided	No Meal Provided	No Meal Provided	No Meal Provided	No Meal Provided	12:00 to 12:30 pm	12:00 to 12:30 pm
<b>Dinner</b>	5:15 to 5:45 pm	5:15 to 5:45 pm	5:15 to 5:45 pm	5:15 to 5:45 pm	5:15 to 5:45 pm	5:15 to 5:45 pm	5:15 to 5:45 pm
<b>Snack</b>	8:00 pm	8:00 pm	8:00 pm	8:00 pm	8:00 pm	8:00 pm	8:00 pm
<b>Curfew</b>	8:00 pm	8:00 pm	8:00 pm	8:00 pm	10 pm	10 pm	8:00 pm
<b>Evening Chores (must be completed by the time listed)</b>	9 pm	9 pm	9 pm	9 pm	10:30 pm	10:30 pm	9 pm
<b>Lights Out</b>	10pm	10pm	10pm	10pm	11pm	11pm	10pm

# Support Services of The Salvation Army

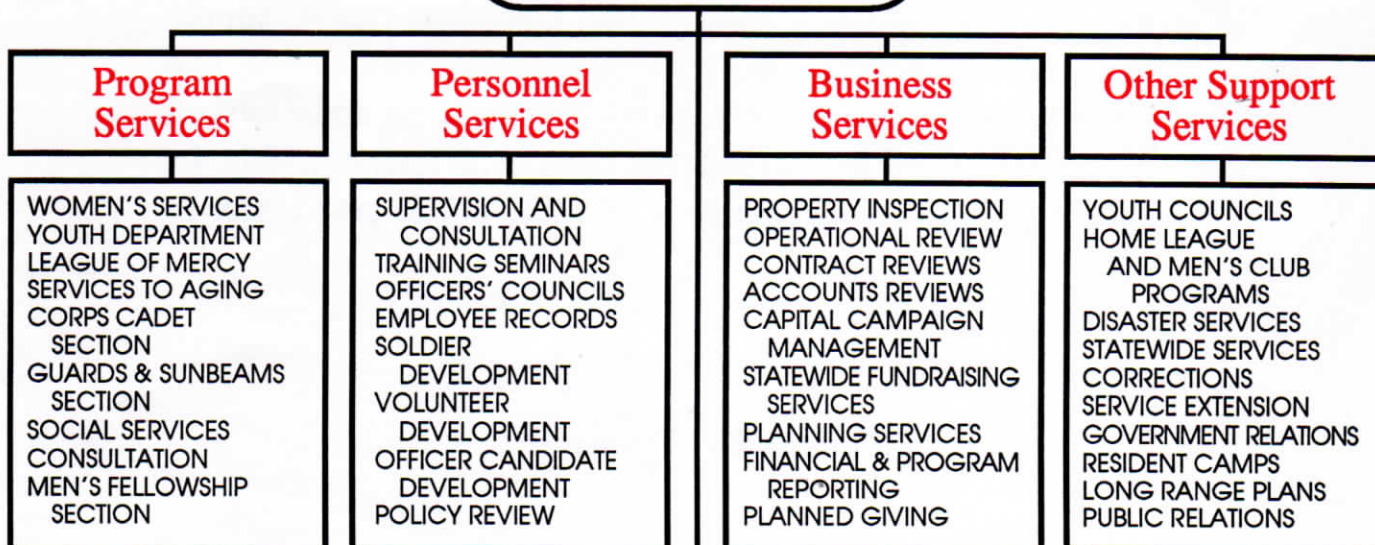
THE SALVATION ARMY SOUTHERN TERRITORY

## TERRITORIAL HEADQUARTERS



## DIVISIONAL HEADQUARTERS

NATIONAL CAPITAL & VIRGINIA DIVISION



## LOCAL OPERATIONS

THE SALVATION ARMY CENTRAL VIRGINIA