



DOING THE MOST GOOD®

**Lodi Corps & Hope Harbor Family Services Center**

**Response to**



**REQUEST FOR PROPOSAL**

FOR

**ACCESS CENTER AND EMERGENCY SHELTER  
OPERATIONAL MANAGEMENT SERVICES**

City of Lodi  
Community Development Department  
Neighborhood Services Division

221 W. Pine Street, Lodi, California 95240

Ph: 209-269-4519

[NeighborhoodServices@lodi.gov](mailto:NeighborhoodServices@lodi.gov)

Lyndon Buckingham  
General

William & Catherine Booth  
Founders

Douglas & Colleen Riley  
Territorial Leaders



DOING THE MOST GOOD

**The Salvation Army**

Lodi Corps Community Center & Hope Harbor Family Service Center  
*erving Greater Lodi since 1889*

**Majors Phyllis & Richard Pease**  
Corps Officers

**Majors Lynn & Osei Stewart**  
Divisional Leaders

Advisory Board

Martha Hammond, <i>Chair</i>	Christine Cesena	Steve Cottrell	Marilee Ginoulis	Nicole Goehring	Pam Kludt
John Shinn, <i>Vice Chair</i>	Rick Kludt	Steve Opp	Jon Velasquez	Calvin Young	Clint Waring
Annette Murdaca, <i>Emeritus</i>					

November 3, 2025

City of Lodi  
Community Development Department  
Neighborhood Services Division  
221 W. Pine Street  
Lodi, CA 95240

Neighborhood Services Team,

On behalf of The Salvation Army Lodi Corps, thank you for the opportunity to propose our Access Center and Emergency Shelter Operational Management Services to the City of Lodi.

We understand that safe shelter is the first step in empowering our unhoused neighbors, and finding the right organization to operate the Access Center is a daunting task. The Salvation Army's experience and commitment to *Doing the Most Good* allow us to provide shelter services with operational effectiveness and fiscal responsibility. Our proposal the Access Center provides 24/7 management with comprehensive case management services using Housing First methodology and the LIFNAV and Pathway of Hope frameworks 3 meals and a snack to each guest daily, Housing and Employment Navigation, coordination of and access to services of other providers, and outreach our unhoused neighbors in Lodi, and a Good Neighbor plan with the residents and businesses around the Access Center.

Thank you for the opportunity to present our RFP response to become the Access Center operator for the City of Lodi. If you have any questions, please do not hesitate to contact me.

In His Service,

Richard Pease, Major  
Corps Officer  
[richard.pease@usw.salvationarmy.org](mailto:richard.pease@usw.salvationarmy.org)  
(209) 369-5896 x1101

## PROPOSER INFORMATION

1. Name of Entity or Organization: The Salvation Army Lodi Corps
2. Physical Address: 525 W. Lockeford Street, Lodi, CA 95240
3. Mailing Address (if different than above): P.O. Box 1388, Lodi, CA 95241-1388
4. Executive Director/CEO
  - Name: Major Richard Pease
  - Title: Corps Officer
  - Email: richard.pease@usw.salvationarmy.org
  - Phone Number: (209) 369-5896 x1101
5. Contact Person (if different than above)
  - Name:
  - Title:
  - Email:
  - Phone Number:
6. Number of years organization has been in business: 160
7. Number of year's organization has operated as a 501(c)(3): 111
8. Federal Tax ID Number: 94-1156347
9. Has this organization operated under another name? ( ) Yes (X) No
  - a. If yes, list all previous names:
10. Are you registered with sam.gov? (X) Yes ( ) No
  - If yes, please provide UEI number: LF19UDKFQM6
  - If no, please register for UEI number at <https://sam.gov/entity-registration>
11. Number of year's organization has conducted the program for which services are being requested: 160
12. Provide 3 References to speak to your organizations work and successes with homelessness services:
  - a. First Baptist Church of Lodi, 267 N. Mills Avenue, Lodi, CA 95242 | Pastor Glen Barnes, Lead Pastor, [glen@fbclodi.org](mailto:glen@fbclodi.org) | ( 209) 334-1332 | (209) 329-1387

b. Family Promise of San Joaquin County, 6148 Gettysburg Place, Stockton, CA 95207 | Jory Gwasdoff, Executive Director, [jory@familypromise.org](mailto:jory@familypromise.org) | (209) 323-4284

c. Community Service Team, Lodi, CA 95240 | Bill Moersch, Founder/President, [bill@communityserviceteam.com](mailto:bill@communityserviceteam.com) | (209) 602-5000 | (252) 723-1000

13. Describe your organization's history and experience in providing services to individuals experiencing homelessness:

For over 150 years, The Salvation Army has stood as a beacon of hope for individuals experiencing homelessness across the United States. In California, it holds the distinction of being the longest-standing nonprofit dedicated to this cause, sheltering over 9,000 people each night through a robust infrastructure that includes 3,002 transitional housing beds, 2,236 shelter beds, 2,234 permanent housing beds, and 1,563 recovery and wellness beds. This enduring commitment is especially evident in Lodi, where The Salvation Army has operated continuously for more than 30 years, initiating emergency shelter services in the early 1990s and expanding its reach to meet the evolving needs of the local population.

Central to its efforts in Lodi is the Hope Harbor Family Service Center, a comprehensive facility offering emergency shelter, food, and support to men, women, and families—including single-parent households. The center's services extend beyond immediate shelter to include transitional housing via Hope Avenue Apartments, addiction recovery programs, and workforce development initiatives such as a culinary arts program that has graduated over 100 individuals. Seasonal warming and cooling centers, public hot meals, and financial assistance further demonstrate The Salvation Army's commitment to year-round support for vulnerable residents.

The organization's innovative approach is exemplified by The Way Out initiative and its Life Navigation (LIFNAV) program, which emphasize person-centered care. These programs foster engagement through positive relationships, empower individuals with personalized goal setting, and equip them with tools for self-sufficiency. LIFNAV Connect, a smartphone-accessible portal integrated with the Homeless Management Information System (HMIS), streamlines access to real-time shelter availability, local resources, and case tracking. This technology reduces barriers and accelerates rehousing by enabling informed decision-making and coordinated service delivery.

The Salvation Army's low-barrier shelters reflect its inclusive philosophy, welcoming individuals regardless of sobriety, religious affiliation, or whether they have pets, partners, or possessions. These shelters provide wraparound services such as meals, hygiene facilities, case management, and access to medical and mental health care. The organization actively participates in the San Joaquin Continuum of Care (SJCoC), utilizing HMIS and WellSky systems for data collection and outcome tracking. Its national Pathway of Hope program offers long-term case management for families with children, focusing on employment, housing, education, and spiritual care—with 76% of participants reporting increased financial stability and 60% experiencing greater hope.

Community engagement is a cornerstone of The Salvation Army's mission. Through daily neighborhood cleanups, outreach to unsheltered individuals, and collaboration with local businesses, law enforcement, and city officials, the organization fosters a safe and respectful environment. Supported by policies that ensure cleanliness and minimal disruption, The Salvation Army's holistic, compassionate, and data-driven approach continues to transform lives and communities, offering both immediate relief and sustainable pathways to stability.

## 1. Service Summary

The Salvation Army Lodi Corps appreciates the opportunity to provide this proposal to operate the Access Center as a 24/7 low-barrier shelter and service hub for individuals experiencing homelessness in Lodi. We do this in alignment with our mission to preach the gospel of Jesus Christ and meet human needs in His name without discrimination. We will operate the Access Center compassionately and consistently within all legal and contractual requirements. With an initial capacity of 60 beds and scalable up to 208, the Center will be a one-stop shop, provide emergency shelter, meals, hygiene services, medical and behavioral health access, housing navigation, and employment support to the unhoused.

Our operational philosophy is rooted in the Housing First model, which prioritizes immediate access to shelter without preconditions. This approach reduces barriers and allows individuals to stabilize before engaging in voluntary services. All services will be tracked using HMIS and WellSky systems to ensure accountability and measure outcomes.

The Access Center will integrate LIFNAV (Life Navigation Coaching), a person-centered framework that empowers individuals to design their own path to housing and quality of life. LIFNAV coaches help guests identify personal goals, navigate housing options, and access shallow subsidies and employability tools. This model fosters transformational relationships and restorative community connections, reducing the days of homelessness and increasing long-term stability.

For families with children, the Center will connect eligible participants to Pathway of Hope, The Salvation Army's national initiative to break the cycle of intergenerational poverty. Through intensive case management, spiritual care, and community partnerships, Pathway of Hope supports families in achieving increased hope, financial stability, and self-sufficiency.

Key outcomes will be tracked in alignment with the Core Outcome Metrics outlined in the RFP, including:

- Exit Rate to Permanent Housing: The HUD 2023 rate was 32.4%, our goal is 40% through coordinated housing navigation.

- Employment Outcomes: We will track both job attainment and active job-seeking, with a goal of 25% of overnight guests gaining employment during program participation.
- Engagement in Services: We expect at least 75% of guests to engage in case management or navigation services.
- Recidivism Reduction: We will monitor returns to homelessness and aim to keep this below 15% compared to the HUD reported national average of 18.7%.
- Guest Satisfaction: Anonymous surveys will be used to measure satisfaction, with a target rate of 85% or higher.

Guests will receive three meals daily, snack, access to showers, clothing closets, and supportive services. Day center hours are 9 a.m. to 4 p.m., with quiet hours from 10 p.m. to 6 a.m. Sunday–Thursday and 11 p.m. to 6 a.m. Friday–Saturday.

To minimize neighborhood impact, we implement daily clean-up, enforce behavior policies, and maintain open communication with local businesses and residents through our Good Neighbor Plan.

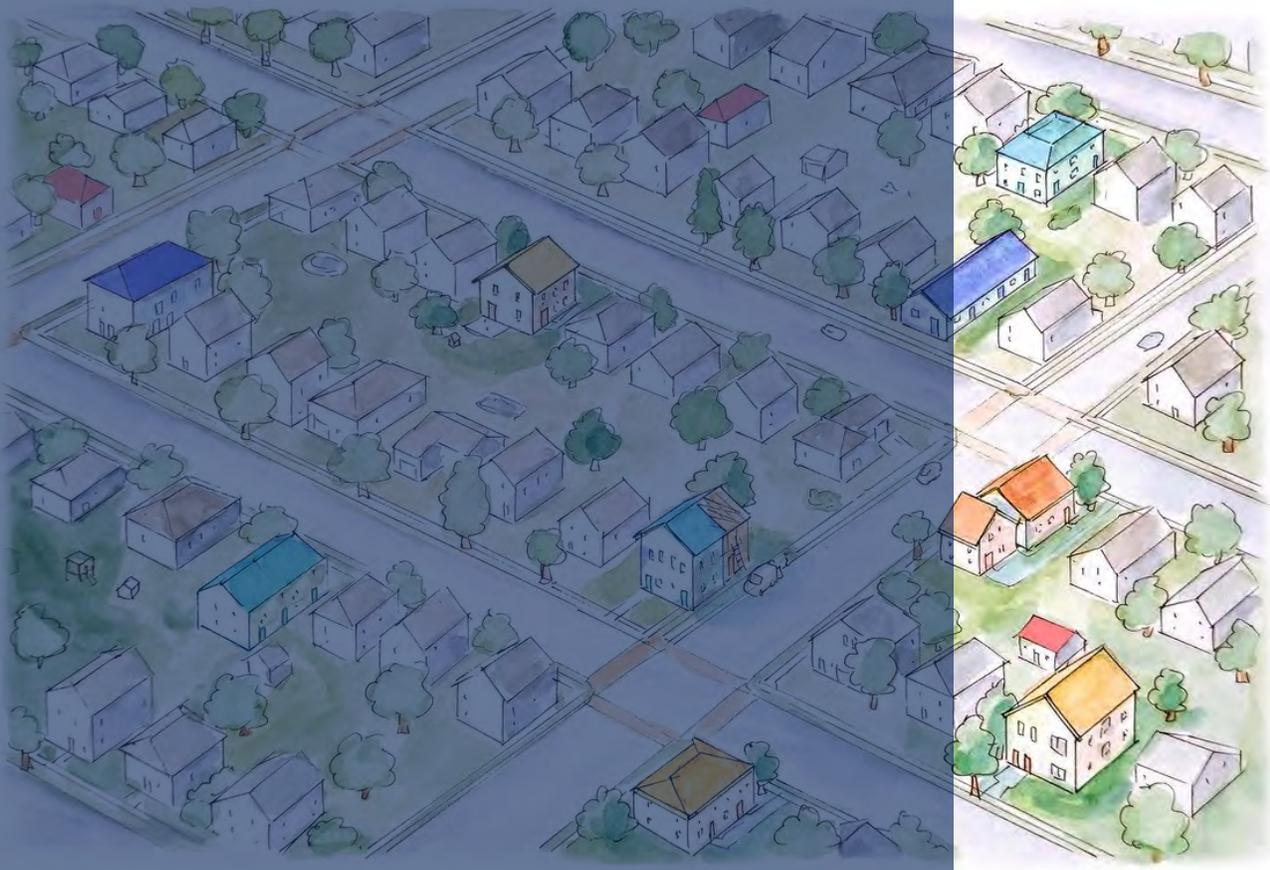
Ultimately, the Access Center serves as a gateway to transitional and permanent housing, including Hope Harbor, Hope Avenue Apartments, Main Street Apartments, and other locations supporting long-term independence in a clean and sober environment.



DOING THE MOST GOOD™

# LIFNAV

Data, Housing, and Community



## OUR VISION

People experiencing the fullness of life through transformational relationships within great neighborhoods.



## OUR MISSION

Preach the gospel in the name of Jesus Christ, meet basic human needs, and serve without discrimination.

## Our Vision

People experiencing the fullness of life through transformational relationships with self, God, others and all creation.



## The Need

Housing stability is the foundation of the quality of life of individuals, families, and communities.

# Life Navigation Coaching

Resourcing personal goals increases the speed of success to a higher quality of life.

# LIFNAV



## 1 Engage

LIFNAV Connect allows those displaced to map their path to rehousing, while locating basic human needs for the journey.

Our life navigation coaches engage individuals and families. Coaching individualized goals strengthens the hope of a restored quality of life.

## 2 Empower

LIFNAV participants design their plan for an increased quality of life. Most often, the first goals are social (where in town they find a home and prefer community), second individual (personal preferences of expression), and third the house/apartment that provides safety. Achieving these goals usually requires an increase of income.

LIFNAV Employability Plus provides the tools necessary to enhance employability and increase income.



## 3 Equip

Restorative communities create a social, individual space from which to prioritize housing. Housing market re-entry resources are provided with shallow subsidy grants to strengthen the new resident in their neighborhood. Such grants significantly reduce future housing loss and are the most economically efficient means of creating great neighborhoods.



# **Life Navigation Coaching Playbook**

**Reducing the days of reversible homelessness experienced by strengthening self-resolution pathways to housing.**

**Behavioral Insights: Integrating experience and applying science for mission excellence.**



# Social Capital Measurements

Client Information	
Client:	
Caseworker:	
Date:	
Description of Community : City : State : Zip : Social Groups - Signify by City , State (CS)	

This questionnaire is to help us connect you to community, so we'd like to start by asking what gives you a sense of community or a feeling of belonging. This process may be repeated to bring to mind other communities for comparison.

	Strongly --Disagree	-Disagree	+Agree	Strongly ++Agree	Item Score
1. Your <b>family - friends</b> give you a feeling of belonging					
2. The <b>people in this neighborhood</b> give you a sense of belonging					
3. Living in <City> gives you a sense of You expect employment in <City>					
4. Your <b>place of worship</b> sense of welcome					
5. Generally speaking <b>most people</b> can be trusted					
6. You can trust most people in the <b>neighborhood</b>					
7. You can trust most people at a You expect employment in <City>					
8. You can trust <b>local media/government</b>					
9. You enjoy <b>family time</b> in <City>					
10. Your <b>family or friends help support</b> you					
11. You <b>expect income /employment</b> in <City>					
12. Your <b>place of worship assists</b> with your basic human needs as necessary					
* <b>This community is a good place to live.</b>					
Total Score					



Reference: "Harvard Kennedy School – Saguaro Seminar :: Measurement :: SK 2006 Community Benchmark Survey." Accessed July 26, 2015.  
<http://www.hks.harvard.edu/programs/saguaro/measurement/sk-2006-community-benchmark-survey>.

## Community Connections

Social capital through community connections is a subset of questions of Robert Putnam’s work: The Social Capital. The intent is to recognize the value of social capital in stabilization of at risk individuals within community.

**Score items as follows :**

Directions:

1. Tally Choices Per Location
2. Multiply Score By Choice
3. Total Item Score for Total Score
4. Compare Scores of Locations

Listed below are a number of statements. Read each statement and place an [X] in the box that describes how much you agree with that statement right now.

	City One _____	City Two _____	City Three _____
--	X -1=	X -1=	X -1=
-	X 1=	X 1=	X 1=
+	X 3=	X 3=	X 3=
++	X 4=	X 4=	X 4=
Total Score			



## Power in Hope

### Client Information

Client: \_\_\_\_\_

Caseworker: \_\_\_\_\_

Date: \_\_\_\_\_

### Description of the Situation

Just as every family is unique, so is each community. And this distinctiveness creates the opportunity and the freedom for partners to work together to map the best routes — the ones that meet families where they are and encourage them to move forward — on the pathway of hope. Casey Foundation 2019 <https://www.casey.org/hope/>

This questionnaire is to help us encourage the hope you have. Please indicate the extent to which you tend to agree or disagree with each statement. In each case, make your choice in terms of how you feel right now, not what you have felt in the past or would like to feel. Listed below are a number of statements. Read each statement and place an [X] in the box that describes how much you agree with that statement right now.

	Strongly -- Disagree	- Disagree	+ Agree	Strongly ++ Agree	Item Score
1. I have a positive <b>outlook toward life.</b>					
2. I have <b>short and/or long range goals</b>					
3. I <b>feel all alone.</b>					
4. I can see <b>possibilities</b> in the midst of difficulties.					
5. I have a <b>faith that gives me comfort.</b>					
6. I <b>feel scared about my future.</b>					
7. I can <b>recall happy/joyful</b> times.					
8. I have <b>deep inner strength.</b>					
9. I am <b>able to give and receive caring/love.</b>					
10. I have a <b>sense of direction.</b>					
11. I believe that <b>each day has potential.</b>					
12. I feel my <b>life has value and worth.</b>					
Total Score					

# Herth Hope Index Scoring Sheet

Scoring consists of summing the points for the subscale and for the total scale. Subscales are based on the three factors. The total possible number of points on the total scale is 48 points - the higher the score the higher the level of hope for the client.

**Score items as follows (Note the following items need to be scored in reverse: 3, 6):**

Strongly Disagree = 1          Disagree = 2          Agree = 3          Strongly Agree = 4

Directions:

1. Score each item
2. Place score Item Score
3. Total Item Score for Total Score
4. Total subscale scores

Listed below are a number of statements. Read each statement and place an [X] in the box that describes how much you agree with that statement right now.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Item Score
1. I have a positive outlook toward life.	1	2	3	4	
2. I have short and/or long range goals	1	2	3	4	
3. I feel all alone.	4	3	2	1	
4. I can see possibilities in the midst of difficulties.	1	2	3	4	
5. I have a faith that gives me comfort.	1	2	3	4	
6. I feel scared about my future.	4	3	2	1	
7. I can recall happy/joyful times.	1	2	3	4	
8. I have deep inner strength.	1	2	3	4	
9. I am able to give and receive caring/love.	1	2	3	4	
10. I have a sense of direction.	1	2	3	4	
11. I believe that each day has potential.	1	2	3	4	
12. I feel my life has value and worth.	1	2	3	4	
<b>Total Score</b>					



### Client Information

Client:

Caseworker:

Date:

### Description of the Situation

“There are two primary choices in life: to accept conditions as they exist, or accept the responsibility for changing them” — Denis Waitley

This questionnaire is to help us help you with the changes that you may choose. Each statement describes how a person might feel when starting to get help. Please indicate the extent to which you tend to agree or disagree with each statement. In each case, make your choice in terms of how you feel right now, not what you have felt in the past or would like to feel. For all the statements that refer to your “situation,” answer in terms of how you have described your situation at the top.

There are FIVE possible responses:	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. It doesn't make much sense for me to <b>consider changing</b> my situation.					
2. I've been thinking that I might <b>want to improve</b> my situation.					
3. At times my situation causes problems and I'm <b>determined to change</b> it.					
4. It is <b>frustrating</b> , but I feel I might be having a recurrence of a bad situation that I thought I had fixed.					
5. Trying to change my situation is pretty much a <b>waste of time</b> .					
6. I guess I have faults, but there's <b>nothing that I really need</b> to change about my situation.					
7. I thought once I had improved before everything would be fine. I find myself still <b>struggling in this situation</b> .					
8. My situation is not good and I think I <b>should work to improve it</b> .					
9. I am <b>really working hard</b> to improve my situation.					
10. I hope that someone will have some <b>good advice for me</b> about how to improve my situation.					
11. Anyone can talk about changing their situation; I'm <b>actually going to do something</b> about it.					
12. After all I had done to try and improve my situation, every now and then I <b>still find myself struggling</b> .					

## Choice for Change Scoring Sheet

<b>Client Information</b>
<b>Client:</b>
<b>Caseworker:</b>
<b>Date:</b>
<b>Description of the Situation</b>

**Directions:**

Use this scoring sheet to give a score of 1-5 for each X the client marked on the URICA questionnaire.

There are FIVE possible responses:	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. It doesn't make much sense for me to consider changing my situation.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
2. I've been thinking that I might want to improve my situation.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3. At times my situation causes problems and I'm determined to change it.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4. It is frustrating, but I feel I might be having a recurrence of a bad situation that I thought I had fixed.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5. Trying to change my situation is pretty much a waste of time.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
6. I guess I have faults, but there's nothing that I really need to change about my situation.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
7. I thought once I had improved my situation everything would be fine, but sometimes I still find myself struggling.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8. My situation is not good and I think I should work to improve it.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
9. I am really working hard to improve my situation.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
10. I hope that someone will have some good advice for me about how to improve my situation.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
11. Anyone can talk about changing their situation; I'm actually going to do something about it.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
12. After all I had done to try and improve my situation, every now and then I still find myself struggling.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

## Pre-screening: URICA Assessment Scoring Sheet

### Client Information

Client/Case Number: \_\_\_\_\_

Caseworker: \_\_\_\_\_

Date: \_\_\_\_\_

	Pre-contemplation	Contemplation	Action	Maintenance
<b>Questions 1, 2, 3, 4</b>	1) It doesn't make much sense for me to consider changing my situation.  Score: <input type="text"/>	2) I've been thinking that I might want to improve my situation.  Score: <input type="text"/>	3) At times my situation causes problems and I'm determined to change it.  Score: <input type="text"/>	4) It is frustrating, but I feel I might be having a recurrence of a bad situation that I thought I had fixed.  Score: <input type="text"/>
<b>Questions 5, 7, 8, 9</b>	5) Trying to change my situation is pretty much a waste of time.  Score: <input type="text"/>	8) My situation is not good and I think I should work to improve it.  Score: <input type="text"/>	9) I am really working hard to improve my situation.  Score: <input type="text"/>	7) I thought once I had improved my situation everything would be fine, but sometimes I still find myself struggling.  Score: <input type="text"/>
<b>Questions 6, 10, 11, 12</b>	6) I guess I have faults, but there's nothing that I really need to change about my situation.  Score: <input type="text"/>	10) I hope that someone will have some good advice for me about how to improve my situation.  Score: <input type="text"/>	11) Anyone can talk about changing their situation; I'm actually going to do something about it.  Score: <input type="text"/>	12) After all I had done to try and improve my situation, every now and then I still find myself struggling.  Score: <input type="text"/>
<b>Total:</b>				
<b>Average</b> (Divide 'Total' by 3):				
<b>Range:</b>	3-15	3-15	3-15	3-15

### Scoring Instructions:

- Referring to the "URICA Client Assessment" sheet above, score each category as follows (**Note: The following items need to be scored in reverse: 1, 5, and 6**):  
Strongly Disagree = 1    Disagree = 2    Undecided = 3    Agree = 4    Strongly Agree = 5
- Transfer score from each question from the client's completed Self-Assessment Form.
- Total scores in each column.
- Divide each column by 3, noting equal amount (=)
- Add columns titled "Contemplation + Action + Maintenance" to arrive at a CAM Score – input into table below
- Subtract column titled "Pre-contemplation" from CAM Score to find Readiness Score – input into table below
- Results of Change Assessment Scoring:
  - 3 or lower classified as "Pre-contemplators" or "Contemplators" (Likely screened out of program)
  - 4-6 classified as "Preparation" (Possible client for program)
  - 7-8 classified as "Action" (Good potential client for program)
  - 9-10 classified as "Maintenance" (Ready for transition or too high functioning to start program)

CAM Score (Contemplation + Action + Maintenance totals)	Pre - contemplation total	Readiness Score (CAM Score subtract Pre-contemplation Score)

# Quality of Life Self-Determination

## Client Information

Client:

Caseworker:

Date:

## Subjective Quality of Life

As we identify the needs in which we should invest (necessarily an ongoing venture given the fluid nature of priorities and fulfillment), we can decide what type(s) of relationships or programs that will create the most opportunities to fulfill that need for the lowest level of investment. Invest where marginal utility is highest. Serve the person according to their choices.

	Not Important	Not Fulfilled		Fulfilled	Important
1. Physical Health			Physical		
2. Mental Health			Physical		
3. Safety			Physical		
4. Security			Physical		
5. Emotions			Individual		
6. Creativity			Individual		
7. Self-Hood			Individual		
8. Freedom			Individual		
9. Income			Material		
10. Employment			Material		
11. Housing			Material		
12. Goods			Material		
13. Intimacy			Social		
14. Participation in Groups			Social		
15. Faith			Social		
16. Leisure			Social		



## Recorded and/or Referenced Priorities

Top Three Priorities	
Date	

Top Three Priorities	
Up Date	

Top Three Priorities	
Up Date	

Top Three Priorities	
Up Date	

Quality of life: An approach integrating opportunities, human needs, and subjective well-being. Costanza, Fisher, Ali, et al., <https://www.pdx.edu/sites/www.pdx.edu.sustainability/files/Costanza%20et%20al.%20QOL%202007.pdf>



# SMART Plan of Achievement (PoA)

<b>Client:</b>	
<b>Caseworker:</b>	
<b>Date:</b>	

<b>Goal 1: (Short description of personal objective here)</b>	<b>Assessment Category: (check one)</b>		
<b>Description: (Eventual personal outcomes after issue is resolved)</b> • • •	<input type="checkbox"/>	<b>Daily living situation (Housing &amp; Food)</b>	<input type="checkbox"/>
	<input type="checkbox"/>	<b>Health &amp; Healthcare</b>	<input type="checkbox"/>
	<input type="checkbox"/>	<b>Income &amp; Employment</b>	<input type="checkbox"/>
			<input type="checkbox"/>
			<input type="checkbox"/>

<b>Activities Towards Goal</b> What are the short-term activities that will help us achieve our objective?	<b>Personal Responsibility</b> Who is responsible for completing the activity?	<b>Date to be Accomplished</b> When will the activity be accomplished?	<b>Comments or Concerns</b> Is there anything that might prevent us from accomplishing the activity?
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			

<i>Client Signature:</i>	<i>Caseworker Signature:</i>
--------------------------	------------------------------

**Date Goal Achieved** \_\_\_\_\_



<b>Goal 2: (Short description of personal objective here)</b>	<b>Assessment Category: (check one)</b>		
<b>Description:</b> (Eventual personal outcomes after issue is resolved) <ul style="list-style-type: none"> <li></li> <li></li> <li></li> </ul>	<b>Daily living situation (Housing &amp; Food)</b>		<b>Education (Adult &amp; Youth)</b>
	<b>Health &amp; Healthcare</b>		<b>Family &amp; Home</b>
	<b>Income &amp; Employment</b>		<b>Social &amp; Spiritual</b>

<b>Activities Towards Goal</b> What are the short-term activities that will help us achieve our objective?	<b>Personal Responsibility</b> Who is responsible for completing the activity?	<b>Date to be Accomplished</b> When will the activity be accomplished?	<b>Comments or Concerns</b> Is there anything that might prevent us from accomplishing the activity?
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			

<i>Client Signature:</i>	<i>Caseworker Signature:</i>
--------------------------	------------------------------

**Date Goal Achieved** \_\_\_\_\_



<b>Goal 3: (Short description of personal objective here)</b>		<b>Assessment Category: (check one)</b>	
<b>Description: (Eventual personal outcomes after issue is resolved)</b> • • •	<input type="checkbox"/>	<b>Daily living situation (Housing &amp; Food)</b>	<input type="checkbox"/>
	<input type="checkbox"/>	<b>Health &amp; Healthcare</b>	<input type="checkbox"/>
	<input type="checkbox"/>	<b>Income &amp; Employment</b>	<input type="checkbox"/>
			<input type="checkbox"/>
			<b>Education (Adult &amp; Youth)</b>
			<b>Family &amp; Home</b>
			<b>Social &amp; Spiritual</b>

<b>Activities Towards Goal</b> What are the short-term activities that will help us achieve our objective?	<b>Personal Responsibility</b> Who is responsible for completing the activity?	<b>Date to be Accomplished</b> When will the activity be accomplished?	<b>Comments or Concerns</b> Is there anything that might prevent us from accomplishing the activity?
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			

<i>Client Signature:</i>	<i>Caseworker Signature:</i>
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**Date Goal Achieved** \_\_\_\_\_



# PATHWAY — OF — HOPE



National  
**Pathway of Hope**  
Committee



# National Pathway of Hope Strategic Framework

## National Pathway of Hope Strategic Framework

Pillars of Success



Culture



Impact



Sustainability

## Purpose Statement

After more than a decade of transformational work in the community through Pathway of Hope, this document provides a cohesive national framework for consistency that identifies three Pillars of Success: Culture, Impact and Sustainability as The Salvation Army forges ahead in the alleviation of poverty.

## Vision Statement

Families are welcomed and encouraged through The Salvation Army Pathway of Hope initiative to break the cycle of crisis and vulnerability, and intergenerational poverty. Through a strengths-based lens infused with hope and pastoral care, families are empowered to address their root causes of poverty. Every Pathway of Hope team recognizes the culture, impact and sustainability pillars requisite to effectively meet the mission of The Salvation Army.



# Pillar I: Culture



**VISION STATEMENT:** Pathway of Hope is embedded in the culture of service and support to communities across our country; an evolutionary return to The Salvation Army roots. Bridging corps and social service ministries, integrating people, and transforming lives.

## Core Values

 SPIRITUAL CARE (HEART)

 LEADERSHIP CHAMPIONS (MIND)

 TRAINING & EDUCATION (SKILLS)

## Strategies for Success



### Spiritual Care

- Each corps has a written pastoral care plan and a strategy for connecting corps and social services.
- Training for spiritual/pastoral care providers and increasing the number of dedicated Spiritual Care personnel.
- Implementing a framework for pastoral care calls and intentional collaboration of pastoral care teams.



### Leadership Champions

- Identify and cultivate multi-level leadership champions who are passionate, committed and will advocate and promote the success of Pathway of Hope.
- Pathway of Hope is a standing agenda item for officer's councils, CFOT, and round table events to promote engagement.
- Intentional, multi-level leadership connections between corps ministries and Pathway of Hope including youth and music.



### Training & Education

- Pathway of Hope training is incorporated in all College for Officer Trainings Schools.
- A focus on front line leadership and worker capacity building through e-learning, regular training and workshops.
- Access to case worker certifications, aimed at improving impact, quality of service delivery, promote consistency, and ensure integrity of the approach.

# Pillar II: Impact

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**VISION STATEMENT:** To engage families, impacted by poverty, who desire transformational change that along with intensive case management and the support of a faith community, positively impact the lives of parents, children and communities.



## Core Values

INCREASED HOPE

INCREASED STABILITY

POVERTY ALLEVIATION

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## Strategies for Success

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### Increased Hope

- Identify personal and community strengths that are foundational to overcoming crises.
- Encourage the connection to faith-based communities and other systems of spiritual support that are critical to a family's empowerment.
- Provide access to mental health and medical care services that address determinants of a family's health and well-being.



### Increased Stability

- Identify opportunities that lead to an increased and sustainable family income above the poverty threshold and reduce the dependency on social services.
- Provide access to life and decision-making skills that prioritize and support a wholistically healthy quality of life.
- Develop SMART goals that create a family environment where every member thrives.



### Poverty Alleviation

- Encourage continued skill development, positive social connections and spiritual support, goal achievements, and increased financial literacy.
- Support the shift in mindset, that hope, faith, access, and action influences today and future generations.



# Pillar II: Sustainability

**VISION STATEMENT:** Pathway of Hope is ingrained in The Salvation Army culture and will be sustained for decades to come through investing in personnel, community partnerships and through private and public funding sources. POH will fulfil the needs of current generations without compromising the needs of future generations.

## Core Values

PERSONNEL

COMMUNITY  
ENGAGEMENT

DIVERSE FUNDING  
SOURCES

## Strategies for Success



### Personnel

- Invest in personnel development through training, mentorship, and ongoing support.
- Ensure competitive pay to recruit skilled case managers.
- Develop standard case manager and case worker job descriptions that include the use of the Pathway of Hope Approach.



### Community Engagement

- Create a culture that promotes community collaboration at the local level.
- Develop a team approach that supports collaboration within the organization.



### Diverse Funding Sources

- Diversify the program's funding sources to reduce reliance on any one source.
- Develop a budget allocation strategy that allows POH positions to be a standard role.
- Integrate POH into the Community Relations and Development fundraising strategy.

## 2. Organizational Experience

Founded in 1865, The Salvation Army brings 160 years of experience meeting individuals where they are and helping them to transform their lives. Arriving in Lodi in 1889, The Salvation Army is an integral part of our community. Over 136 years, our size and scope have evolved, but our promise of *Doing the Most Good* has remained consistent. Since the reopening of the Lodi Corps in 1991, The Salvation Army has been a reliable community partner addressing food insecurity, homelessness, addiction, and poverty; providing hope and life transformation. The Archway Shelter began our work sheltering men in the 1990's. Hope Harbor opened in 2005 to support single adults and women with children. In 2012, Hope Harbor began serving families and opened a sober living fourplex. These programs have effectively helped many people transform their lives in our community.

This chart summarizes five years of Hope Harbor's key service outcomes and program impact in Lodi.

### Hope Harbor — Annual Totals by Program Year (Oct 1–Sep 30)

	2020–21	2021–22	2022–23	2023–24	2024–25
<b>Meals served</b>	23,000+	24,000+	25,000+	26,000+	18,225
<b>Showers / hygiene kits</b>	2,700	2,800	2,900	3,100	2,025
<b>Clothing articles distributed</b>	5,000	5,200	5,500	5,800	3,900
<b>Individuals seen by CMC (medical)</b>	190	200	210	220	150
<b>Pre-Program completions/ARC placed</b>	65	70	75	80	53
<b>Transitional Living → perm. housing</b>	22	25	28	32	21
<b>Clients gaining employment</b>	12	15	18	22	14
<b>Families placed in permanent housing</b>	7	8	10	12	7
<b>Clients transported to appointments</b>	85	90	95	110	75

The Salvation Army coordinates low-barrier shelters in Modesto and Stockton, with proven success in housing placement, employment, and engagement. As a 501(c)(3), we have extensive experience managing shelters, case management, and regulatory compliance. Our staff are trained in trauma-informed care and cultural competency. Strong infrastructure and community ties make The Salvation Army a reliable partner for Lodi's Access Center.

Major Pease has 6½ years of low-barrier shelter experience in Olympia, WA, and Denver, CO. In Denver, he led teams operating COVID hotel shelters, the Crossroads Men's Shelter (280 beds), two Safe Outdoor Space sites, and the Lambuth Family Shelter (20 units), serving men, women, and families. All programs used comprehensive case management—Housing First, LifNAV, and Pathway of Hope—to support unhoused individuals in overcoming challenges.

John Narvaez, the current director of Hope Harbor, has been working with The Salvation Army since 2013 and took on his present role in 2017. He brings personal understanding of addiction and its impact on housing, along with extensive outreach experience supporting people without stable homes. Under John's leadership, Hope Harbor offers nightly meals, shower facilities, and clothing to unhoused neighbors. He guides his team in collaborating with other local service providers to offer comprehensive support. As a founding member of the Lodi Committee on Homelessness, John is highly regarded in Lodi for his expertise in the field.

### **3. Collaborative Partnerships**

The Salvation Army of Lodi has cultivated strong partnerships with key stakeholders across San Joaquin County. These include San Joaquin County Behavioral Health, San Joaquin Health, local hospitals, law enforcement agencies, SJ Cares, Family Promise, faith-based organizations, a countless variety of service providers, the Lodi Committee on Homelessness, and the San Joaquin County Continuum of Care. These partnerships enable the Access Center to offer integrated services such as family support, medical respite care, mental health treatment, and substance use recovery support. Collaborative relationships also facilitate use of Coordinated Entry System, shared data systems (including the Homeless Management Information System [HMIS]), and joint outreach efforts. The Salvation Army actively participates in regional planning and service coordination meetings, ensuring alignment with countywide homelessness strategies. These partnerships are not only operational but also strategic, allowing the Access Center to leverage external expertise, resources, and funding to enhance service delivery. The organization's history of collaboration demonstrates its commitment to community-based solutions and its ability to work effectively across sectors to address homelessness.

We have worked collaboratively and alongside with the previous and current temporary operators of the Access Center (Inner City Action and Outreach Ministries International) on numerous issues and jointly helping a significant number of individuals turn their lives around. We frequently work with various service entities, including, but not limited to Family Promise, Lodi House, PREVAIL, Adventist Health Lodi Memorial Hospital, Community Medical Center, Adult & Teen Challenge Faith Home Network, and numerous faith-based organizations. It is only through years of experience and networking that The Salvation Army and its staff have developed and refined its working relationship with so many entities.

#### **4. Operational Methodology**

The Access Center program aims to offer a clean, safe space for individuals seeking shelter. Services are provided in an effective and respectful manner. The objective is to support guests in achieving and maintaining independent living and improving overall quality of life across physical, mental, emotional, and spiritual domains.

The program will offer resources for individuals to pursue health, financial stability, recovery from addiction, and connections to support networks with the aim of promoting self-sufficiency. Guests collaborate with case managers to identify barriers to housing, employment, and independence, and may choose their housing and supportive services. The process maintains options for guests to make decisions regarding their progress while providing resources, structure, and accountability.

The operational framework is built on trauma-informed care principles, structured intake procedures, and individualized case management. Guests will undergo a comprehensive intake process within 48 hours of entry, followed by the development of personalized service plans. Services will be delivered by a multidisciplinary team including a case manager, housing and employment navigator, and volunteers. Staff will use HMIS and WellSky to monitor guest progress and ensure compliance with reporting requirements. Daily operations will include meal service, hygiene access, medical and behavioral health referrals, and employment support. The shelter will also serve as a warming/cooling center during extreme weather events. Policies and procedures are in place to ensure safety, confidentiality, and equitable access. The operational methodology is designed to be scalable, adaptable, and responsive to the evolving needs of the homeless population in Lodi.

The Salvation Army regularly reviews its programs, assesses community needs, and seeks input to address challenges. Since 1991, The Salvation Army has demonstrated its ability to review and adapt programming to meet evolving need in our community. The Army originally opened the Archway Shelter for men, but due to increased need in the community we opened Hope Harbor in 2005 and added shelter for unhoused women and single mothers. In 2011, in response to rising need for family shelter we added 3 family units to Hope Harbor. 18 years ago, we

responded to the need for employment training by opening our Culinary Arts program. To date we have completed 35 16-week sessions and 94% of our students started employment the Monday after graduation.

Under the current design, families will not be able to stay at the Access Center, despite over 300 unhoused children in Lodi Unified School District in 2024–25. Other shelter options are limited, especially for those testing positive for substances. One strategy will be to temporarily split the family allowing the parent testing positive to detox while providing safe, secure housing for the other parent and children. We will also work with the City to look at other options in the event both parents test positive for substance use, perhaps developing a plan for the use of the flex space to address this emerging need.

## 5. Tasks and Implementation

The Access Center's launch aligns with the City of Lodi's construction and occupancy milestones. Below is a streamlined timeline leading to the July 1, 2026 opening:

- **January 2026:** Finalize contract execution following anticipated City Council award on January 7.
- **February 2026:** Begin recruitment for shelter director, case managers, shelter staff, janitorial team, outreach coordinator, and administrative support.
- **March 2026:** Conduct staff training in trauma-informed care, CPR/First Aid, de-escalation, cultural competency, confidentiality, and emergency protocols. Finalize operational systems including janitorial, laundry, landscaping, and maintenance routines. Secure insurance and submit compliance documentation.
- **April 2026:** Develop and test intake procedures, orientation materials, and bed reservation systems. Coordinate with San Joaquin County Behavioral Health and Health Services for onsite service delivery. Launch neighborhood outreach and introduce the Good Neighbor Plan. Establish clean-up routines for surrounding zones.
- **May 2026:** Configure HMIS and WellSky systems for data tracking. Define monthly reporting formats and outcome metrics. Conduct emergency drills and readiness walkthroughs.
- **June 2026:** If feasible, initiate a soft launch with phased guest intake. Finalize staffing adjustments.
- **July 1, 2026:** Official program launches with 60 overnight beds and full day services.

### *Year One Goals*

The first year will be guided by goals aligned with the City's Core Outcome Metrics and The Salvation Army's LIFNAV and Pathway of Hope frameworks. These goals emphasize housing stability, behavioral health access, workforce development, and family reunification. Together, they form a comprehensive roadmap for the Access Center's inaugural year, ensuring that every action contributes to sustainable change and community well-being.

<b>Goal</b>	<b>Deadline</b>	<b>Core Metric Alignment</b>
House 100 individuals (housing type is based on individual's self-determined goals)	June 30, 2027	Number of Individuals Housed
Connect 150 guests to behavioral health or substance use services	May 31, 2027	Number Connected to Supportive Services
Enroll 75 guests in workforce development or education programs	April 30, 2027	Number Beginning Training or Education Programs
Achieve a 60% exit rate to permanent housing	June 30, 2027	Exit Rate to Permanent Housing
Maintain an average length of stay under 90 days for 50% of guests	March 31, 2027	Average Length of Stay
Engage 100 unsheltered individuals through outreach	February 28, 2027	Number of Unsheltered Individuals Contacted
Achieve 75% guest engagement in case management	January 31, 2027	Rate of Guest Engagement in Services
Facilitate 50 family reunifications	June 15, 2027	Number Reconnected to Family
Achieve 85% guest satisfaction rate through quarterly surveys	June 30, 2027	Guest Satisfaction Rate
Implement and track 100 individualized guest goals using LIFNAV coaching	May 31, 2027	Improvement in Guest-Identified Goals

## **6. Shelter Operations Capability**

The Salvation Army of Lodi is equipped to develop, implement, and manage the Access Center as a full-service emergency shelter, drawing on over 30 years of local experience and a robust infrastructure that meets city, state, and federal standards.

Our operational capacity is built on a foundation of successful shelter programs, including Hope Harbor and regional low-barrier shelters in Modesto and Stockton. These programs have consistently demonstrated high rates of housing placement, employment, and service engagement. The Access Center will provide 60 beds with the ability to scale up to 208 beds, supported by a multidisciplinary team trained in trauma-informed care, de-escalation, cultural competency, and emergency response.

Staffing will include a shelter director, case managers, a housing navigator, janitorial and laundry staff, outreach coordinators, and administrative support. All personnel will undergo onboarding and continuing education in accordance with National Social Services Standards (NSS), including CPR certification, confidentiality protocols, and ADA compliance.

The facility itself will be a turnkey site provided by the City of Lodi, featuring a commercial kitchen, laundry, dining area, sleeping quarters, administrative offices, and space for visiting service providers. Operational systems will include structured intake, daily routines, and individualized case management. Guests will be screened within 48 hours of entry, and orientation will be mandatory for all new arrivals.

Our internal systems are designed for transparency and accountability. We utilize HMIS and WellSky for data collection, reporting, and compliance with San Joaquin Continuum of Care (SJCoC) requirements. Monthly reports will be submitted to the City, tracking metrics such as bed occupancy, service utilization, and housing outcomes.

The Salvation Army's policies and procedures manual governs all aspects of shelter operations, including guest rights, staff responsibilities, emergency preparedness, and grievance resolution. We maintain HIPAA-compliant guest records and enforce strict confidentiality standards.

Our infrastructure also supports coordinated entry and wraparound services. We maintain active partnerships with San Joaquin County Behavioral Health, local hospitals, law enforcement, and faith-based organizations to ensure seamless integration of medical respite, mental health services, and substance use treatment.

In alignment with federal strategies such as “All In,” our approach emphasizes low-barrier access, rapid rehousing, and trauma-informed care. We are committed to continuous improvement through internal audits, performance reviews, and stakeholder engagement.

This comprehensive framework ensures that The Salvation Army of Lodi is fully prepared to operate the Access Center with excellence, compassion, and accountability.

## **7. Admission and Program Participation Procedures**

Admission to the Access Center will follow a low-barrier approach that prioritizes accessibility and dignity.

### ***Guest Rules and Guidelines***

The Access Center will operate on a guest's rights and responsibilities model. Attached is a sample Rights and Responsibilities document that will be adapted to the Access Center.

### ***Identification Requirements***

Guests will be required to provide ID and social security card or any form of ID within 7 business days.

As we seek to help the unsheltered overcome obstacles, we can be flexible in accepting other forms of ID for shelter entry. Case Mangers will assist guests in obtaining ID and other required documents that remove housing barriers.

### ***Screening and Assessment Protocols***

All guests must complete an intake packet outlining opportunities and expectations. Within the first 48 hours, each guest will meet with a case manager for a thorough needs evaluation and to discuss available support. Guests will be screened using NSOPW.com to verify they are not a registered sex offender.

### ***Bed Reservation and Allocation System***

Registered guests will retain their assigned bed and storage. New guests are assigned beds based on availability and priority, considering needs or referrals from agencies.

### ***New Guest Orientation Process***

All guests must attend an orientation on arrival, with documentation required. The orientation includes a facility tour, and covers basic information, behavior expectations inside and outside the shelter, and safety guidelines.

### ***Policy for Day-Use Guests and Services***

Non-residents can use the shelter's services, like showers, lunch, and clothing, weekdays from 9 a.m. to 4 p.m. First-time guests must submit full HMIS info; future visits require only a quick check-in.

### ***Returning Guest Procedures***

Guests who are already recorded in the HMIS database may use a simplified check-in process and retain their assigned bunk and storage unit, provided there has been no interruption in their stay.

### ***Exit and Re-admission Criteria for Disqualification***

Guests may check out on their own or be discharged for not meeting responsibilities. Annual stays are limited and return intervals depend on departure reason. Standard stays are 90 days, extendable to 180 days if guests engage in case management and progress toward goals, subject to space. Those ineligible for readmission are referred elsewhere; discharged guests face a minimum 30-day blackout, which may increase for serious violations.

After completing 180 days without extension, guests must wait another 180 days before returning. Guests who leave without notice and are absent over three days must wait two weeks before readmittance; this is subject to case manager recommendations and shelter director approval. Needs, bed availability, and prior conduct are considered.

Daytime access to resources is possible even when overnight stays are not. Before a 180-day stay ends, guest efforts are reviewed for possible extensions. Additional support beyond 180 days may be granted for those actively improving their situation. All guests are reassessed at timeline endpoints for possible extension or transition help.

The program aims to support guests working towards stability and independence. Absences over three days mean continued accommodation cannot be guaranteed; returning guests are placed as

space allows, using first-come, first-served rules. If no space is available, staff will attempt to refer the individual to other available facilities.



## **RIGHTS AND RESPONSIBILITIES**

### You have the right to be respected

You have the right to be treated with respect and without discrimination on the basis of national origin, religion, race, color or sexual orientation by everyone who lives and works here.

You have the responsibility to treat everyone who lives and works here with respect and without discrimination on the basis of national origin, religion, race, color or sexual orientation.

### You have the right to be heard

1. We encourage residents to deal with conflicts directly with the people involved whenever possible. If you need help to resolve a conflict, staff is available to assist you to facilitate a meeting. If a conflict with a staff member arises that you feel has not been resolved, you can speak with the Program Manager, or the Director(s) of Seattle Social Services. The grievance policy is included in the intake process and it is available from the shelter staff.
2. Your case manager is available each day between 9 AM and 3 PM. Case managers can help with problem solving, information, referral and support.

### You have the right to self-determination

1. We are here to support you in making your own decisions. You have the responsibility to set your own goals while you are here.
2. It is your responsibility to accept case management, which helps you
  - Make safety plans for yourself
  - Clarify your goals while in the shelter and working your plan to reach them
  - Use information about resources, programs and your rights
  - To pursue your priorities
  - Achieve housing stability

**You have the right of safety, privacy and to establish schedules that allow each woman adequate rest, peaceful time and the time to complete tasks.**

It is your responsibility to respect the comfort and peace of other residents and attend the weekly house meeting.

### Every resident has the right to live without the threat of violence

You are responsible to monitor your own behavior.

1. Physical and verbal violence are not acceptable at the shelter program
2. No weapons are allowed in the building
3. Any illegal activity (including alcohol and drug use) is not allowed on the property

Violation of the above will result in immediate discharge from the shelter.

### Every resident has the right to a healthy, sober and drug free environment

You are responsible for maintaining your mental health, recovery and/or sobriety. This shelter maintains a smoke free environment, abiding by Washington State Law 70.160.11

It is your responsibility to not bring alcohol or drugs into the shelter. Alcohol and drugs are not permitted in the shelter.

Every resident has the right to a clean and physically safe environment

You are responsible to keeping your area clean and safe for yourself and others.

**You have the right to store your property here in your two boxes and/or locker.**

You are responsible for your own property. DO NOT loan, give or sell any property to another guest or staff person. The Salvation Army accepts no responsibility for loaned and lost items.

You are responsible for your own medications. Medications should be kept locked up at all times.

You have the right to reside in a program that works for you

If the Shelter Program does not work for you, your Case Manager can help you find alternative housing that will better suit your needs.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Witness: \_\_\_\_\_ Date: \_\_\_\_\_

## **8. Connection to Services and Housing**

The Access Center is designed as a hub for coordinated services, connecting guests with housing, healthcare, employment, and social support. Onsite partnerships with organizations such as San Joaquin County Behavioral Health, San Joaquin Health, and other agencies will provide access to medical, mental health, and substance use services. Case managers will collaborate with guests to develop individualized service plans that may include housing navigation, benefits enrollment, and employment readiness. The Salvation Army's relationships with local landlords and housing providers are intended to facilitate rehousing and permanent supportive housing placements. The program will utilize the LifNAV (Life Navigation Coaching) model to assist guests in developing life skills and working toward long-term stability. Collaboration with the local Continuum of Care and participation in the coordinated entry system aims to align services with regional priorities and match guests to suitable housing interventions. The Access Center's integrated service model is structured to reduce fragmentation, increase engagement, and promote housing outcomes.

An element of the Access Center will be the provision for outside agencies to use onsite office space to connect unsheltered individuals with resources at a single location offering comprehensive services. Following the model established by The Salvation Army of Modesto, the center will offer space for external agencies (such as Veterans Affairs and Mental Health) to meet with guests during regular weekday office hours, as well as after hours when necessary. This approach has led to an increase in appointment attendance by addressing issues related to travel and storage of personal items. The ability to hold follow-up appointments supports completion of paperwork and access to services.

Guests will have access to Salvation Army social services where applicable, and case managers will guide them to relevant agencies and services for housing, employment, social assistance, addiction rehabilitation, mental health, and other needs.

Service agencies and support groups will be able to schedule meetings in the resource center after operating hours, enabling meetings during evenings and weekends. The resource center can accommodate homeless court sessions, recovery and accountability meetings (including

Alcoholics Anonymous, Narcotics Anonymous, Celebrate Recovery), life skills classes (covering healthy living, exercise, anger management, parenting), Bible studies, and additional opportunities. These activities provide ongoing practical support and foster connections between unsheltered individuals and community members who can assist with their transition to greater self-sufficiency and stability.

## **9. Housing-Focused Goals**

The Access Center is designed to address homelessness in Lodi by offering immediate shelter and facilitating efficient transitions to permanent housing. The program seeks to minimize the length of stay through individualized case planning, housing navigation, and referrals to transitional and permanent housing options. Guests are assessed using standardized tools and matched with suitable housing resources via the coordinated entry system. The Salvation Army applies housing-first principles and collaborates with local housing providers to enable prompt placements. Employment support services, including job readiness training and workforce development referrals, are intended to help guests increase self-sufficiency. Housing outcomes are tracked using HMIS, and monthly reports are submitted to the City of Lodi. Continuous quality improvement processes are implemented to identify challenges and improve strategies. The Access Center's approach is based on evidence-informed practices and aligns with federal, state, and local objectives to reduce the incidence, duration, and recurrence of homelessness. Using The Salvation Army's Pathway of Hope methodology, guests receive individualized case management that aids guests in identifying barriers to permanent housing. Through case management, guests will develop action plans to overcome barriers, and they will be connected resources that will aid them in reaching their self-determined goals.

The Salvation Army will also facilitate access to workforce development programs, job training, and employment opportunities to support income generation for housing. The Salvation Army of Lodi maintains partnerships with employers who collaborate with case managers to identify suitable candidates for available positions.

With the opening of the Access Center, The Salvation Army intends to modify some existing Hope Harbor shelter beds to create additional entry options for guests transitioning from the Access Center. This would include access to a transitional living stage at Hope Harbor or Hope Avenue Apartments; both located near the Access Center. Our transitional living program supports guests by allowing them to move from low-barrier shelter to an environment offering increased support, with extended time for those awaiting openings in limited local housing options. Additionally, guests in transitional living may obtain a positive reference from The

Salvation Army for future housing opportunities, demonstrating their suitability as tenants for stable housing or apartments. We will also refer guests to the Main Street Apartments, Salas Park Senior Housing Complex (when completed), and other suitable housing options.

## **10. HMIS Participation**

The Salvation Army of Lodi is a committed and experienced participant in the Homeless Management Information System (HMIS), actively contributing to the San Joaquin County Continuum of Care (SJCoC) data infrastructure. As the designated operator of the Access Center, we will ensure full compliance with all HMIS data entry and reporting requirements.

All guest-level data—including demographics, service utilization, housing outcomes, and referrals—will be entered into HMIS in real time or within 24 hours of intake. Our team will also utilize WellSky, The Salvation Army’s approved database system for the Western United States, to enhance data analysis and integration with other service systems. These systems will be used in tandem to ensure accuracy, redundancy, and continuity of care.

To maintain high data quality, all staff will receive comprehensive training in HMIS protocols, confidentiality standards, and system navigation. Training will include HIPAA compliance, Release of Information procedures, and guest privacy protections. Staff will also be trained to recognize and respond to the special needs of individuals experiencing homelessness, mental health challenges, substance use disorders, and domestic violence.

Our data collection plan includes tracking:

- Number of individuals transitioned to housing or other programs
- Types of resources accessed (e.g., mental health, substance use treatment, counseling)
- Meals and hygiene services provided
- Overnight and day service utilization (duplicated and unduplicated counts)
- Outreach contacts and transportation to service appointments

Monthly reports will be submitted to the City of Lodi, including statistical summaries of bed nights, meals served, services accessed, and guest progress. These reports will be generated using HMIS and WellSky, supplemented by physical documentation such as sign-in logs and count sheets to ensure backup in case of system outages

Guest records will be securely stored in password-protected systems and locked physical files, accessible only to authorized personnel. All data sharing will be governed by signed Release of Information forms, and no information will be disclosed without guest consent unless required by law.

To ensure continuous improvement, we will conduct regular internal audits, performance reviews, and data validation checks. Our Shelter Director will coordinate with City and County staff through monthly meetings to align reporting practices and resolve any discrepancies.

Participation in HMIS is a cornerstone of our commitment to transparency, accountability, and evidence-based service delivery. By leveraging robust data systems and adhering to rigorous standards, The Salvation Army of Lodi will ensure that the Access Center operates with integrity and responsiveness to both guest needs and community expectations.

## **11. Coordinated Entry Participation**

The Salvation Army of Lodi is a committed and experienced participant in the Coordinated Entry System (CES) operated by the San Joaquin Continuum of Care (SJCoC). At the Access Center, CES protocols will be fully integrated into intake, assessment, and referral processes to ensure that guests are matched to appropriate housing and services based on standardized criteria.

Upon entry, all guests will undergo a comprehensive intake process that includes a vulnerability index assessment. This tool helps prioritize individuals for housing and supportive services based on their level of need. Case managers will conduct evaluations within the first 48 hours of shelter entry, identifying barriers to housing, employment, and health, and developing individualized service plans.

All guest-level data will be entered into the Homeless Management Information System (HMIS), which allows for real-time data sharing with CES lead agencies and partner organizations. This ensures continuity of care and avoids duplication of services. The Access Center will serve as a centralized assessment site, offering wraparound services, community support, and volunteer coordination—all under one roof.

The Salvation Army maintains active partnerships with hospitals, law enforcement, mental health providers, rehabilitation centers, and other shelters. These relationships support coordinated referrals and case conferencing, enabling guests to transition seamlessly between programs. Our team regularly participates in outreach events and collaborates with Caltrans and other agencies during encampment clean-ups to engage unsheltered individuals and connect them to CES and shelter services.

The Access Center will also host visiting service providers—including Veterans Affairs, behavioral health, and housing agencies—who will meet with guests onsite. This eliminates transportation barriers and increases appointment attendance and service engagement.

To ensure compliance with CES standards, all staff will be trained in intake protocols, confidentiality, and referral procedures. Monthly reports will be submitted to the City of Lodi,

and data will be shared with CES partners in accordance with signed Release of Information agreements.

By aligning with CES, the Access Center supports equitable access to housing and services, prioritizes the most vulnerable, and contributes to the broader goal of reducing homelessness across San Joaquin County. This coordinated approach ensures that every guest receives the most effective interventions based on their unique needs and circumstances.

## **12. Accessibility and Inclusion**

The Salvation Army of Lodi is deeply committed to its mission *to preach the gospel of Jesus Christ and meet human needs in His name without discrimination*. This commitment is reflected in the design and operations of the Access Center, which will be inclusive and accessible to all individuals experiencing homelessness, regardless of age, gender, race, ethnicity, language, disability, or background.

The Access Center will comply fully with the Americans with Disabilities Act (ADA), ensuring that restrooms, showers, sleeping areas, and common spaces are physically accessible. The facility will be equipped to accommodate individuals with mobility impairments, and staff will be trained to assist guests with physical limitations in navigating the shelter safely.

Staff training will include instruction on addressing the needs of individuals with physical, mental, and developmental disabilities, as well as those with cultural, racial, linguistic, and sexual differences. Training modules will cover trauma-informed care, cultural competency, de-escalation techniques, and emergency response protocols. These trainings are aligned with the National Social Services Standards (NSS) and The Salvation Army's internal policies.

To support individuals with limited English proficiency, the Access Center will offer translation services and multilingual materials. Intake forms, program guidelines, and signage will be available in multiple languages, and staff will be trained to recognize and respond to diverse communication needs.

The Salvation Army's Adaptive Ministry model, implemented across the Western Territory, informs our approach to serving individuals with disabilities. This model emphasizes dignity, choice, and empowerment, ensuring that services are developmentally, culturally, and linguistically appropriate. When non-disability-related needs cannot be reasonably accommodated, staff will provide referrals to more suitable programs or agencies.

The Access Center will also include space for visiting service providers, such as mental health professionals, medical clinics, and support groups. These partnerships will allow guests with special needs to receive care onsite, reducing transportation barriers and increasing service engagement.

Guests with service animals will be accommodated in accordance with ADA and fair housing laws. Staff will be trained on appropriate interaction with service animals, and policies will be in place to ensure that animals are under control and do not pose a threat to others. *See response 20 for additional detail.*

By integrating accessibility into every aspect of facility design, staffing, and service delivery, The Salvation Army ensures that the Access Center is a welcoming and supportive environment for all individuals, including those with disabilities and special needs. This inclusive approach supports our broader goal of reducing barriers to shelter and promoting long-term stability for the most vulnerable members of our community.

### **13. Outreach to Unsheltered Individuals**

The Salvation Army of Lodi will proactively engage Lodi's unsheltered population and encourage voluntary relocation to the Access Center through a compassionate, coordinated, and data-informed outreach strategy. Our approach is rooted in the LIFNAV (Life Navigation Coaching) framework, which emphasizes engagement, empowerment, and equipping individuals to pursue their own path to housing and stability.

A full-time Outreach Coordinator will be employed to regularly seek out unsheltered individuals and offer immediate access to shelter, transportation to the Access Center, and connections to services. This role is not only about encouraging individuals to come to the Access Center, but also about bringing services directly to those who may not otherwise engage. Outreach will include distribution of hygiene kits, food, and printed materials detailing available resources.

Outreach efforts will be coordinated with the City of Lodi, San Joaquin County agencies, SJ Cares, Caltrans, law enforcement, the Lodi Community Liaison Officer, and other community partners. During encampment clean-ups, encampment and "hot spot" visits, or emergency situations, our team will participate and offer shelter and services, ensuring that individuals are not displaced without support.

The Access Center will serve as a central hub for outreach coordination. All outreach contacts will be tracked using the Homeless Management Information System (HMIS), allowing us to monitor engagement, service utilization, and outcomes. This data-driven approach ensures accountability and supports continuous improvement.

Transportation is a key component of our outreach strategy. Authorized staff and insured Salvation Army volunteers will provide transportation to and from the shelter in Salvation Army vehicles. A public contact number will be available for pick-up requests during daytime hours, and emergency transportation will be available during overnight hours if initiated by law enforcement or hospitals.

The Salvation Army will also pursue the development of a Street Level Outreach team modeled after successful programs in Stockton and King County, Washington. This team, composed of trained staff and volunteers, will be equipped in trauma-informed engagement, motivational interviewing, and crisis intervention. The team will operate with compassion and cultural sensitivity, meeting individuals where they are and offering a pathway to stability.

LIFNAV will be fully integrated into the outreach process. Life Navigation Coaches will engage individuals during outreach, helping them identify personal goals and develop a self-determined plan toward housing. LIFNAV Connect, a mobile technology platform, will eventually be used to access real-time shelter availability, service directories, and guest history, enhancing the effectiveness of street-level engagement.

This proactive outreach model ensures that individuals who may not seek shelter on their own are reached and offered support. By combining LIFNAV's person-centered coaching with coordinated outreach, The Salvation Army contributes meaningfully to Lodi's goal of reducing unsheltered homelessness and building restorative community connections.

## New Dignity Health grant allows Salvation Army street level team to expand to California

When it comes to solving homelessness, trust can lead to truly life-changing outcomes. That's been the case with [the Street Level homeless outreach initiative in Seattle](#). And it's been so effective since launching in 2019 that The Salvation Army just secured more than \$1 million in new grant funding from Dignity Health to expand the program to four California communities: Central Valley, San Joaquin County, San Bernardino and Central Coast (including San Luis Obispo, Santa Barbara, and Ventura counties).



“One of the reasons we believe the Seattle model is so effective is because the first touch engagement is with someone who has had access to the system themselves,” said Sabrina Kiser, Western Territorial Social Services Director. “It’s about the relationship first. It’s about offering a cup of coffee or water, and just saying hello.”

Kiser also said building and maintaining trust is all about consistency and “keeping your word,” which is why the Street Level team will station a specially-wrapped vehicle in a specific area in each of the four communities to begin outreach and case management in order to help people find housing and other services.

The Salvation Army’s Street Level mobile outreach program is a housing first, person-centered, strengths-based approach to help people experiencing homelessness connect with service providers and increase their housing stability. This strategy focuses on meeting people where they are in a non-threatening way in order to help them find resources appropriate for their situation. The primary goal of this program is to improve people’s housing situation, but important milestones related to engagement with case management and improvement on the Self-Sufficiency Matrix will also be tracked each quarter to measure progress.

In the program’s first year, the Seattle team was able to permanently house 142 people after setting an initial goal of housing 20, and they’ve likewise exceeded their goal for 2020. Still, more work is to be done, and the Western Territory has committed to doubling its impact on homelessness by 2024 through its [The Way Out initiative](#).

“In order to do this, we really need partners to come alongside us so we can work together to find solutions,” Kiser said.

The Dignity Health partnership will provide critical support to help mitigate the increasing rates of homelessness in some of California’s most vulnerable rural and suburban areas. For example, while The Salvation Army Ventura County social services already deploys an existing successful street outreach program that helps connect chronically homeless people to local services and shelter, the Street Level mobile van would enable the program to grow.

Recognizing the links between healthcare and homelessness, Dignity Health is committed to collaborating with community partners to coordinate critical services for people with the greatest needs by working with local hospitals and community healthcare networks—particularly during the ongoing coronavirus pandemic.

“We have been working together on efforts to address rural homelessness along with developing a collective response to COVID-19,” said Ashley Brand, Dignity Health System Director of Community and Homeless Health. “The Salvation Army partnership seems boundless given our shared mission, vision, values and focus on serving those who are vulnerable.”

Most recently, Dignity Health granted The Salvation Army \$50,000 for COVID-19 relief efforts in Los Angeles in March, which supported direct services to those impacted by the social and economic effects of the pandemic. The Street Level grant provides funding for a year of staffing the mobile Street Level team and the vehicles. One staff member will focus on direct case management, while the other will focus on cultivating relationships with community leaders that can be used for referrals to employment or childcare services, or to facilitate access to housing. Clients will also receive referrals to community resources and services that target their need for essentials like food, water, clothing and hygiene items.

The partnership grew out of a multidivisional effort, said Maria Todaro, Western Territorial Director of Corporate Engagement. “This came about through many discussions and through fundraising working hand-in-hand with social services at Territorial Headquarters, and coordinating with leadership and social services teams—then all of the divisions collaborated on a shared narrative,” she said. “This provided the framework for the grant proposal, and is a great illustration of how if we work together across divisions, we can make a big impact.”

And that collaborative spirit hasn’t gone unnoticed: it’s what those at all levels of the organization hope will prove that the initiative has legs—or wheels—to go the distance in solving homelessness.

“I have been praying for the Street Level project for some time, and to see it take hold like this is truly an answer to prayer,” said Commissioner Kenneth G. Hodder, National Commander of The Salvation Army. “I am confident that, once people see how effective it is, the mobile outreach program will become a key element in the Army’s battle against homelessness.”

## Street Level outreach van becomes go-to resource in California's Central Valley

As soon as The Salvation Army Stockton Corps found out it [had been selected to lead a Street Level mobile homeless outreach program](#), the team got right to work. Before even receiving the van from Dignity Health for the program, the corps was becoming an essential resource to those experiencing homelessness in San Joaquin County, California.



“We started to build relationships with community partners who were doing homeless [outreach] to see what they were doing and figure out how we were going to incorporate the vehicle,” said Lieutenant Juan Oregel, Salvation Army Stockton Corps Officer. “I grew up here in Stockton. Returning back home was really heartbreaking. I know...it’s heartbreaking everywhere, but I think when you see areas [where] as a child you would ride bikes...and people are living [there], it was really heartbreaking. It [made me] want to investigate and get to really know and understand more of what the city was going through.”

Rather than duplicate any existing efforts or services, Oregel and the Street Level outreach team made connections with county and city officials and community agencies. From conversations with them, they identified the gaps existing in homeless outreach for San Joaquin County that they could tackle.



“We spent that time joining other outreach efforts in the county and getting to know all the different agencies working towards [combating] homelessness, and seeing what they’re doing and trying to identify where there might be gaps and how we can fill those gaps and link [people to] those resources,” said Melinda Ramirez, Street Level Outreach Program Director for The Salvation Army in Stockton.

So as soon as they received their Street Level van in February, they hit the road and started conducting regular outreach efforts at encampments, safe parking lots and shelters all over San Joaquin County—including Stockton, Tracy and Manteca—to meet these needs and provide on-to-go case management to get people off the streets.

“Success is not just getting people housed,” Ramirez said. “It’s a slow progression for a lot of people and it’s doing the steps necessary to get to the point that they’re housing ready. We have to build trust

with people.”

In just two months since the program launched, they’ve housed 13 people (including six households), gotten identification cards for 25 people, and connected 12 individuals to federal benefits like Medi-Cal and food stamps. They’ve also distributed essential items like meals, hygiene supplies and clothing.

“Our goal is to reach people who aren’t being reached already, bridge that gap, and connect them with resources that they wouldn’t otherwise have access to with the goal of housing,” Ramirez said. “Any sort of improvement is a success. Once you show someone their situation can improve, it gives them hope. Any little success is just a huge score and builds their spirits and confidence.”

Some weeks, they join other larger groups of agencies in their outreach efforts. Other weeks, they go out on their own to find new encampments and areas to serve. And being a mobile service is especially important as cities in the county like Manteca and Tracy are at least a 30 to 90-minute commute to Stockton—which serves as a hub for most essential resources for the homeless population.

“Stockton is the seat of the county and it’s where all the services are,” Ramirez said. “When you’re homeless and don’t have a vehicle or gas, [you] can’t or don’t take advantage of the resources in the county. It’s important for us to go out to those outlying cities in the county and reach out to them. The resources don’t get to them any other way.”

The van has become a beacon of hope for individuals facing homelessness in the county.

“Now that we have the new van with the big Salvation Army logo on it, they see us a block away and they’re already coming out waiting for us,” said Sean Mefford, Salvation Army Stockton Street Level Community Outreach Specialist. “They’re willing to talk to us. People know that we’re there to try to help them.”

But the work doesn’t stop here. The Street Level mobile outreach team also serves the community in other ways—distributing food boxes and other essential items to [migrant field workers](#) in the community and meals for Salvation Army Stockton Silvercrest residents. They’re also present at community events, passing out meals and establishing more connections for partnerships and resources for their day-to-day outreach operations.



“[It’s about] having the community see that there is a purpose behind this van,” Oregel said. “We’re just trying to use this outreach in so many different ways. It has opened up so many doors that we didn’t even imagine.”

Establishing that presence is paying off because the Street Level Outreach Team is now receiving calls with referrals for assistance in the county and other agencies are asking to join them on their regular outreach days to offer additional services.

“Everyone’s excited. When we can’t make it with the larger group that goes, we get a phone call and a text asking, ‘Are you guys coming with us, where’s the van?’” Ramirez said. “They miss us when we’re not there for sure.”

Oregel wants the community to feel like the van doesn't just belong to The Salvation Army, but to the community as a whole.

"It's a Salvation Army vehicle, but I continuously tell them, 'This is yours, too...What can you use this vehicle for? Call us up. Let us know,'" Oregel said.

Ramirez is proud of what they've been able to accomplish so far and optimistic about the future. As affordable housing is a struggle in the county, she hopes to connect with landlords in the community to make it easier to secure housing for people transitioning out of homelessness. She also wants to expand their reach—even across county lines.

But in the meantime, she is happy to see the impact they are having in the county.

"I love the faith people have in what we're doing," Ramirez said. "We've shown them that we can get things done and that we are essential to all the community."

### **Do Good:**

- See how [The Salvation Army fights homelessness](#).
- Are you best suited to join the Fight for Good in disaster relief? Mental health? Social justice? [Take our What's Your Cause quiz](#) and discover where you can make the biggest impact today.
- It's because of people like you that The Salvation Army can serve more than 31 million Americans in need each year. (*That's almost one person every second, every day.*) Your gift helps The Salvation Army fight for good all year in your community. It's an effort to build well-being for all of us, so together we rise. And that good starts with you. [Give to spread hope](#) with a donation of funds, goods or time today.

## **14. Community Engagement and Good Neighbor Plan**

The Salvation Army of Lodi recognizes the importance of maintaining positive relationships with the surrounding community. The Access Center's Good Neighbor Plan, modeled on our current Hope Harbor Good Neighbor Plan, will include daily clean-up efforts in designated zones, proactive communication with nearby residents and businesses, and coordination with city ambassadors and law enforcement.

Our current posted good neighbor policy for Hope Harbor states *“Please know that all the business on this block work together to ensure we have a safe, clean, and well-maintained street.... it is everyone's responsibility to ensure trash, litter, debris, cigarette butts, etc. are cleaned up quickly. It also means that camping on sidewalks or in cars, defecating or urinating in public, loitering and littering is strictly prohibited. We greatly appreciate the extra efforts you have made to support our neighborhood. For those who continue to abuse the policy however, any further violations can and will result in the loss of services at The Salvation Army. This means if you are found to be in violation of the policy, you may not be allowed access for showering, clothing exchanges, meals, restroom, overnight stays and other supportive services. If you have any questions, please contact The Salvation Army Director, John Narvaez at (209-367-9560).”*

Since 2005, The Salvation Army has worked with our neighboring businesses to limit the negative impact of the unsheltered in the neighborhood surrounding Hope Harbor. We currently have staff members monitor and clean the area immediately around Hope Harbor Shelter.

As operators of the Access Center, we will have a staff position to coordinate all clean up reaching areas noted in this RFP. This position will have access to a Salvation Army vehicle, providing transportation as needed on clean up days. We will provide a flyer and phone number to local businesses and neighbors that can be used to reach out to shelter leadership and clean up teams to report areas of concern.

Weather permitting, we will clean the primary area around the Access Center no less than 5 days a week. We will clean other areas as needs arise, and weather permitting, and within resources of available guests, volunteers, and staff, cleaning in the full RFP defined area 4 days a week.

We will connect with local businesses and neighbors to provide our contact information to report concerns, post instructions for the Access Center guests, and work in partnership with the ambassadors, city departments, and law enforcement to address the unsheltered who are unwilling to follow our good neighbor policy regarding loitering or other behavior not on shelter grounds.

The Salvation Army's goal will be to respond to neighborhood communication within 12 hours and begin mitigation within 24 hours of reported concerns.

The Salvation Army plans to continue the Access Center Advisory Board and will use the attached Good Neighbor Plan template from the Homeless Resource Coalition to develop a plan that is mutually acceptable to The Salvation Army, the Access Center neighborhood residents and businesses, and the City of Lodi.



HOMELESS  
LEADERSHIP  
COALITION

## Good Neighbor Agreement Template

**Background:** This Good Neighbor Agreement Template (referred to in this document as agreement) was developed by [Homeless Leadership Coalition](#) and community stakeholders to provide a strategy to address neighbor concerns that often arise when new resources to support those experiencing homelessness are developed or expanded within a community.

**Parties to the agreement:** Parties to this agreement include business and residential neighbors living around the *[named shelter/facility]* and as represented by their neighborhood association, business association and other key stakeholders.

- *NAME Neighborhood Association*
- *NAME Service Providers*
- *NAME area businesses or business associations or chambers of commerce*
- *NAME Other stakeholders such as schools, churches, Parks and Recreation etc*

**Boundaries of this agreement:**

*[Describe area w/ geographic border, and/or attach map]*

**Legal Status of Agreement:** Parties to this agreement are committed to maintaining safety and livability of the area; it is to this end they enter into this agreement. All participants understand this agreement is not a legally binding contract, nor is it intended to be. Further, all parties acknowledge that they have been advised and given time to review and present this document to independent counsel.

**Purpose, Assumptions, & Goals:** The purpose of this agreement is to identify ways for community stakeholders to work together to address potential impacts of *[named shelter/facility]* as well as be good neighbors in support of clients/residents/guests of the shelter/ facility and to formalize the goodwill and positive working relationships between stakeholders for the benefits of all neighbors. Discussion of this agreement can be a tool to clarify the best ways to address neighborhood concerns.

Inherent in this agreement is the assumption that all parties have certain basic rights; these include:

- All neighbors have the right to feel safe and welcome.
- All neighbors have the right to safe and quiet enjoyment of their properties and public spaces.
- All neighbors have the right to access available community resources, services and public facilities to meet their needs.

#### Goals:

- Initiate and maintain open communications and understanding among all parties
- Encourage all parties to be proactive and ready to respond to concerns that may arise
- Develop procedures or protocols for resolving concerns and problems
- Enhance neighborhood safety while promoting access to services
- Reduce crime and fear of crime and nuisance complaints within the neighborhood

#### All parties agree to:

- Participate in this agreement
- Participate in collaborative problem solving around issues that arise within the boundaries of this agreement
- Develop, maintain and enhance good working relationships between the above named parties
- Use and promote direct, respectful, and civil communications while promoting responsiveness to community concerns by
  - Resolving problems quickly and as directly as possible
  - Encouraging first line communications occur one-one via in person, phone or video communication or email.
  - Providing participants in this agreement with updated contact information if there are key leadership changes (Addendum contains contact list)
  - Reserve email for productive purposes such as information, planning, logistics, reminders or confirming prior conversations
  - Encourage neighbors or other community members to contact **(agency)** directly regarding questions or concerns as they relate to the shelter property or the local Neighborhood Association
- Enhance neighborhood safety and livability and promote access to services by
  - Fostering positive relationships between the shelter/facility and neighbors
  - Encouraging a sense of safety, welcome and investment in the neighborhood among all community members
  - Reporting crime and suspicious activity in the neighborhood to law enforcement

#### Service Provider Agreements **(would include named shelter/facility/group of providers):**

- Offer ongoing services that support clients/residents in achieving long-term personal goal that contribute to their self-sufficiency
- Train staff to address client needs with a trauma informed approach, motivational interviewing, de-escalation skills, conflict resolution skills
- Encourage clients/residents to be good neighbors by abiding by the facility/shelter code of conduct or trespassing through neighboring properties or rights of way
- Livability
  - Encourage clients/residents to reduce litter and provide opportunities for litter patrol
  - Assign staff or residents to pick up litter in the perimeter on a regular schedule
  - Provide regular trash disposal

- Ensure that client/resident belongings are not left on sidewalks
- Designate smoking and outdoor space provided on facility/shelter property
- Designate parking and outdoor space provided on facility/shelter property
- Encourage residents to have a sense of ownership in the neighborhood and pride in their residence
- Hold clients/residents responsible for their actions. *A code of conduct may be attached as an addendum to this agreement.*
- Prioritize outreach to individuals experiencing homelessness who are referred to the designated point of contact for the shelter/facility by signatories to this agreement

#### **Neighborhood Association Agreements:**

- Neighborhood Association board serves as a point of contact for residents of the neighborhood when they have questions and concerns that arise from the shelter/facility.
- Elevate neighbor concerns to the appropriate party in a timely manner
- Educate neighborhood on the existence of this agreement and the best ways to positively resolve concerns
- Invite and welcome service providers and shelter residents to attend neighborhood association meetings and offer opportunities for regular updates on the successes of the facility
- Engaging in ongoing problem solving with parties to this agreement to maintain clear lines of communication and an orientation to problem solving

#### **Business/ Business Association Agreements:**

- Maintain lines of open communication with parties to this agreement
- Communicate concerns of unneighborly behavior when they may relate to known clients/shelter guests
- Direct in an efficient and timely way questions/comments received by staff and customers to the shelter provider
- Immediately report to the shelter provider/facility any issues which arise relating to the physical or structural aspects of shared or adjacent spaces

#### **Law Enforcement Agreements:**

- Maintain lines of communication open with parties to this agreement
  - Note: Emergency situations should always be reported by calling 911 and Non-emergency situations can be addressed by calling the non-emergency phone number *(list for county)*
- Enforce laws according to policies and resources
- Provide education about the role of law enforcement as it relates to the homeless crisis

#### **Communication Protocol:**

1. Communicate directly and with respect and civility to the individual, shelter, business, or applicable association or service provider whenever possible

2. Meet approximately 90 days after shelter/facility opening to review agreements and problem solve issues that may have arisen
3. Create an opportunity for service providers and residents to speak at upcoming neighborhood association meeting
4. Livability issues should be addressed by associated parties to this agreement as soon as possible once notified via email, phone or in person communications
5. When issues or concerns related to this agreement are not resolved, participants agree to seek mediation services with the support of the **neighborhood association** prior to pursuing other remedies.

### Signatories

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### Suggested Attachments

1. Contact Lists
2. Code of Conduct
3. Map
4. Glossary of terms

### Glossary of Terms

Neighbor: residents, business owners, agencies and property owners, clients, residents and facility staff

Service Provider: an agency usually a nonprofit or government service that is provided for the health, well-being or self-sufficiency of an individual or group of individuals.

## **15. Security Policies and Procedures**

The security of the guests, neighbors, and businesses surrounding the Access Center will be of high importance.

### ***Secured Entry/Exit Points***

The site plan features an entrance for staff, guests, and visitors, staffed during daytime hours. The Access Center includes security screening with bag checks, metal detectors, and a bed bug oven for item sanitation.

### ***On-site Security Personnel***

A staff member will always serve as a security monitor inside the building, responsible for searching personal items, overseeing the premises, and using the City's security system as needed. Ambassadors or police will be contacted when safety or legal issues arise.

### ***Loitering Deterrence***

Loitering will be managed using the Good Neighbor Policy, allowing service denial for noncompliance. We will coordinate with ambassadors and law enforcement as necessary.

### ***Conflict De-escalation***

Staff are trained to de-escalate conflicts and apply policies to all guests, whether on or off site. Positive and respectful interactions are required. A manual outlines expectations for staff and volunteers, who must follow standards of conduct along with guests. Complaints, grievances, and appeals can be reported through a formal process.

### ***Guest Property Storage***

Guests are expected to use city-provided lockers near each bed, secured with a combination padlock that can be reset by staff. This system ensures access for staff if a guest forgets their code or leaves unexpectedly, without breaking personal locks.

Lockable lockers will be available to every guest, and storage totes for extra items can be checked out at set times daily, stored in a staff-monitored room. Items left behind after departure will be held for 30 days before being donated, recycled, or discarded.

Guests must keep sleeping areas tidy, and unsecured storage (like boxes or carts) is not allowed. The rolling tote system from the temporary Access Center will continue, with case management addressing any issues related to belongings.

### ***Possession of drugs and weapons including confiscation, disposal, or storage procedures***

The center requires all guests to be searched at check-in and during their stay. Illegal drugs, weapons, and alcohol are banned. Drugs or weapons found are documented and stored safely until disposed of or sent to police. Legal items that could be weapons, like knives or scissors, are returned when guests leave. Refusal to surrender drugs or weapons results in removal from the property, with law enforcement involved if necessary.

### ***Coordination with Law Enforcement***

Documented procedures will outline how to handle concerns such as accidents, injuries, self-harm, fighting, bomb threats, theft, vandalism, and mental health issues. These procedures will include relevant emergency and non-emergency contact numbers for both on-site and off-site incidents. The Salvation Army will also provide law enforcement with 24/7 workspace, internet access, and refreshments.

### ***Overflow management***

With an RFP flex capacity of 206, The Salvation Army and the City will decide when to activate additional beds. The Salvation Army's budget includes on-call staff to ensure safety. In emergencies, Hope Harbor Shelter may open for overnight stays, as it does during cold weather.

## **16. Health and Safety Policies**

The Salvation Army maintains robust health and safety protocols that will be implemented at the Access Center to ensure the well-being of all guests, staff, and visitors. These policies are grounded in best practices and reflect our commitment to dignity, safety, and compliance with local, state, and federal standards.

### **Medication Handling**

The Access Center will not be licensed to provide medical services directly. Therefore, prescription and over the counter (OTC) medications will be securely stored while guests are in the Access Center. Medications will be accessible at scheduled times with staff maintaining detailed medication logs to track dosages and ensure accountability. Guests may self-administer OTC medications under observation, and all medications—prescribed or OTC—must be stored at the medical desk.

### **Infection Control Protocols**

To prevent the spread of disease and viruses, the Access Center will follow all governmental health regulations and Salvation Army Territorial instructions. Guests exhibiting symptoms or illness may be quarantined in designated respite beds. A tuberculosis test will be required within seven days of admittance, and case managers will assist guests in scheduling and transportation for testing. We anticipate that, similar to our Stockton model, medical providers will conduct periodic on-site health screenings once the facility is operational.

### **HIPAA Compliance and Confidentiality**

The Salvation Army strictly adheres to HIPAA standards across all locations. Personal health information is only shared with authorized organizations upon signed consent from the guest. Staff are trained in confidentiality protocols, and all guest records are securely stored and managed using HMIS and WellSky systems, supplemented by physical documentation for backup and continuity.

**Staff Training and Emergency Preparedness**

All staff will be trained in CPR, First Aid, trauma-informed care, de-escalation techniques, and emergency response procedures. Evacuation plans will be posted throughout the facility and reviewed regularly. Staff will also be trained in security screening, including bag checks and controlled access protocols.

**Integration with On-Site Medical Services**

The Access Center will collaborate closely with San Joaquin County Health Services to provide on-site medical care, behavioral health support, and crisis intervention. This partnership ensures that guests have access to comprehensive wraparound services, including a medical clinic, sobering center, and behavioral health respite care. Coordination with these providers will be essential for managing outbreaks, facilitating health screenings, and supporting long-term recovery.

Through these integrated policies and partnerships, The Salvation Army of Lodi ensures that the Access Center remains a safe, healthy, and supportive environment for all individuals served.

## **17. Facility Maintenance Plan**

The Access Center's facility maintenance plan ensures that the shelter remains clean, safe, and operational always. Daily janitorial services will be provided by trained staff, with responsibilities including cleaning restrooms, showers, common areas, and sleeping quarters. Monthly deep cleaning will be scheduled to address high-traffic zones and ensure sanitation standards.

Guests will be expected to participate in maintaining their personal spaces and common areas as part of community engagement.

Maintenance logs will be kept tracking repairs, inspections, and service requests. The facility's infrastructure—including HVAC, plumbing, and electrical systems—will be monitored by designated staff and serviced by licensed contractors as needed.

Landscaping and exterior upkeep will be performed weekly to maintain curb appeal and neighborhood standards.

The Salvation Army's facilities team will conduct quarterly facility audits and submit maintenance reports to the City of Lodi.

This proactive approach ensures that the Access Center remains a dignified and functional space for service delivery.

## **18. Transportation Plan**

### ***Guest Transportation to/from the Access Center Facility***

Transportation of guests to and from the low barrier shelter may be provided by a staff member or authorized volunteer in a Salvation Army owned vehicle. If a guest becomes employed and/or regular transportation becomes an issue, we will try to get the guest a bike, a bus pass, or some other means of transportation.

### ***Transportation of a new guest with the possessions to the Access Center***

Transportation of guests intending to stay at the Access Center (including limited possessions) will be provided by authorized staff based on vehicles availability. Any excess possessions will be picked up and disposed of the next business day by staff or a volunteer. A contact number will be available to the public to call for pick up during the day.

### ***Response to Emergency Transport Needs Initiated by Police or City Staff***

Overnight staff will include a staff member who is authorized to operate a Salvation Army vehicle for the emergency pick up of individuals if initiated by the Police Department or City staff. A contact number for the police department will be provided.

### ***Receiving Donations and Deliveries***

The Salvation Army has established policies and a proven track record for the receipt of donations and deliveries. The same process we use at Hope Harbor and the Corps Community Center will be implemented.

## **19. Nondiscrimination and Equity Policies**

Fulfilling our mission *to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination*, The Salvation Army of Lodi is committed to operating the Access Center and Low Barrier Shelter in full compliance with federal, state, and local civil rights laws, including the Americans with Disabilities Act (ADA), the Fair Housing Act, and Equal Employment Opportunity regulations. In accordance with these laws and our organizational values, we do not discriminate in the provision of services or employment based on race, color, ancestry, national origin, religion, sex, sexual orientation, gender identity, age, marital or family status, veteran status, disability, source of income, or any other protected status.

All guests are treated with dignity and respect, and staff are trained in trauma-informed care, cultural competency, implicit bias, and inclusive service delivery. The shelter's intake forms, signage, and program materials are designed to be accessible and inclusive for individuals of diverse backgrounds and abilities.

To ensure a safe and respectful environment, The Salvation Army enforces policies that prohibit harassment, retaliation, and discrimination.

We will continue our collaborative work with Valley Mountain Regional Center, the Veteran's Administration, and other entities regarding individuals that may have special needs and considerations. We will make reasonable accommodations when appropriate.

In alignment with our *Protecting the Mission* vulnerable population safety standards, the low-barrier shelter will not house minors. Families with children will be accommodated at Hope Harbor. If the situation arises where a member of the family is unable to meet Hope Harbor's entry requirements as a result of substance abuse, staff will work to find a solution that provides safe shelter for the family.

For the safety of all guests and staff, The Salvation Army screens all incoming guests against both the national sex offender registry and our internal registry of individuals with prior concerns at Salvation Army facilities. While some Salvation Army shelters may admit registered offenders

in low-barrier settings, the Lodi Access Center will operate under a policy that denies shelter services to registered sex offenders.

Alternative referrals will be provided to individuals who are ineligible for services due to program limitations, including those identified through sex offender screening. These policies are embedded in our intake procedures, operational agreements with the City of Lodi, and our commitment to maintaining a safe, equitable, and welcoming environment for all.

## NON-DISCRIMINATION IN PROGRAMS AND DELIVERY OF SERVICES

1. Statement on Non-Discrimination in Programs and Services

In providing its programs and services, The Salvation Army is committed to accommodating all those in need in accordance with our capacity to help without unlawful discrimination or harassment based on age, race, color, religion, sex, national origin, marital status, disability, citizenship, sexual orientation, gender identity, gender expression, or any other characteristic.

2. Capacity to Serve

This means that no one will be excluded from services on any basis not related to legitimate program concerns. Programs and services are provided on a non-discriminatory basis according to the needs of those to be served and the capacity, both financial and programmatic, of the specific services provided to address those needs. This commitment to appropriate service provision demands clearly developed criteria for program participation, as well as essential program rules and behavioral expectations.

3. Immigration Status

The Salvation Army will provide services without regard to the immigration status of service recipients unless otherwise required by applicable law or a funding contract. Therefore, unless required to do so by applicable law or a funding contract, The Salvation Army will not ask persons receiving services about their immigration status and will not require that persons receiving services provide social security numbers as a condition to receiving services.

4. The Salvation Army is a Religious Organization

Worship services conducted by The Salvation Army are open to all persons. Spiritual support and encouragement is made available through Salvation Army personnel to all who seek such services.

The Salvation Army seeks to promote intergroup understanding and to give full support to the imperatives of human and civil rights, sharing that spiritual affinity which makes all persons part of one human family.

From its inception, The Salvation Army has been concerned with the spiritual and social needs of all people. Its services in all parts of the world have been developed in recognition of the Biblical principle that all persons are equal in intrinsic value and that all persons bear the divine image.

(Gen. 1:27)

## **20. Pet and Service Animal Accommodation**

The Access Center will accommodate pets and service animals in a manner that balances guest access with safety and operational feasibility. Up to 20% of shelter beds will be designated for guests with crated pets, following the successful model implemented at our Modesto facility.

All animals must be vaccinated and spayed or neutered prior to admittance. However, recognizing the current delays in accessing low-cost veterinary services, we will accept animals with scheduled appointments for these procedures. Case managers will assist guests in coordinating veterinary care and, when possible, we will arrange for animal service providers to visit the shelter on-site. We have very good working relationships with Lodi Animal Control, Animal Friends Connection, and some local veterinarians to assist in this regard.

Service and support animals must adhere to behavioral guidelines. Animals must be always leashed or crated and under the immediate control of their owner or a designated proxy. Owners are fully responsible for the care, clean up, and supervision of their animals.

If an animal exhibits disruptive or aggressive behavior, shelter management may require its removal from common areas or, in repeated cases, from the shelter entirely. All decisions regarding animal removal will be made by Shelter Management.

Guests with severe allergies may request reasonable accommodations, such as separation from animals. However, fear of animals or minor allergies will not be considered grounds for exclusion of pets or service animals.

All animal owners will be required to sign a shelter animal agreement outlining rules and responsibilities prior to admittance. Staff will receive training on service animal policies, including appropriate interaction protocols.

In alignment with our low-barrier philosophy, our goal is to reduce obstacles to shelter access. Guests actively working to meet animal care requirements will not be denied entry, provided their case manager is informed and involved in the process.

# **SERVICE ANIMAL POLICY – GUIDELINES FOR STAFF AND SHELTER GUESTS**

## **Salvation Army Modesto County Shelter Program**

### **REASONABLE ACCOMMODATION PROCESS**

When a shelter guest with a disability makes an accommodation request, housing management will consider the request promptly, and grant it when reasonable. When someone inquires about living with a service or support animal, follow our reasonable accommodations policy must be followed. Each client (up to the total animal capacity of the building (45) is allowed one (1) service or support animal unless two separate disabilities can be documented. Then a second animal may be approved.

### **DETERMINE WHETHER YOU NEED VERIFICATION**

- If the person's disability is obvious or otherwise known to you, and if the need for the service animal is also apparent, do not request any additional information about the disability or the need for the accommodation. For example, a blind person with a guide dog does not need to verify his disability or need for the dog.
- If the disability is known, but the accommodation need is not apparent, request only information necessary to evaluate the disability-related need for the accommodation. For example, if you know a resident has depression and s/he wants to have an assistance dog, staff may ask the shelter guest "what is the reason or service that the service or support animal provides". Do NOT request animal certification.
- If neither the disability nor the need is clear, ask only what special service the animal is trained for. Document that need in the client file.

### **WHO SHOULD PROVIDE VERIFICATION**

When verification of disability status or disability-related need is appropriate, you can require that the individual provide written verification from a doctor or other medical professional, or other qualified third party who, in their professional capacity, has knowledge about the person's disability and the need for reasonable accommodation. Written verification should be provided by someone with sufficient knowledge and training to verify that the applicant or resident meets the fair housing definition as a person with a disability, and that there is a disability-related need for a service or support animal. Remember, you cannot require someone to provide details about his or her disability and you cannot require a certificate for a service or support animal accordingly to CA law.

When someone requests to live with a service or support animal, management will provide a prompt written response (see sample letters).

### **RULES FOR SERVICE AND SUPPORT ANIMALS**

there are no limitations on the size, weight, and type of service animals

both service animals and support animals can be required to meet the same reasonable behavior rules

The shelter can require service dogs or cats to be licensed, if required in your municipality and if you require licensing of pets (currently Stanislaus County is not requiring licensing of animals at the shelter (11/15/19) However, documented proof (from a licensed Veterinarian or Animals Hospital) of all vaccines for animals as well as proof of being spayed or neutered is also mandatory before entry into the shelter building.

All service and support animals must adhere to behavioral guidelines or risk being removed from the shelter property.

Disruptive Behavior, barking, growling or fighting with other animals is prohibited.

Any forms of violence, biting other animals, shelter staff or guests is expressly prohibited and will result in immediate removal of the animal

All Service and Support Animals must be leashed, in a carrier or caged at ALL times on the Property. ALL animals must in immediate control of the animal's owner at all times.

#### ANIMAL CARE AND SUPERVISION

The resident (or resident's proxy per written agreement) has the responsibility to care for and supervise the service animal. The resident (or the residents proxy per written agreement) should retain full control of the animal at all times. This generally means that while the animal is in common areas, it should be on leash, in a carrier, or otherwise in the direct control of its owner. When around other people or animals, the service animal should be well behaved (no jumping, snarling, nipping, excessive barking). The resident is responsible for the safe removal of animal waste products.

#### REMOVAL OF A SERVICE ANIMAL

If a service animal is unruly or disruptive (aggressively jumping, nipping, etc.), the manager may ask the resident (or resident's proxy per written agreement) remove the animal from a common area. If the animal's inappropriate behavior happens repeatedly, the manager may request that the resident (or resident's proxy per written agreement) not bring the animal into common areas until steps have been taken to mitigate the behavior (such as refresher training) or ask that the animal be removed from the residential premises.

#### WHAT ABOUT OTHERS WHO ARE AFRAID OF OR ALLERGIC TO ANIMALS?

A 'fear of' or minor allergy to dogs or other animals is not a disability, so management does not need to "accommodate" in those situations. In rare cases, a person's allergy may be so severe that animal contact may cause respiratory distress. In those situations, the allergic person may also request an accommodation, such as keeping the animal and the allergic person separate, as much as is possible. Staff will attempt to separate shelter guests with allergies from pet areas.

#### SENSITIVITY AND AWARENESS

Management will ensure that staff is properly trained about service animal policies, including the following rules:

- Allow a service animal to accompany the resident at all times and everywhere in the community except where animals are prohibited for safety reasons (such as in a pool or sauna).
- Do not separate or attempt to separate a resident from the service animal.
- Do not pet or talk to a service animal when it is working – this distracts the animal from its tasks.
- Do not feed a service animal, which may have specific dietary requirements. Unusual food or food at an unexpected time may cause the animal to become ill.
- Do not deliberately startle a service animal or make noises at the animal (barking, whistling, etc.).
- Be aware that many people with disabilities do not care to share personal details.
- If other residents complain that they are not allowed pets and want to know why an exception was made, state that your community complies with the fair housing laws. You can also refer your residents to the community's accommodation policy.



## Assistance Animal Agreement

Violation of this agreement will result in notice and corrective action, up to and including termination of your residence and/or participation in this program as permitted by law. Complaints of rule violations must be made in writing and signed by the person complaining. Management and residents alike may file such complaints. You will be notified if a complaint regarding your Assistance Animal is being investigated.

### PRIOR UNDERSTANDING

You acknowledge that no other oral or written agreement or understanding exists regarding this Assistance Animal Agreement.

**THIS IS A BINDING AND LEGAL DOCUMENT. READ CAREFULLY BEFORE SIGNING.**

**By signing this statement bellow, I am acknowledging that I have read, understand and will abide by all of the terms of conditions stated in this Assistance Animal Agreement.**

I have witnessed the above signatures.

_____	_____	_____
Print Name (Participant)	Signature	Date
_____	_____	_____
Print Name (Program Director)	Signature	Date

## **21. Grievance and Complaint Procedures**

The Salvation Army is committed to maintaining a safe, respectful, and accountable environment for all guests, staff, and volunteers. To support this commitment, the Access Center will have clear procedures for submitting grievances and whistleblower reports. For reference, the Hope Harbor Grievance Policy is attached.

### **Guest Grievance Procedure**

Guests may submit complaints verbally or in writing to any staff member. Staff will assist individuals who need help documenting their concerns. Complaints should include relevant details such as the nature of the issue, individuals involved, dates, times, and any supporting evidence or witnesses. Anonymous complaints are accepted, though contact information is encouraged to facilitate follow-up.

- All complaints are reviewed by a case manager and shelter director within 72 hours.
- Interviews are conducted confidentially.
- Written resolutions are provided within 10 days.
- If unresolved, guests may appeal within 5 business days to the Corps Officer, who will conduct a final review.

The grievance process is explained during intake and outlined in orientation materials. Staff are trained to handle grievances with empathy and professionalism, and retaliation against individuals who file complaints is strictly prohibited.

### **Whistleblower Policy**

The Salvation Army encourages guests, staff, and volunteers to report concerns related to unethical conduct, policy violations, illegal activity, or any behavior that may compromise safety or integrity.

- Reports may be made directly to the case manager, Shelter Director, or Corps Officer.
- An anonymous reporting mechanism is available.

- Contact information for reporting concerns is clearly posted and includes access to The Salvation Army Divisional Headquarters and the City of Lodi.

Whistleblower identities are protected to the maximum extent allowed by law. Retaliation against whistleblowers is strictly prohibited and may result in disciplinary action, including termination or legal consequences. All reports are promptly and thoroughly investigated by designated leadership.

**The Salvation Army  
Hope Harbor Shelter - Lodi  
POLICIES AND PROCEDURES MANUAL**

**07.05 PROGRAM: GRIEVANCE POLICY**

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**Policy:** The Salvation Army Hope Harbor Shelter shall ensure that every client is treated with respect and fairness.

**Procedures:**

At intake, the client is made aware and signs the Grievance Procedure Form and is made aware of the Incident Report process. Should there be a conflict between a client and staff regarding case planning or any other conflict where a client disagrees and would like to report, the following steps provide a process for resolution of such issues:

- A.** The resident should discuss the issue or problem with the staff person on duty. In all cases the first step in resolving any grievance or conflict is to attempt to resolve the issue directly with the staff member. Every effort should be made to resolve the issue as soon as possible.
- B.** Should this fail, the grievance should be documented, on the Incident Report, by the resident and submitted to the Shelter Director. The Shelter Director will meet with both parties within 48 hours and is expected to resolve the issue and document the resolution on the appropriate form.
- C.** If the issue is still unresolved, the Incident Report and any other documents will be presented to the Shelter Director.
- D.** If the issue is still unresolved, the Incident Report and any other documents will be presented to the Corps Officers for a final decision.
- G.** If the issue is still unresolved, the client may file a written complaint with the Corps Officers in charge.

See Attached Form



## GRIEVANCE PROCEDURE

In order to provide the best possible service to you, the Salvation Army has adopted a Grievance procedure in case you wish to file any complaints concerning services provided to you. All complaints must be submitted in writing, signed and no later than thirty (30) days from the date of the incident. All complaints must include the following information:

1. Full name, telephone number and mailing address of the person filing the complaint
2. Full name of the person or group against whom the complaint is being filed
3. A clear and concise statement explaining the alleged violation including facts, date and time of the alleged violation.
4. The remedy being sought. This must be consistent with the complaint and the services provided by The Salvation Army.

Upon receipt of such complaint, The Salvation Army will process the matter and a hearing with the Director of Social Services will be established within thirty (30) days of the filing date of the complaint.

Any decision regarding a complaint may be appealed in writing to the Corps Commanding Officer.

The Salvation Army does not discriminate in the provision of services on the basis of race, ethnic origin, physical handicap, sex, age, marital status, sexual orientation or religious affiliation.

I have read or have had read to me and fully understand the information listed on this grievance procedure.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

The Salvation Army, Hope Harbor Shelter  
525 W. Lockeford St.  
Lodi, CA 95240  
(209) 369-5896

## **Notice to Employees of Whistleblower Rights & Remedies (41 U.S.C. § 4712)**

The Salvation Army is committed complying with applicable Whistleblower protection laws and regulations. Retaliation will not be tolerated against individuals who report compliance concerns in good faith. Please see The Salvation Army's Whistleblower Policy in your applicable handbook, as well as Complaint Procedure and THQ Reporting Hotline Sections. This Notice of Whistleblower Rights and Remedies provides employees with a summary of rights and remedies as set forth in 41 U.S.C. § 4712.

### **Protected Disclosures**

Employees are protected against discharge, demotion, and discrimination as a reprisal for disclosing information that the employee reasonably believes is evidence of any of the following:

- A gross mismanagement of a federal contract or grant;
- A gross waste of federal funds;
- An abuse of authority relating to a federal contract or grant;
- A substantial and specific danger to public health or safety; or
- A violation of law, rule, or regulation related to a federal contract (including competition for or negotiation of a contract) or grant.

Employees are protected by § 4712 when they disclose these types of information to the following persons or entities:

- A member of Congress or a representative of a committee of Congress;
- An Inspector General;
- The Government Accountability Office;
- A federal employee responsible for contract or grant oversight or management at the relevant federal agency;
- An authorized official of the Department of Justice or other law enforcement agency;
- A court or grand jury; or
- A management official or other employee of The Salvation Army who has the responsibility to investigate, discover, or address misconduct.

Employees who initiate or provide evidence of misconduct in any judicial or administrative proceeding relating to waste, fraud, or abuse on a federal contract or grant are also protected.

### **Submitting Complaints to Funding Agencies**

Whistleblowers may file complaints with federal agencies if they believe they were discriminated against for their disclosure of information. Complaints of this nature must be submitted within three years of the date of the alleged discrimination. Whistleblowers may submit complaints to the Inspector General of the federal agency that issued the contract or grant. The following federal agency websites provide procedures for submitting complaints (this is not an exhaustive list):

- Department of Agriculture : <http://www.usda.gov/oig/>
- Department of Education: <http://www2.ed.gov/about/offices/list/oig/hotline.html>
- Department of Health and Human Services: <http://www.hhs.gov/>
- Department of Housing and Urban Development: <https://www.hudoig.gov/>
- Department of Justice: <http://www.justice.gov/>
- Department of Treasury: <https://oig.treasury.gov/>

The Inspector General, after receiving such a complaint, will generally perform an investigation and submit a report to the federal agency, which then determines whether sufficient basis exists to conclude that discrimination occurred.

If the agency determines that discrimination has occurred, the pilot program sets out remedies that may be available, including ordering The Salvation Army to reverse an action, reinstate the employee with compensatory damages (including back pay) and benefits, and costs reasonably incurred by the whistleblower in bringing the complaint. The Salvation Army has the right to appeal.

There are many more specifics, and you are encouraged to read the full text of [41 U.S.C. § 4712](#), linked here, or which can be provided to you in hard copy upon request.

## **22. Incident Reporting and Documentation Policy**

The Salvation Army has a comprehensive incident reporting and documentation system that will be implemented at the Access Center to ensure safety, accountability, and compliance with internal policies and external requirements. This system is designed to address a wide range of incidents, including guest and staff injuries, altercations, overdoses, critical behavioral health events, and risk management concerns.

All incidents must be reported immediately to supervisory staff. Staff will complete standardized incident report forms detailing the nature of the event, individuals involved, actions taken, and outcomes. These reports are reviewed by the Shelter Director and securely filed. Serious incidents—such as medical emergencies, violent altercations, or overdoses—will be escalated to the Corps Officer and, when necessary, to law enforcement or emergency services.

In addition to local documentation, The Salvation Army follows an established protocol for notifying Divisional Headquarters (DHQ) and reporting to Sedgwick Insurance Services, our insurance management company. For incidents involving staff injuries, vehicle accidents, or other risk management concerns, the Shelter Director will immediately notify DHQ and submit all relevant details to Sedgwick, including date, time, location, individuals involved, and any medical treatment provided. Sedgwick will manage any applicable workers' compensation claims and insurance processing.

Staff are trained in emergency response, trauma-informed care, CPR/First Aid, de-escalation techniques, and documentation protocols. These trainings are aligned with The Salvation Army's national standards and the City of Lodi's expectations for professional shelter management.

Incident data will be analyzed monthly to identify trends and inform staff training, policy updates, and risk mitigation strategies. This analysis is part of the Access Center's internal monitoring and quality assurance process, which includes regular audits and performance reviews.

The incident reporting system also includes procedures for handling possession of drugs and weapons. Upon entry, guests are subject to searches, and any illegal items will be logged and

safely stored until they can be disposed of through appropriate channels. Refusal to surrender prohibited items may result in removal from the shelter, with police involvement if necessary.

By integrating incident reporting with Sedgwick and DHQ notification protocols, The Salvation Army ensures timely response, protects guests and staff, and supports a safe and respectful shelter environment. This system reflects our commitment to transparency, accountability, and continuous improvement in service delivery.

### **23. Emergency Preparedness and Response Plan**

The Salvation Army's emergency preparedness and response plan for the Access Center is designed to ensure the safety of guests, staff, and volunteers during crises. This plan includes protocols for medical emergencies, building evacuations, and staff training, reinforced by monthly safety communications from our Risk Management Department.

In the event of a medical emergency, trained staff will assess the situation and determine whether to call 911. Staff will remain with the individual until paramedics arrive and notify the front desk to direct emergency responders. All incidents are documented using standardized incident reports and submitted to the Shelter Director. If the incident involves a staff injury, workers' compensation procedures are followed, and Sedgwick Insurance Services is notified in accordance with Salvation Army policy.

The Access Center will also implement a naloxone (Narcan) protocol to respond to opioid overdoses. Staff will be trained in the administration of naloxone, and the medication will be stored in accessible locations throughout the facility. This protocol is part of our broader substance use response strategy and aligns with our commitment to harm reduction and life-saving interventions.

Fire evacuation procedures are clearly posted throughout the facility. When an alarm sounds, all staff, guests, and visitors must exit the building using the nearest safe exit. Designated staff are assigned to specific areas to ensure complete evacuation. The front desk staff is responsible for bringing rosters and sign-in logs to the evacuation site to account for all individuals. Fire drills are conducted monthly under the supervision of the Shelter Director, with documentation of the drill's timing, duration, and any issues encountered. An intervention plan is developed for any deficiencies identified during the drill.

The emergency plan also includes protocols for earthquakes, floods, power outages, water main breaks, bomb threats, and shelter-in-place scenarios. For example, during an earthquake, individuals are instructed to take cover under sturdy furniture or assume a "duck and cover" position away from windows. After the tremor, everyone evacuates to a designated assembly

area, and staff use sign-in sheets to verify attendance. In all scenarios, staff complete incident reports and notify the Shelter Director.

Staff training is a cornerstone of the emergency preparedness plan. All new employees receive orientation within seven days of hire, which includes training on emergency procedures, bloodborne pathogen management, and crisis intervention. Ongoing in-service training sessions are scheduled regularly and may include topics such as CPR/First Aid, conflict resolution, and stress management. At least one staff member per shift is certified in CPR and First Aid, and first aid kits are maintained in key locations throughout the facility and in all Salvation Army vehicles.

To support continuous improvement, the Risk Management Department distributes monthly safety bulletins to all Salvation Army facilities and personnel. These bulletins include updates on safety protocols, reminders about seasonal hazards, and guidance on incident prevention.

This robust and regularly reviewed emergency preparedness plan ensures that the Access Center can respond effectively to emergencies, safeguard lives, and maintain operational continuity.

## **24. Staff Training and Development**

Staff at the Access Center will receive comprehensive training and ongoing professional development to ensure high-quality, trauma-informed service delivery. Training is designed to equip staff with the skills necessary to support individuals experiencing homelessness, including those with behavioral health conditions, disabilities, and substance use disorders. All training aligns with The Salvation Army's national standards and the City of Lodi's operational expectations.

Training is delivered through workshops, online modules, peer mentoring, and regional/national Salvation Army programs. Staff development plans are tailored to individual roles and responsibilities, with certification and renewal schedules clearly defined.

### **Core Training Areas and Frequency**

- **Trauma-Informed Care**

*Initial training required within 30 days of hire; refresher every 12 months*

Staff learn to recognize trauma symptoms and respond with empathy and support, fostering a safe and respectful environment for all guests

- **De-escalation Techniques**

*Initial training within 30 days of hire; refresher every 12 months*

Staff are trained to manage conflict and behavioral disruptions using nonviolent communication and crisis intervention strategies.

- **Cultural Competency**

*Initial training within 60 days of hire; refresher every 24 months*

Training includes instruction on serving individuals of diverse racial, ethnic, linguistic, and sexual backgrounds, ensuring services are developmentally and culturally appropriate.

- **CPR and First Aid Certification**

*Certification required within 90 days of hire; renewal every 2 years*

At least one staff member per shift must be certified. Training is provided through approved external providers and coordinated by the Shelter Director.

- **Confidentiality and HIPAA Compliance**

*Initial training within 30 days of hire; refresher annually*

Staff are trained to safeguard guest records and comply with HMIS and HIPAA standards. Data sharing is governed by signed Release of Information agreements.

- **HMIS and Coordinated Entry Procedures**

*Initial training within 60 days of hire; refresher annually or as system updates occur*

Staff are trained to enter and manage guest data accurately and to coordinate referrals through the San Joaquin County Continuum of Care.

- **Naloxone (Narcan) Administration**

*Initial training within 30 days of hire; refresher annually*

Staff will be trained to administer naloxone in response to opioid overdoses. Naloxone will be stored in accessible locations throughout the facility.

### **Additional Training Opportunities**

Staff will have access to regional and national Salvation Army training programs. These may include advanced modules in behavioral health, disability services, and emergency response, tailored to specific roles such as case managers, outreach coordinators, and shelter monitors.

This investment in staff capacity ensures that the Access Center operates with professionalism, compassion, and effectiveness.

## 25. Internal Monitoring and Quality Assurance

The Salvation Army employs a rigorous internal monitoring and quality assurance system, aligned with the National Social Services (NSS) Evaluation and Self-Evaluation Standards. These standards provide a framework for assessing program effectiveness, compliance, and continuous improvement across all Salvation Army social service programs.

Internal monitoring will include monthly audits of guest records, service delivery, data accuracy, and policy adherence. Supervisors will conduct regular staff evaluations and observe service interactions to ensure fidelity to trauma-informed care and shelter protocols. Guest feedback will be collected through surveys and focus groups, and findings will be reviewed by the Shelter Director and shared with leadership for action planning.

The Access Center will also participate in formal evaluations conducted by Divisional Headquarters (DHQ) every two years and by Territorial Headquarters (THQ) every three years, as outlined in the NSS standards. These evaluations assess compliance with Salvation Army policies, program outcomes, and alignment with mission and service goals. Self-evaluations are conducted annually by local leadership to prepare for these reviews and to identify areas for improvement.

To support quality assurance, the Access Center will use HMIS and WellSky systems to track key performance indicators such as housing placements, service utilization, and guest satisfaction. Monthly reports will be submitted to the City of Lodi and shared with County partners to ensure transparency and collaborative problem-solving.

The following table outlines how NSS standards relate to quality assurance and internal monitoring:

<b>NSS Standard Area</b>	<b>Access Center Implementation</b>
Program Effectiveness	Monthly audits, outcome tracking via HMIS and WellSky
Compliance with Policies	Staff evaluations, incident reporting, and adherence to shelter protocols

<b>NSS Standard Area</b>	<b>Access Center Implementation</b>
Guest-Centered Services	Trauma-informed care, cultural competency, ADA compliance, and guest feedback mechanisms
Data Integrity and Confidentiality	HIPAA-compliant recordkeeping, signed Release of Information forms, secure data systems
Staff Development	Ongoing training in CPR, de-escalation, confidentiality, and coordinated entry procedures
Continuous Improvement	Annual self-evaluations, corrective action plans, and integration of feedback into operations
External Evaluation	DHQ reviews every 2 years; THQ reviews every 3 years

This system ensures that the Access Center meets regulatory and funder requirements, including those from the City of Lodi, San Joaquin County, and the Continuum of Care. Data collected through HMIS will be used not only for compliance but also to drive performance improvement, inform strategic planning, and enhance service delivery.

By aligning with NSS standards and maintaining a robust internal monitoring system, The Salvation Army will ensure the Access Center operates with professionalism, transparency, and accountability.



# NATIONAL SOCIAL SERVICES STANDARDS

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## Manual

4th Edition | February 2024

# Section 2: National Social Services Standards

## I. Organization, Governance, & Administration

*The program has an established purpose, a well-defined community that it serves, and a clear direction and realistic plan for how it will maximize its community impact. The program has an established governing authority that is resourceful, ensures program stability, and provides effective and ethical leadership.*

### **1. Statement of Purpose and Mission**

**1.1.1** The program has a statement of purpose that is defined in writing.

### **2. Governance**

*The program administrator and Divisional Headquarters are mutually responsible for effectively communicating with one another on administrative matters.*

**1.2.1** The program and Divisional Headquarters (or Area Command) communicate on administrative matters regularly. (S)

**1.2.2** The program complies with all formal directives of Divisional and Territorial Program Councils.

**1.2.3** When there is a change in program leadership, the designated governing body promotes the continuity of the program, policy, and procedures. (S)

**1.2.4** There is an active Coordinating Council when the program is part of a Command or Coordination area. (D) (BP)

### **3. Program Management Team**

*A local Program Management Team provides ongoing program oversight and support to the program administrator.*

**1.3.1** The program has an active management team. The management team could include persons such as the Corps officer, program administrator, member of the advisory organization, and key staff.

**1.3.2** The program management team provides support and guidance to the program in some or all of the following:

- a. Strategic or action planning;
- b. Adequate resource development and utilization;
- c. Appropriate financial oversight;
- d. Operations management;
- e. Program evaluation;
- f. Community relations;
- g. Program modification and expansion;
- h. Personnel management;

- i. Contract compliance and administration;
- j. Health and safety of staff and program participants;
- k. Data quality and accuracy.

#### **4. Advisory Organizations**

*The program is linked to an Advisory Organization that is representative of the community and regularly advises the program on policies, management, planning, finances, resource utilization, service delivery, community relations, and fundraising.*

- 1.4.1 The program is officially linked to a designated advisory organization that actively provides advice/counsel to the program.
- 1.4.2 The ethnic makeup of the advisory organization is representative of the communities served by the program.
- 1.4.3 The program is directly linked to an existing program committee of the advisory council or board.

#### **5. Program Administration**

*Administration of the program is the responsibility of an appointed program administrator who may be a Salvation Army officer or a staff member.*

- 1.5.1 The program administrator minimizes their activities that interfere with their responsibilities for administering the program.
- 1.5.2 The program administrator engages in appropriate learning in their field(s) of service.
- 1.5.3 An organizational chart documents clear lines of accountability and authority at all levels of the program's organizational and administrative structure.

#### **6. Policies and Procedures**

- 1.6.1 The program has a manual that documents the essential operational policies and procedures for effective service delivery.
- 1.6.2 The staff is knowledgeable of and adheres to all program policies and procedures.
- 1.6.3 A process is in place to review policies and procedures annually, revise them as necessary, and date them accordingly.

#### **7. Licensing and Compliance**

- 1.7.1 Programs that require a license to operate (for example, child care, behavioral health, substance use treatment) have an active license that is renewed annually or per licensing requirements.

#### **8. Strategic Planning**

*An active, realistic, and well-designed strategic plan that guides the direction of the program is something that all social services programs should strive for. At a minimum, the program is required to have an annual action plan.*

- 1.8.1 If the Corps or Area Command has a strategic plan, the program has clear goals and objectives written into the plan. (BP)

## **9. Annual Action Plan**

*Action plans detail the actions and steps to be taken to implement a strategic plan. Even in the absence of a strategic plan, the program creates an action plan in order to identify and work toward essential goals and objectives for the following year.*

- 1.9.1 The program has an annual action plan for the coming year, which includes written goals, objectives, and timelines.
- 1.9.2 The program's goals and objectives are reviewed annually.

## II. Community

*The term community can be used to refer to the geographic area in which a program exists, or to any of several subsets of persons living within (and sometimes outside of) the geographic area.*

### **1. Target Population Identification and Awareness**

- 2.1.1 The program serves a clearly defined target population.
- 2.1.2 The program administrator actively gathers, analyzes, and incorporates community and national data to understand its target population to inform the program's ongoing services.
- 2.1.3 The program is aware of any policy issues and legislation that affect the program.

### **2. Community Education**

- 2.2.1 The program is proactive in informing the general public and target population of its purpose, function, and place in the community.
- 2.2.2 The program maintains a file or database of community resources that are reviewed and updated for accuracy annually.
- 2.2.3 The program leadership, in consultation with divisional personnel, presents testimony to local and state government officials to increase awareness of social conditions and forces that affect the lives of the members of the target population. (BP)

### **3. Community Planning**

- 2.3.1 The program actively seeks and develops formal and informal collaborative relationships to improve the quality and quantity of services available to program participants and to address unmet concerns and gaps in the community service system.
- 2.3.2 Formal collaborative relationships are defined through a written service agreement, such as a memorandum of agreement or a memorandum of understanding (MOA/MOU).
- 2.3.3 Memorandum of agreement or understanding are approved through the appropriate territorial MOA/MOU review process, reviewed annually, and updated as needed.

## III. Personnel

*The program develops a competent workforce to provide services to the public that are of high quality.*

### **1. Personnel Policies and Procedures**

3.1.1 Personnel policies and procedures that are unique to a program are approved by Divisional Headquarters and documented as addenda.

### **2. Recruitment, Hiring and Orientation**

3.2.1 The program has a written recruitment and selection process. (S)

#### **Qualifications**

3.2.2 Staff have the experience, qualifications, and competence required to perform their duties.

3.2.3 Professional staff meet the accepted standards of their professions, disciplines, licensing, or accrediting bodies.

3.2.4 The program supports staff members where appropriate in their efforts to obtain required licensing and/or certification.

#### **Hiring**

3.2.5 Job responsibilities, working hours, and the method of computing compensation for on-call staff are discussed and agreed to in writing at the beginning of the specific assignment. (S)

3.2.6 The program documents reference checks and the verification of credentials. (S)

3.2.7 The program has and provides written formal training to new staff members and documents such training.

#### **Salaries and Benefits**

3.2.8 Staff salaries are at least at the median level of comparable positions in the community in which the program operates. (D)

3.2.9 The program has a range of salaries in a graded salary structure. (S)

#### **Representation**

3.2.10 The staff is broadly reflective of the diversity of the target population.

3.2.11 The program operates in accordance with The Salvation Army's Policy Statement on Non-Discrimination in Employment.

### **3. Responsibilities and Coverage**

#### **Job Descriptions**

3.3.1 There is a written job description for each position at all levels.

3.3.2 Job descriptions are written, current, and accurately reflect the responsibilities and expectations of the job.

- 3.3.3 Each staff member is given a copy of their job description, which is reviewed periodically and updated as necessary.

#### **Coverage**

- 3.3.4 The program has a designate who is capable of taking over in the absence of the program administrator.
- 3.3.5 There is sufficient staff to meet the programmatic, administrative, facility, and service needs of the program.
- 3.3.6 Staff positions are sufficient to provide services and protect the safety of the persons served and to deal with unplanned absences of staff members.

#### **4. Staff Development**

##### **Supervision**

- 3.4.1 The program administrator will provide regular supervisory or consultation time to every staff member under their supervision.
- 3.4.2 Supervisors are given additional training on supervision and management.

##### **Staff Meetings**

- 3.4.3 The program administrator conducts and documents regular staff meetings.

##### **Staff Morale**

- 3.4.4 The program administrator assesses staff morale and perceptions of leadership.
- 3.4.5 The program promotes the concept of teamwork with all staff members.
- 3.4.6 The program recognizes and celebrates excellent staff performance and achievement.

##### **Personnel Review**

- 3.4.6 Employee job performance is reviewed annually with each staff member.

##### **Training and Development**

- 3.4.7 The program provides opportunities for training and/or supplemental, continuing, or advanced education of its staff.
- 3.4.8 The program has a budget provision for the training and development of its staff.

#### **5. Personnel Records**

- 3.5.1 The program and division maintain a confidential personnel record for each staff member. The master record is maintained at the divisional level, with a copy maintained at the local level. (S)

## **6. Administration of Volunteers and Interns**

- 3.6.1 All volunteers who have access to children and/or vulnerable adults have been cleared through the Territorial Registry and are screened in accordance with territorial child/vulnerable adult safety policies. (S)
- 3.6.2 Volunteers will not fill critical staff positions unless they are qualified and approved to do so.
- 3.6.3 Volunteers have the necessary qualifications and experience required to fulfill their assignments.
- 3.6.4 There is a written statement of duties that outlines the qualifications and responsibilities for each volunteer position, and the volunteer is provided with a copy.
- 3.6.5 Volunteers receive basic training and orientation before assuming the duties or responsibilities of their assigned position.
- 3.6.6 The program adheres to The Salvation Army's Policy Statement on Volunteer Services and Work Performed by Social Service Participants.
- 3.6.7 The program regularly recognizes volunteers for their contributions.
- 3.6.8 If the program utilizes interns, provisions will be made for interns to have regular supervision, consultation and/or review of cases.

## **7. Volunteer Records**

- 3.7.1 The program maintains a written or electronic record for each volunteer in accordance with the territorial policy.

## IV. Service

*The program provides a range of services that meet a defined need of families, individuals, and/or children, have been approved by Divisional and/or Territorial Headquarters, and are in keeping with the integrated spiritual/social ministry of The Salvation Army.*

### **1. Treatment/Care Philosophy**

*A program's philosophy of care statement is a brief summary of how program participants can expect to be treated when entering a program. This is different from a mission statement, which is a clear statement of The Salvation Army's mission; or a statement of purpose, which is a brief description of why the program exists and whom it serves.*

- 4.1.1 The program's philosophy of care is in writing and reflects the following core values:
- a. To treat all people with dignity and respect;
  - b. To care through presence, relationship, participation, and prevention;
  - c. To seek to address the emotional, physical, and spiritual concerns of the whole person;
  - d. To provide a safe environment (physically and emotionally);
  - e. To 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;
  - f. To work in partnership with others towards a more caring and just society;
  - g. To continuously adapt to a changing environment, create new solutions and approaches that work, and discard those that do not;
  - h. To aspire to provide the highest quality service;
  - i. To achieve measurable and sustainable results.

### **2. Intake and Orientation**

- 4.2.1 Program staff have access to a set of clear, written intake procedures and eligibility criteria in order to conduct consistent intakes.
- 4.2.2 All program participants are provided with verbal and written orientation information as appropriate.
- 4.2.3 Residential programs provide a handbook or written expectations to all program participants.
- 4.2.4 Orientation materials are available in appropriate translations.
- 4.2.5 Program applicants are referred to other community resources when appropriate.
- 4.2.6 Wait lists for services are reviewed regularly and updated as needed.

### **3. Assessment**

*Certain social services programs may necessitate the use of a more comprehensive intake and assessment process. Examples of programs or program components in which this standard would apply include, but are not limited to, substance abuse treatment, mental health, residential programs with longer case management components, Pathway of Hope and other longer-term case management programs.*

- 4.3.1 A written intake assessment appropriate to the nature of the service(s) provided is completed within 72 hours for each individual or family served.
- 4.3.2 The program has a client-centered comprehensive intake and ongoing assessment process.

### **4. Crisis Intervention**

- 4.4.1 The program has written crisis intervention procedures for areas, which could include:
  - a. Severe mental illness;
  - b. Substance use/abuse;
  - c. Suicidal ideation;
  - d. "Threats of harm to self or others";
  - e. Medical crisis;
  - f. Active shooter;
  - g. Community Violence;
  - h. Victims of human trafficking;
  - i. Victims of domestic violence;
  - j. Victims of sexual assault.
- 4.4.2 The program complies with the territorial procedures for reporting and addressing injuries, accidents, deaths, and other unusual incidents.
- 4.4.3 The staff members receive training to implement the written crisis intervention procedures.
- 4.4.4 There is a debriefing with staff and other applicable persons when a crisis incident has occurred.

### **5. Case Management**

*Case management includes service planning, case records, consultation, and workload.*

- 4.5.1 The program develops service plans tailored to the needs of each program participant.
- 4.5.2 The development of the service plan involves the active participation of the program participant and, when appropriate, other professionals and/or family members.
- 4.5.3 The staff works in partnership with program participants to access community services for which they are eligible and to overcome obstacles to receiving assistance within the community service system.
- 4.5.4 The service plan is reviewed by staff and the program participant at regular and specific intervals. Progress reports and modifications in the plan are documented.

- 4.5.5 A thorough and accurate case record is kept for each program participant.
- 4.5.6 Case records are reviewed regularly by designated staff members to ensure that quality services are being provided.
- 4.5.7 Case consultation for appropriate staff members is provided.
- 4.5.8 The program offers regular case management to participants based on its program design.

#### **6. Discharge/Termination**

- 4.6.1 A discharge plan is written for each individual program participant receiving extended services or care.

#### **7. Ethical Conduct**

- 4.7.1 The staff knows and abides by The Salvation Army Social Service Code of Ethics statement.
- 4.7.2 All personnel model ethical and responsible behavior.
- 4.7.3 The program makes its services available without discrimination in keeping with The Salvation Army's Non-Discrimination in Programs and Delivery of Services Policy.

#### **8. Program Participants' Rights and Responsibilities**

- 4.8.1 Program participants are notified of their rights and responsibilities.

#### **Complaints and Grievances**

- 4.8.2 The program has a written grievance procedure for applicants and program participants to file complaints and appeals when decisions concerning them, or services provided to them are considered unsatisfactory.

#### **Public Relations**

- 4.8.3 The program does not require nor coerce program participants to take part in public performances or provide personal testimonies under any circumstances.
- 4.8.4 The program receives the written informed consent of the program participant before using any photographs, audio/visual tapings, or written statements for public relations or fundraising purposes.

#### **9. Confidentiality/Release of Information**

- 4.9.1 The program abides by the policies and procedures listed in The Salvation Army's Confidentiality and Protection of Personal Privacy - Guidelines.
- 4.9.2 Information is released by the staff members only when there is a perceived danger that withholding information would put the life and/or safety of the participant or others at risk.
- 4.9.3 The program has a formal release of information form.

- 4.9.4 The program provides a copy of the signed release of information to the program participant and keeps a copy of the release in the case record.
- 4.9.5 The staff do not talk about program participant information in public or open areas where program participants, visitors, or other staff members are present.
- 4.9.6 The staff do not share information about one program participant with another program participant.
- 4.9.7 The staff do not share inappropriate personal information with program participants.

## **10. Cultural Competence**

*Cultural competence denotes a set of attitudes and skills that enable the provision of service in a manner that is sensitive, respectful, and responsive to the differing backgrounds, customs, languages, values, expectations, etc. of those we serve. It means identifying ways of opening the door and becoming inclusive of people who might otherwise feel uncomfortable with us or even excluded because of their differences. It calls us to go beyond statements of non-discrimination to being proactive in bridging to others.*

- 4.10.1 The program provides ongoing training to increase cultural sensitivity, awareness, knowledge, and cultural humility for its entire staff. Such training may focus on but is not limited to:
  - a. Understanding how culture forms the beliefs and attitudes of the program participants;
  - b. Increasing the staff members' understanding of their own implicit bias and cultural values and beliefs and the impact upon interactions with program participants;
  - c. The role cultural identity plays in motivating human behavior;
  - d. Specialized knowledge and understanding of the history, values, traditions, family systems, communication, religion and spirituality, immigration and refugee status, and artistic expressions of the major program participant groups served;
  - e. The application of cultural knowledge in participant assessments and interventions.
  - f. Staff are aware of and understand vocabulary associated with cultural knowledge that impacts program participants that is inclusive of, but not limited to, unconscious bias, BIPOC (Black, Indigenous, People of Color), intersectionality, and cultural humility.
- 4.10.2 The program provides services in the major languages used by the program participants or seeks the assistance of qualified interpreters when necessary. (BP)
- 4.10.3 The local program has conducted an assessment of its own cultural humility or cultural competency, and steps have been taken to address areas for growth. (BP)
- 4.10.4 The program has a written plan for ensuring an effective response to marginalized and/or underserved populations. (BP)

## **11. Outcome Evaluation**

*Outcome evaluations indicate how program participants have benefited/changed through their participation in the program and the services it provides. Changes to be measured may include the participants' knowledge base, skills, attitudes, behaviors, motivation, decisions, and conditions. This type of evaluation assesses the extent to which a program is successful in achieving its desired results.*

4.11.1 The program has clear written outcomes.

4.11.2 The program has a process for reviewing its outcomes on a quarterly basis.

4.11.3 The results of outcome evaluations lead to changes in the program's design and delivery to improve the program's effectiveness. (BP)

## **12. Program Data Collection**

4.12.1 The program has a systematic process for collecting and organizing its data on persons served.

4.12.2 The program administrator keeps abreast of the latest social service and best practice research for the program model and infuses best practice thinking into the program.

## **13. Program Participant Feedback**

4.13.1 The program solicits feedback on its services and service delivery from its program participants on a regular basis.

4.13.2 The program solicits feedback on its services and service delivery from its community partners/agencies to enhance programming. (BP)

## **14. Technology**

*The use and implementation of technology to enhance a program's service delivery must ensure that participants' information is kept private and secure. Furthermore, services are to be based upon the needs of the population being served, and all parties have the required equipment and are trained in their use.*

4.14.1 The program has a written policy for delivering services virtually. (D)

4.14.2 Personnel are trained to provide virtual services and have the necessary equipment and software.

4.14.3 The persons served virtually are given written instructions for setting up and using their communication equipment.

4.14.4 The program abides by the territorial policy for *Client Data Management System Privacy Policy*.

4.14.5 The staff is aware of the ethical principles that should be followed regarding social media and electronic communication and abide by the territorial policy for *Social Media and Digital Communications Policy*.

## V. Pastoral Care

*The provision of pastoral care in each Salvation Army service is central to our Christian mission. Pastoral care could be provided by a Corps officer, staff member, or an outside chaplain to program participants, volunteers, staff, and community residents as appropriate.*

### **1. Pastoral Care Plan**

5.1.1 The program has a written pastoral care plan outlining the overall vision for pastoral care and listing the key spiritual services available to program participants and the program staff.

### **2. Qualifications/Experience/Responsibilities**

5.2.1 There is a person(s) designated as the pastoral care representative/chaplain.

5.2.2 The program provides information about spiritual services/activities during the program participant orientation process.

5.2.3 Pastoral care is offered without coercion.

### **3. Chaplaincy Specific to Residential Programs**

5.3.1 The pastoral care representative has the opportunity and makes efforts to interact with program participants within appropriate boundaries.

5.3.2 The pastoral care representative has regular communication with the staff regarding the care of the residents.

### **4. Chaplaincy Related to Non-Residential Programs**

5.4.1 The pastoral care representative has the opportunity and makes efforts to interact with program participants within appropriate boundaries.

5.4.2 The pastoral care representative is in communication with the staff regarding the care of non-residential program participants.

### **5. Chaplaincy Specific to Personnel**

5.5.1 The pastoral care representative has regular contact with staff and volunteers.

### **6. Connections to Salvation Army Corps and Other Churches**

5.6.1 The pastoral care representative is in contact with the Corps staff and seeks to create a cooperative relationship.

5.6.2 Corps advisory organizations and Corps members are aware of the services and activities provided by the program and are involved in some capacity.

5.6.3 A welcoming atmosphere is extended to program participants by the Corps officers and members.

5.6.4 Efforts are made to assist program participants in finding a church home or faith community that meets their spiritual needs.

## **7. Documentation**

5.7.1 Pastoral care services are documented, and files are kept secure to ensure confidentiality.

## VI. Finance & Contract Management

*The program is financially sound, manages its affairs prudently, and makes its reports available to the public.*

### **1. Program Budget**

- 6.1.1 An annual program budget serves as a guide for effective management of financial resources for the fiscal year.
- 6.1.2 The program budget is formally approved by the Divisional Finance Board/Council prior to the beginning of the current fiscal year. (S)
- 6.1.3 The budget planning process includes the active participation of the Corps officer, program administrator, appropriate staff, and members of the Advisory Board or Council.
- 6.1.4 The program administrator participates in the oversight and management of the program budget.

### **2. Fiscal Control**

- 6.2.1 If the program bills for services provided, it has written billing procedures, an established fee schedule, and a tracking system to ensure that the program is receiving the appropriate revenue for those services. (S)
- 6.2.2 The appropriate staff are adequately trained on the program's billing procedures.
- 6.2.3 The program has a written procedure for ensuring proper fiscal management and oversight.
- 6.2.4 The program has a plan in place to meet emergency and ongoing participant needs that does not require staff use of personal credit cards.

### **3. Contract Management**

- 6.3.1 All contracts have been reviewed and approved by the Divisional and Territorial Finance Board/Councils and are executed by the Board of Trustees/Directors in keeping with established procedures.
- 6.3.2 The program maintains an individual record for each contract.
- 6.3.3 The program administrator is aware of all program expectations listed in the contractual agreements with the funding source or entity.

### **Contract Compliance**

- 6.3.4 The program administrator establishes a written set of procedures for reviewing and maintaining compliance with all contractual obligations.
- 6.3.5 The program staff are aware of any changes in governmental regulations, guidelines, or reporting requirements for operating that particular program.

- 6.3.6 The program is up to date and timely with its completion and submission of all contractual reports and corrective action plans to the appropriate licensing/contracting agency, Divisional Headquarters, and Territorial Headquarters (when required).
- 6.3.7 The program maintains a file of all program reports submitted to each funding agency/contractor.
- 6.3.8 The staff notifies and includes Divisional Headquarters in any contractual reviews of the program.

#### **4. Grant Writing and Fund Development**

- 6.4.1 The program budget demonstrates the viability and future continuation of the program and its services.
- 6.4.2 In conjunction with divisional staff, the program has established procedures for the development of grant proposals.
- 6.4.3 The program administrator and appropriate staff members participate in the preparation and final review of grant proposals.
- 6.4.4 The program is proactive in cultivating and fostering relationships with funding entities in order to protect existing funds and identify potential new sources of program revenue.
- 6.4.5 The program is establishing or has an endowment or long-term operating reserve to help fund the program for the long term. (BP)

#### **5. Program Participant Fees/Management of Funds**

- 6.5.1 The program process for collecting participant fees is consistent and fiscally responsible.
- 6.5.2 The program demonstrates that it collects fees from the program participants.
- 6.5.3 When possible and where appropriate, the program makes every effort to serve those program participants who are unable to pay.
- 6.5.4 The program has a process in place to hold or monitor the saving of program participant funds if applicable.

## VII. Facility & Equipment

*The program unit is housed, equipped and maintained in a manner suited to and supportive of its program of services. It provides an attractive, safe, and comfortable setting for all program functions.*

- 7.1 The program's facility is clearly identified as a Salvation Army facility unless it would pose a risk to the program participant's safety.
  - a) The program is clearly identified as a Salvation Army facility.
  
- 7.2 The program has an appropriate amount of access. This is evidenced by:
  - a) The facility residing in an accessible location.
  - b) Adequate parking for staff and program participants.
  - c) Access being controlled by the staff or by locked doors during stated hours.
  - d) The facility is ADA compliant or has made all possible alterations that are readily achievable and can be made without causing undue hardship.
  
- 7.3 The program provides a welcoming service environment and a pleasant atmosphere for all program participants. This is evidenced by:
  - a) Program furnishings that are adequate and in good condition.
  - b) A waiting room that is neat, cheerful, well-ventilated, well-lit and appropriately furnished.
  - c) Current Salvation Army literature available for program participants.
  - d) Drinking water available.
  - e) Restrooms that are clean, accessible, operational, and adequate in number.
  - f) A telephone is available for client use, and messages can be received.
  - g) A chapel or quiet room is available for spiritual gatherings and or personal prayer.
  - h) The program's physical environment reflects the cultural heritage of the program participants.
  - i) Wall art and program materials represent the cultural heritage of the target communities.
  
- 7.4. Program staff have adequate facilities to perform their jobs well. This is evidenced by:
  - a) Room(s) for private interviewing are available.
  - b) Offices and workspace allocated to staff are suited to the functions being performed and for the program's services.
  - c) Necessary and workable equipment for staff is available to complete their jobs.
  - d) Break areas and/or meeting areas for staff use.
  - e) Restrooms for staff use only.
  - f) Secure storage space for staff to keep personal belongings.
  - g) Private apartments are provided for live-in staff (where applicable).
  
- 7.5. All program equipment, furnishings, vehicles, and property are inventoried and secured.
  - a) Equipment, furnishings, vehicles, and property are inventoried and secured.

- 7.6. The program provides appropriate vehicles to serve the program participants (where applicable), and such vehicles are well maintained. This is evidenced by:
- a) Vehicle maintenance logs being kept.
  - b) Vehicles are up to date with inspections. (fire extinguishers, road hazard equipment, and backup warning)
  - c) Vehicles that are safe, serviced, maintained, properly equipped, and operated.
  - d) Vehicles are in compliance with Department of Motor Vehicle regulations and THQ requirements.
  - e) Vehicles have appropriate car seats for infants, toddlers, and young children (where applicable).
  - f) Transportation logs in each vehicle.
  - g) Vehicles have an ANSI-approved first aid kit.
- 7.7. The program maintains the appropriate kitchen equipment and conducts kitchen operations in a manner that provides a safe and sanitary service environment. This is evidenced by:
- a) The kitchen equipment operates properly; electrical connections are secure and safe.
  - b) The exhaust fan is in good condition, operates properly, is clean, and is inspected monthly.
  - c) The exhaust hood is in good condition, has an approved fire extinguishing system, is clean, free of grease and dirt, and is cleaned weekly.
  - d) The Health Department certificate is posted.
  - e) There is a copy of the most recent health department report, and findings have been addressed.
  - f) There is a certified Kitchen Coordinator who oversees the kitchen operations.
  - g) The food storage for dry goods is adequate, and dry food is kept off of the floor (min. of 6 inches).
  - h) The containers of chemicals are clearly labeled and stored away from food.
  - i) Safety data sheets must be kept on file and easily accessible for each chemical present.
  - j) The refrigeration /freezer space is operational, adequate, and meets health department regulations.
- 7.8. The program has a system for providing meals that are healthy for program participants. This is evidenced by:
- a) Program menus are being developed ahead of time.
  - b) Nutritional needs of residents taken into account, including special diets due to medical, religious, or children's needs.
  - c) Program meals are served in a manner that is pleasing to the eye.
  - d) A dining room that is clean and in good repair.
  - e) Kitchen staff wear gloves and hair nets.
  - f) Program meals adhere to the USDA nutrition guidelines.
  - g) Kitchen staff have the appropriate food handling certifications and ensure that meal preparations are adequately supervised.
  - h) There is a method for communicating special dietary needs to the Kitchen Coordinator.

- 7.9. The program's facility and grounds are well cared for. This is evidenced by:
- a) A program facility that is clean & uncluttered.
  - b) Property grounds that are clean, neat, and cared for.
  - c) Program elevators that are checked monthly, inspected at least annually, and the inspection tags are properly displayed.
  - d) Housekeeping carried out on a regular schedule.
  - e) Program conducting regular pest control inspections.
  - f) Program maintenance equipment that is in good working condition.
  - g) Any combustible materials are safely stored in designated areas and containers, not in the boiler or mechanical room, near electrical equipment, or under stairwells.
- 7.10. The program has well-functioning heating, ventilation, and air conditioning systems. This is evidenced by:
- a) Heating, ventilation, and air conditioning systems that function properly, have no leaks, no temperature variations, maintain constant and appropriate temperature, and make minimal noise.
- 7.11. The program's electrical system is in good working order. This is evidenced by:
- a) Wall outlets and switches that operate properly are covered, grounded, and AFCI/GFCI compliant. There are no exposed wires, no loose or hanging wires, or temporary wiring.
- 7.12. The program keeps program participants and staff safe and secure. This is evidenced by:
- a) A designated person(s) responsible for the security system or security management activities.
  - b) Controlling entrances and exits from security-sensitive areas.
  - c) Where there is a camera security system, the program ensures that the system is operational and that there are no significant blind spots that would jeopardize staff and/or program participant safety.
- 7.13. The program has an appropriate fire safety system in place. This is evidenced by:
- a) A written fire safety and evacuation plan is in place and posted in the facility.
  - b) An annual review of the fire safety system.
  - c) Conducting fire drills at least twice a year (or more if required by program type, licensing, contractual obligations, or local fire regulations).
  - d) Fire/heat/smoke detectors operating properly.
  - e) Carbon monoxide detectors are installed and in working order.
  - f) Fire extinguishers that are tagged and accessible on all floors and all areas of the building.
- 7.14. The program has an appropriate evacuation plan and system. This is evidenced by:
- a) An evacuation plan is posted in strategic locations, and routes clearly marked. Alternate routes are also indicated (This includes: tornado, hurricane, or other natural disaster).
  - b) Exit routes (corridors and stairwells) are clear and free from obstruction.
  - c) Exits are clearly marked.
  - d) Exit signs are lit and operational.

- 7.15. Program participants are responsible for maintaining their living quarters and participating in basic housekeeping activities.
- There is evidence that program participants are responsible for maintaining their living quarters and participating in basic housekeeping activities.
  - Such housekeeping activities are restricted to no more than 2 hours per day.
  - These housekeeping activities are agreed to at the time of admission in the participation agreement and apply equally to all participants.
  - There is evidence that program participants are not engaging in inappropriate duties (e.g., security, landscaping, standing kettles, serving food, etc.).
- 7.16. The program has the appropriate facility components to provide an appropriate living environment for residents. This is evidenced by:
- Living quarters that are clean and in good repair.
  - The facility has separate living, dining, and sleeping facilities.
  - Adequate space allocated for recreational/leisure activities.
  - Appropriate furnishings and equipment for leisure activities.
  - An adequate supply of bed linens, towels, washcloths, blankets, mattresses, and mattress covers for each occupant.
- 7.17. Residential and other programs serving children provide the appropriate equipment and play space. This is evidenced by:
- A cleaning/sanitizing regimen for toys and equipment.
  - Age-appropriate toys for children.
  - Indoor and outdoor play spaces for children.
  - Bathing tubs for infants if appropriate.
  - Diaper changing tables with an accessible hand washing sink if appropriate. The changing tables should be placed in a location that is visible to others.
- 7.18. Residential programs abide by Salvation Army specifications for indoor space. Those specifications include:
- The ceiling in each sleeping room is at least 8 feet high.
  - A minimum of 12 square feet per person for dining and leisure areas.
  - Single occupancy rooms are at least 100 square feet.
  - Sleeping quarters open directly to an exit corridor.
  - Room partitions are ceiling-high and smoke-tight.
  - Bedrooms are not used as access to other bedrooms.
  - When temporary housing is purchased from other sources, participant facilities meet Salvation Army standards.
  - The program has the means to isolate a client for health and safety reasons.
  - Bars or protective screens in place to protect residents from falling from windows or roofs.
  - Secure storage space for each program participant.
- 7.19. Beds used by program participants and live-in staff conform to Salvation Army specifications. Those specifications include:
- The program beds are solid and do not wobble; frames are not bent.
  - The bed springs are rigid and give support, and mattresses are firm, clean, protected, and flame-resistant/retardant.

- c) The double-decker beds have guard rails.
  - d) A single bed at least 30 inches wide is available for each person.
  - e) Cribs are available for infants.
  - f) There are at least 50 square feet of floor space for each single or double-decker bed.
  - g) Mattresses are bug-resistant and in good condition (no tears or divots), and old mattresses are regularly rotated out of circulation.
- 7.20. Residential programs have a well-functioning laundry system. This is evidenced by:
- a) Clean linens are provided for each resident and are laundered as necessary, but at least weekly.
  - b) Safe and well-maintained facilities for doing institutional laundry are on the premises, or laundry is done by contract.
- 7.21. Residential programs must have adequate bathing and toilet facilities. These specifications include, but are not limited to:
- a) Bathing and toilet facilities conform to local code requirements.
  - b) Water temperature is controlled to prevent scalding, and both hot and cold water are available 24 hours a day.
  - c) Access to toilet and bathroom facilities without going through the sleeping quarters of other residents.
  - d) Private, individual, unisex bathing and toilet facilities are available.
  - e) The program's toilets, urinals, and showers are provided at a minimum ratio of 1:8. The only exceptions to this are Federal Correction Standard ratios of 1:6.
  - f) Family bathing units contain tub/shower combinations.
  - g) Shower rooms in dormitory areas include a dressing or dry area.
  - h) Communal, unpartitioned showers are not permitted. Each shower unit is in a separate shower stall. Stalls are provided with side-mounted shower heads.

## VIII. Safety & Risk Management

### **1. Safety (General)**

- 8.1.1 The program has a set of policies and procedures for emergencies in which staff are trained.
- 8.1.2 The program conducts regular safety education and training for its staff.
- 8.1.3 The program complies with the territorial procedures for reporting and addressing any injuries, accidents, and other unusual incidents.
- 8.1.4 The program has a contingency plan in place if the facility becomes uninhabitable.
- 8.1.5 The program has at least one staff member trained in first aid and CPR on duty at all times.
- 8.1.6 Program first aid kits comply with ANSI standards and are readily available to all workers and program participants.
- 8.1.7 Daily logs are maintained in programs where they are required.

### **2. Child/Vulnerable Adult Safety**

- 8.2.1 The program adheres to approved Territorial Child and Vulnerable Adult Safety Standards.

### **3. Workplace Violence**

- 8.3.1 The program provides staff members training in conflict resolution/de-escalation techniques.
- 8.3.2 Staff members demonstrate an awareness of the risks in their physical environment, whether in the office or while conducting home and community visits, regarding their personal safety.

### **4. Infectious Disease Control**

- 8.4.1 The program takes the recommended measures as indicated by the CDC to minimize the risk of transmission of airborne pathogens within the confines of the program's facility.

### **5. HIPAA (Health Insurance Portability and Accountability Act)**

*This standard only applies to programs that are required to be HIPAA compliant. Federal HIPAA guidelines should be consulted to determine the need for compliance.*

- 8.5.1 The program adheres to federal HIPAA Guidelines as appropriate.

### **6. Medication Management**

*This section only applies if the program accepts responsibility for program participant medications.*

- 8.6.1 The program has written procedures and a system in place to assist program participants in managing their medications.
- 8.6.2 The facility provides secure refrigeration for program participants' medications as necessary.

8.6.3 The program maintains an accurate medication log.

**7. Tobacco and Vaping Cessation/Prevention**

8.7.1 The program prohibits smoking or vaping in any area in which treatment, care, or service is taking place.

8.7.2 The program ensures that any designated smoking/vaping areas are a safe distance from non-smoking program participants.

8.7.3 The program provides smoking cessation education.

## **26. Confidentiality, Guest Records, and Data Security**

The Salvation Army maintains strict policies and practices for safeguarding guest records, ensuring compliance with HIPAA and HMIS standards, and managing data sharing and breach response protocols. These policies are grounded in national Salvation Army guidelines, including those found in the USW Minute Manual, and are reinforced by local procedures tailored to the Access Center.

All guest records are stored securely and accessed only by authorized personnel. Electronic records are maintained in the Homeless Management Information System (HMIS) and WellSky, The Salvation Army's approved data system for the Western Territory. These systems use password-protected access and encrypted data transmission to ensure confidentiality and data integrity. Paper records, including sign-in logs and control sheets, are stored in locked cabinets within restricted-access areas and retained for the appropriate duration to support audits, billing, and legal documentation.

Staff receive mandatory training in confidentiality, HIPAA compliance, and data handling procedures during onboarding and annually thereafter. During intake, guests are informed of their privacy rights and asked to sign Release of Information forms that govern data sharing with partner agencies.

To ensure compliance with funder requirements and regulatory standards, regular audits are conducted to review data accuracy, service documentation, and policy adherence. These audits are overseen by the Shelter Director and shared with Divisional Headquarters (DHQ) for review. Territorial Headquarters (THQ) conducts formal evaluations every three years, while DHQ performs evaluations every two years, in accordance with National Social Services (NSS) Evaluation and Self-Evaluation Standards.

In the event of a data breach or unauthorized access, the Shelter Director will immediately initiate the breach response protocol, which includes notifying DHQ and Sedgwick Insurance Services, The Salvation Army's insurance management provider. All incidents are documented, and corrective actions are implemented to prevent recurrence.

The following table summarizes key components of The Salvation Army’s data security and compliance framework:

<b>Policy Area</b>	<b>Practice at Access Center</b>
HIPAA Compliance	Staff training, signed consent forms, encrypted systems, secure storage
HMIS Participation	Real-time data entry, monthly reporting, compliance with SJ CoC standards
Data Sharing	Governed by signed Release of Information agreements
Record Retention	Electronic and paper records stored securely and retained per audit and legal requirements
Staff Training	Initial and annual training on confidentiality and data handling
Breach Protocols	Immediate notification to DHQ and Sedgwick; documentation and corrective action
External Evaluation	DHQ every 2 years; THQ every 3 years
Internal Monitoring	Regular audits, performance reviews, and compliance checks

These measures ensure that the Access Center operates with transparency, accountability, and respect for guest dignity, while meeting all legal and ethical standards for data protection.

Policy 1-08-05	<b>CONFIDENTIALITY AND THE PROTECTION OF PERSONAL PRIVACY</b>	Attachment ( <i>Link 3-02-43H</i> )
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The territorial commander, in harmony with the decision of the Commissioners' Conference and the recommendation of the territorial administrative council, has approved the following:

A. POLICY

People seek help from Salvation Army program units when they have special needs which may range from fairly simple to painfully difficult. Their need for service and the help that can be given is determined through sharing factual and personal information. For this to be effective, there must be trust that the program unit will hold the shared information confidential.

Therefore, the commitment to confidentiality extends to all Salvation Army officers, employees, and volunteers. It includes the knowledge that a person is or has been a recipient of service. The Salvation Army will consider carefully matters of confidentiality as they pertain to the particular setting and commit itself to the highest level of agency practice within a given community.

The presumption of confidentiality applies to The Salvation Army unit as a whole, not only to an individual staff person, since client information is normally shared internally for legitimate purposes of training, supervision, records accountability, and expanded client service.

Principles of confidentiality and how these are carried forward in the program unit will be part of the orientation of each new employee, advisory organization member, and other volunteers. As a general principle, no information about individuals receiving Salvation Army services will be disclosed outside of the organization except when informed written consent has been obtained from the service recipient. National Salvation Army guidelines, which are received and updated periodically regarding particular confidentiality issues, should be available to all staff.

Individual program units will assume responsibility for being fully aware of and responsive to the requirements pertaining to confidentiality that impact upon them as a result of contractual commitments, the requirements of law specific to the program, the demands of standard-setting bodies, as well as Salvation Army standards for the particular program.

B. GUIDELINES

The following guidelines are issued in connection with The Salvation Army Policy Statement on Confidentiality and the Protection of Personal Privacy.

1. Fact of Participation

The fact that an individual is or has been a participant in a Salvation Army program, social service, or community service program should not be disclosed outside The Salvation Army unit, except as may be specifically defined in the national standards in effect for the particular kind of program. This restraint will not apply to public meetings or programs in which participants take part as "members," e.g., troop activities, community center programs, and boys' clubs.

Inquiries by visit, telephone or letter regarding a participant in a Salvation Army residential program should be answered with the statement that information as to whether a particular individual is or has been in residence cannot be divulged; that, if in fact the individual is in residence, he/she will be advised of the inquiry, and that, at his/her discretion, the client may or may not communicate with the inquirer.

2. Disclosure to Other Organizations

Disclosure of limited client information to other social service agencies, for the purpose of a referral to or from The Salvation Army, generally would be permitted if a determination is made that the disclosure is in the interest of the client.

Before client records can be disclosed to individuals or agencies outside of The Salvation Army, the written consent of the client must be obtained. The consent should be in writing and should identify the information to be disclosed, the person or agency to whom it will be disclosed, the purpose of the disclosure, and the date upon which the client's consent expires. Use of the Authorization for Release of Information form is recommended for this purpose. If a funder or program requires the use of a

specific authorization for the release of information, the required form may be utilized if approved by the appropriate command.

Disclosure of information relating to program participants should not be made to employers, credit agencies, unions, or other similar organizations, except under terms and conditions contractually defined where employment is an integral part of the program (e.g., contracts with federal or state correctional authorities for early release programs), or at the request, and with the consent of the participant.

Disclosures to governmental agencies or organizations that determine benefits such as the Social Security Administration are permissible when the authorization to release information is signed by the client.

If there is doubt about whether client information should be disclosed, legal advice should be obtained from territorial staff counsel through the appropriate Salvation Army administrative headquarters.

3. Clearing House

Whereas, as a general rule, there is no objection to participation by The Salvation Army in clearing houses, there are any number of situations in which such disclosure is prohibited by contract or regulation or where disclosure of the information could damage the client. Because of the varied and fluctuating makeup of the usual Army case load, written consent of the client should be included in the clearing house procedure. The information provided to the clearing house should be limited to that which is necessary for the clearing house to perform its basic function. The clearing house should provide some written statement (e.g., agreement or policy statement) that the clearing house will limit the further disclosure of such information.

Where clearing house information is shared electronically by several agencies through computer access, the clearing house should have written agreements from each participating agency limiting computer access to appropriate staff at each agency.

4. Information to the Client

Where required by Federal, State or local law or a funding contract, upon written request by a client, The Salvation Army will provide such requesting client access to information contained in his/her own case record. In other cases, The Salvation Army will consider whether such access is in the best interest of the client and does not involve a risk of harm to others. Before allowing such access by a client, The Salvation Army will redact information about any individuals other than the requesting client. If the record contains counseling records or other information relating to the client's psychiatric, psychological or mental health conditions, the professional responsible for the client's treatment will review the records to determine whether the release of the information is appropriate. If disclosure is determined not to be appropriate, the records will not be disclosed to the client unless required pursuant to a court order. Information disclosed should be limited to that which is included in the formally completed and approved case record. The formal case record should contain only factual information and formal conclusions, not informal counselor notes and/or casual observations. Information contained in the record that was provided by other agencies or individuals, and not Salvation Army personnel, should not be disclosed to the client.

5. Law Enforcement Personnel

Except where a crime has been committed at a Salvation Army institution, voluntary disclosure to law enforcement agencies, whether local or state police, district attorney, the FBI, or Immigration and Customs Enforcement (ICE), of the participation by an individual in a Salvation Army program, or of information contained in any record(s), should be refused subject to the exceptions set forth below.

Whether served by an attorney in a civil action or at the instance of a governmental agency, a subpoena served on The Salvation Army for information regarding a participant should be resisted. It is noted that a subpoena is not the same as a court order. Specifically, local legal counsel should be retained to appear in court to move to quash the subpoena, thus compelling the person seeking disclosure of the information to show the court good cause for such disclosure, in order to request a court order. In any case, before any action is taken, the local Salvation Army operation should contact its immediate administrative headquarters.

Since an arrest warrant or a search warrant is a court order which has been issued by a court after a showing of probable cause, if such a warrant is presented to a Salvation Army facility relating to a client in residence, The Salvation Army facility should

cooperate with the law enforcement agency in making the arrest or the search, preferably in a manner which will involve the least disruption of the program at the facility.

Because law enforcement personnel are precluded from conducting a search of a residence without an arrest or search warrant, and because a criminal summons does not constitute a warrant, The Salvation Army should not produce a participant or otherwise cooperate with law enforcement personnel seeking to serve a criminal summons on a resident at a Salvation Army institution. Law enforcement personnel should be advised that they will be required to produce a valid arrest or search warrant before The Salvation Army will cooperate with them, whether in making the arrest or the search, on the terms set forth in the prior paragraph. (This paragraph added per NLC's letter of August 17, 2001)

6. Release of Records Under Court Order

The Salvation Army is the owner and controller of all client records unless otherwise specified by a funding contract. No records may be removed from Salvation Army premises or transmitted to other parties without specific written approval by The Salvation Army officer in charge or the executive director, in consultation with local legal counsel.

In the event that Salvation Army client records are required by order of a court of competent jurisdiction, when good cause for such disclosure has been determined by the court, the records which have been subpoenaed by the court shall be delivered to the court, on the date requested, only by The Salvation Army officer in charge or the executive director or other staff as designated in writing.

If the court requires a review of a client record, The Salvation Army representative shall accompany the record to the court, and request that the court review such record in closed chambers and admit only the minimum portion of such record which is relevant to the proceedings under consideration.

7. Limitations of Court Testimony

No Salvation Army personnel shall voluntarily testify about a client's participation in the program. Further, if subpoenaed or compelled to testify by court order, Salvation Army personnel shall first consult with territorial legal counsel about the opportunity to seek court relief to quash any subpoena or court order.

Generally, any Salvation Army personnel compelled to testify should be accompanied by legal counsel designated by territorial legal counsel. Legal counsel can assist Salvation Army personnel with asking the court for permission to be excused from offering any assessment that is beyond their technical qualifications, including but not limited to education, licensure, registration, certification, and professional skill and experience.

8. Child/Elder Abuse

Notwithstanding any other provisions of these guidelines, Salvation Army facilities will comply with all state and municipal laws requiring reporting to governmental agencies of instances of child/elder abuse. Failure to comply with such laws can result in criminal sanctions.

Notwithstanding the contrary, information is to be withheld where The Salvation Army is required by law (as in alcohol and drug programs regulated or funded by a federal agency or in child care or health care facilities, which disclosure is prohibited by state regulations) and/or where by contract The Salvation Army has agreed to maintain the confidentiality of client records.

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Related National Minute:

- 1) Access By Researchers to Records Created By The Salvation Army and Held in Its National Archives and Research Center
- 2) Volunteer Services and Work Performed By Social Services Participants

*Western Territory Note: On the next page is the Client Authorization For Release Of Information followed by Volunteer Authorization For Release Of Information.*

THE SALVATION ARMY

AUTHORIZATION FOR RELEASE OF INFORMATION

I, \_\_\_\_\_  
(name of client)

a participant in The Salvation Army \_\_\_\_\_  
(name of program/service)

hereby authorize \_\_\_\_\_  
(director or other employee)

to disclose to \_\_\_\_\_  
(recipient of information)

the following information (Specify the kind and amount of information): \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

The purpose of the disclosure authorized herein is to \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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This consent may be revoked by me at any time except to the extent that action has **already been taken regarding this release of information**. This consent (unless expressly revoked earlier) expires on (Specific date, event or condition of expiration): \_\_\_\_\_

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Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of Witness: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of Parent, Guardian or Legal Representative  
(required for minor, incompetent, or deceased participant) \_\_\_\_\_

Date: \_\_\_\_\_

Specify Relationship: \_\_\_\_\_

*Approved by the October 2022 Commissioners' Conference pp. 700-716*

Refer to the National Minute/Policy titled: Confidentiality and the Protection of Personal Privacy – Guidelines

The Salvation Army Western Territory  
**VOLUNTEER AUTHORIZATION REGARDING RELEASE OF INFORMATION**

I have received a copy of and understand The Salvation Army's Policy on Confidentiality and the Protection of Personal Privacy.

This consent may be revoked by me at any time except to the extent that action has already been taken regarding this release of information. This consent (unless expressly revoked earlier) expires on (Specific date, event or condition of expiration): \_\_\_\_\_

Volunteer Signature: \_\_\_\_\_

Print Volunteer Name: \_\_\_\_\_

Date: \_\_\_\_\_

Minute 14-05 **INFORMATION TECHNOLOGY SECURITY POLICY**

**.01 POLICY STATEMENT**

The following policy governs the security of information technology within The Salvation Army, USA Western Territory. Security of our sensitive information depends on vigilance by all participants. The Salvation Army is committed to protecting officers, employees, partners, vendors, donors, clients, beneficiaries, soldiers and the organization from illegal or damaging actions by individuals, either knowingly or unknowingly.

**.02 LOST EQUIPMENT AND MEDIA**

Because lost or stolen equipment and media (laptops, iPads, smart phones, thumb drives, DVDs, CDs, external/USB hard drives etc.) can represent a serious threat to security, leading to lost credibility, violations of confidentiality, or destruction of assets, reports to law enforcement and IT must be provided as soon as the loss is discovered.

**.03 INFORMATION SENSITIVITY**

This policy is intended to help users determine what information cannot be disclosed without proper authorization. All data that is not approved for public release shall be considered confidential or sensitive.

In accordance with our obligation to be compliant with relevant laws, personally identifiable information (PII) shall be treated with the utmost sensitivity and confidentiality. PII can include such things as:

- Name when connected to sensitive information
- Credit card numbers
- Driver's license number
- Date of birth
- Medical history, case notes, pastoral & counseling notes
- Social Security Number or other government identification number
- Physical location such as IP address or geolocation coordinates
- Vehicle registration plate number and/or VIN
- Face, fingerprints, or handwriting
- Birthplace
- Genetic information

Authorized access to confidential and proprietary information should follow the principle of the least access. That is, provide the individual with only the resources necessary to perform their duties and no more.

Some individuals will have incidental or transitory access to sensitive data needed to perform their duties relative to technology or security without needing access to the data itself. Such individuals shall not proactively look at the content of the data, keep copies, or disclose any information they see during their work. They must treat it as if they had not seen it.

The information covered in these guidelines includes, but is not limited to, information that is either stored or shared via any means. This includes: electronic information, information on paper, and information shared orally or visually such as telephone and video conferencing. Confidential information must not be left unattended in conference rooms or other public places.

**.04 PCI COMPLIANCE**

The Payment Card Industry (PCI) Data Security Standard (DSS) provides a detailed structure for securing cardholder data that is stored, processed and/or transmitted.

**GENERAL STATEMENTS**

Individual Commands will be responsible to ensure that appropriate personnel are informed of these policies and trained on their implementation.

To reduce risk, we will maintain a posture of recording only the minimal amount of card holder data necessary.

1. Incident Response Team  
The Secretary for Business Administration will head the PCI Incident Response Team. An annual meeting of the Incident Response Team will review PCI policy and make recommendations for changes, if applicable, and review and make changes to the Incident Response Plan, as necessary.

The Territorial IT Director will contract with a qualified vendor to conduct a PCI audit (Gap analysis) annually or upon significant changes to the environment. The audit will result in a formal documented analysis of risk, including identification of critical assets, threats, and vulnerabilities as it relates to credit card processing that will be presented to the Incident Response Team.

2. Electronic Processing

To ensure compliance with PCI standards, all credit card payments (including donations) will be processed only through vendors and systems approved by the Territorial Finance Council.

The use of tokenized systems of credit card processing through “*Elavon Safe-T Suite*” have been selected by the Territory as a primary system for payment processing to be used for ARC POS, CCMS (Kroc) Sales, and ecommerce sites for TradeWest and Events.

Third party processors CDS and Classy are to be used as primary donation processing with integration to Portfolio.

The use of Square is approved only where the above primary systems are not available. Examples of this are program service fees, fund raising events, rentals, sales of equipment, sales of merchandise, (where POS is not available), and all Camp revenue streams.

Do not store card holder data electronically on a computer, on a memory chip (such as a thumb drive), or any other electronic storage media. Do not transmit card holder data electronically except by the approved systems.

Territorial IT will oversee all service providers with whom cardholder data is shared, or that could affect the security of cardholder data, before engagement and again annually. All written agreements will acknowledge that service providers are responsible for the security of cardholder data and that all required policies and procedures are documented and implemented.

3. Routine Inspections

Monthly, the local manager or Corps Officer will inspect credit card devices, looking for evidence of tampering or unauthorized change of the unit.

Evidence of tampering may include:

- Unexpected attachments or cables plugged into the device
- Missing or changed security labels or serial number
- Broken or differently colored casing or cables
- Changes to other external markings or appearance
- Unauthorized change of equipment

Any discovered problems or discrepancies will be immediately reported to the Command Finance Secretary or Manager. A log of monthly inspections will be kept at the store or unit and made available annually during PCI audits.

4. Security of credit card devices

Local managers, Corps Officers, and other front-line personnel will refuse access to any credit card equipment to anyone without prior notification of the visit and proper, verifiable Salvation Army identification. This includes anyone purporting to be from IT or other official sounding department or Command HQ.

5. Personnel and PCI Security Awareness

PCI DSS requires that anyone who will work with cardholder data will complete training relative to Army policies and procedures for credit card handling before beginning to work with card holder data and repeat the training annually. The individual trained will sign a form to indicate that they have been trained and will comply with Salvation Army policy related to credit card procedures. Training documentation will be kept by the command Human Resources Department and made available during annual PCI Audits.

THQ will implement a security awareness program to ensure all personnel are made aware of the importance of cardholder data security. March is designated "PCI Awareness Month in The Western Territory.

Anyone who will be processing credit cards for the Salvation Army must have a criminal background screening prior to working with credit cards. Command Finance Departments will maintain a list of all employees authorized to process credit card transactions within the command. The Command Finance Secretary or Manager will ensure that user access to credit card processing is revoked upon termination of employment and conduct an annual review of all authorized users.

6. Paper Media

It is best to never put card holder data onto paper media. Because that is not entirely possible, all paper media will be handled in such a way that protects the stored cardholder data. Therefore, each unit in the Western Territory that takes credit card payments must comply with the requirements listed below for any paper media that contains credit card or card holder data.

- The CVV number (3-digit security code on the back of Visa or Mastercard, or 4-digit security code on the front of American Express) will not be kept on paper or by any other means past the first transaction use.
- Create and adhere to local procedures to easily distinguish between Salvation Army personnel and visitors in areas where cardholder data (such as membership forms) is accessible. Make sure all visitors are handled as follows:
- Authorized before entering areas where cardholder data is processed or maintained.
- Given a physical token (for example, a badge or access device) with a clearly defined expiration date and that identifies the visitors as not onsite personnel.
- Asked to surrender the physical token before leaving the facility or at the date of expiration.
- Use a visitor log to maintain a physical audit trail of visitor activity. Document the visitor's name, the firm represented, and the onsite personnel authorizing physical access on the log. Retain this log for a minimum of three months, unless otherwise restricted by law.
- Make no unnecessary copies. Treat all copies with the same controls as the originals.
- Physically secure all paper media including any membership forms, donor forms, or purchase orders.
- Do not scan paper documents to create an electronic version.
- Maintain strict control over the internal or external distribution of any kind of paper media, including the following:
- Classify media so the sensitivity of the data can be determined, such as stamping the page "confidential."
- Send the media by secured courier or other delivery method that can be accurately tracked.
- Ensure management approves of all paper media that is removed from a secured area
- Maintain strict control over the storage and accessibility of paper media. Properly maintain inventory logs of all media and conduct media inventories at least annually.
- Destroy media when it is no longer needed for business or legal reasons by cross-cut shredding, incinerating, or pulping hardcopy materials so that cardholder data cannot be reconstructed. Use of a NAID AAA certified shredding service is acceptable when the certification is verified annually.

Things to NEVER do with cardholder data:

- Never transmit card holder data via mail, email, fax, scan, etc. This includes card number, expiration date, security codes, birth dates.
- Never store card holder data electronically in a document, spreadsheet, database, or email.

7. In Summary

The only appropriate way to store cardholder data, if it must be kept, is on the original paper form, in a secured location, as described above.

**.05 SCREEN LOCKING**

All PCs, laptops and workstations will be secured with a password-protected screensaver with the automatic activation feature set at 15 minutes or less. It should be standard practice to lock the screen (Windows Key + L) when leaving a computer unattended.

**.06 PHYSICAL SECURITY**

A locked office door enhances security for the computer systems behind it. Rooms, closets, cupboards with networking equipment installed, networked appliances and computers, such as servers and multimedia systems, routers, switches, WAPs, and attached storage devices, should have locks or some other form of physical security.

Portable computers and mobile devices should not be left where they can be seen in cars or near office windows. Hotel rooms and conference rooms also present a risk of theft, tampering, or vandalism.

#### **.07 NETWORK CONNECTIVITY**

The purpose of this policy is to safeguard The Salvation Army's network integrity, protect sensitive and confidential data, and ensure compliance with organizational security standards. Unauthorized devices and connectivity methods pose significant risks to the security of our systems and the confidentiality of our data, potentially leading to breaches, data loss, or unauthorized access.

The security of The Salvation Army's network is critical to maintaining trust with our officers, employees, clients, and partners. Our business network handles sensitive information, including proprietary business data, personally identifiable information (PII), financial records, and other confidential materials.

The Salvation Army prohibits the connection of any unapproved or rogue network devices to its business network infrastructure. Only network devices explicitly approved and configured by the IT Department—including routers, switches, wireless access points, and Internet of Things (IoT) devices—are permitted. This policy also extends to any unauthorized internet connectivity methods, such as personal hotspots or external modems, which bypass the organization's secure network.

Approved Devices Only:

- Only network devices (e.g., routers, switches, wireless access points, IoT devices) that have been evaluated, approved, and configured by the IT Department may be connected to The Salvation Army's business network.
- All approved devices must meet organizational security standards, including encryption, authentication, and monitoring requirements.

Prohibited Devices:

- Officers, employees, contractors, or third parties are strictly prohibited from connecting unapproved or personal network devices—such as personal routers, unmanaged switches, wireless access points, or IoT gadgets (e.g., smart speakers, camera systems)—to the business network.
- Examples of prohibited actions include plugging a personal wireless router into an Ethernet port or connecting an unmanaged IoT device to the business network.

Unauthorized Internet Connectivity:

- The use of non-authorized internet connectivity methods, such as personal mobile hotspots, USB modems, or external VPNs not approved by the IT Department, is prohibited on devices connected to The Salvation Army's business network.
- Such methods bypass organizational security controls and expose the business network to external threats.

Any exception to this policy must be formally requested in writing and approved by the IT Department.

Exceptions will only be granted if they do not compromise the security of the business network or sensitive data.

#### **.08 VIRTUAL PRIVATE NETWORK**

The purpose of this policy is to ensure the security and integrity of The Salvation Army's business network by regulating the use of Virtual Private Networks (VPNs). This policy applies to all officers, employees, contractors, and third parties accessing The Salvation Army's business network.

Company-Approved VPN on Business Network:

- It is the responsibility of individuals with VPN privileges to ensure that unauthorized users are not allowed access to internal networks.
- By using VPN technology with personal equipment, users must understand that their machines are a de facto extension of the business network, and as such are subject to the same rules and regulations that apply to The Salvation Army-owned equipment, i.e., their machines must be configured to comply with security policies.
- Only approved VPN solutions are permitted for accessing the business network, whether on-site or remotely.

- Unauthorized VPNs, including personal VPN services, are strictly prohibited on the business network to prevent security risks such as data breaches or malware introduction.
- Multi-factor authentication (MFA) is mandatory for all company-approved VPN connections to ensure secure access.

Personal VPN Usage:

- Employees may use personal VPN services on their personal devices when not connected to the business network (e.g., at home or on public Wi-Fi).
- Personal VPNs must be disconnected before accessing the business network or company resources.

Compliance and Monitoring:

- The IT department will monitor network traffic to detect and block unauthorized VPN usage.
- Attempts to bypass this policy may result in disciplinary action, up to and including termination.

Requesting VPN Access:

- Individuals requiring VPN access to the business network must request it through the IT department.
- Only approved VPN software and configurations will be provided.

**.09 DIAL IN**

Dial in connectivity is not authorized under any circumstance.

**.10 USER INSTALLED REMOTE CONTROL**

Remote Control and Remote Access Tools provide a way for computer users and support staff alike to share screens, access work computer systems from off site. Examples of such software include Logmein, GoToMyPC, VNC, Windows Remote Desktop (RDP) and pcAnywhere. While these tools can save considerable time and money by eliminating travel and enabling collaboration, they also provide a back door into the network that can be used for theft of, unauthorized access to, or destruction of assets. As a result, these should not be established without IT knowledge and assistance to ensure security compliance. Configurations should not be changed from those set by IT staff.

**.11 CONTENT FILTERING**

All Army computers attached to the Internet must have some form of content filtering and monitoring for security, risk management and accountability.

**.12 INTERNET BLOCKING**

The categories of Internet content which will be blocked are approved by Territorial Finance Council and published by the IT Department.

*Exceptions may be granted by the Chief Secretary upon receipt of a letter with rationale from the command head.*

If a site is mis-categorized, users may request the site be un-blocked by submitting a ticket to the IT Help Center. IT will review the request and un-block the site if it is mis-categorized.

**.13 PEER TO PEER**

The use of Peer-to-Peer (P2P) file-sharing applications is prohibited.

**.14 INTERNAL SECURITY**

Recognizing the importance and confidentiality of much of our electronic data, it is imperative that appropriate security based on Microsoft Active Directory user ID is implemented.

User IDs will be established and removed automatically through UltiPro. Employees will be added only after they have been approved to hire by Command Finance Council. The Command Human Resources Department should take a proactive approach to inputting newly hired staff and removing any terminations through UltiPro in a timely manner. Exceptions will be routed through the Command HR to instruct IT.

Under no circumstances will user IDs be shared. A user ID will identify an individual. Generic IDs are not allowed. Unmonitored use of another's account, even if the ID and/or password is not shared, is not allowed.

Volunteer, consultant, and temporary staff that require access to Army computer systems will be given User IDs at the request of the Command Human Resources Dept., as well. All such user IDs will have an automatic expiration date and will require reauthorization every 90 days.

## .15 PASSWORDS

Passwords are an important aspect of computer security. A poorly chosen password may result in unauthorized access and/or exploitation of The Army's resources. All users, including contractors and vendors with access to The Salvation Army's systems, are responsible for taking the appropriate steps, as outlined below, to select and secure their passwords.

### Password Requirements

All Salvation Army managed passwords must meet the following minimum standards:

1. Minimum Length: All passwords must be at least 12 characters long.
2. Complexity: Passwords must include a mix of:
  - a. Uppercase letters (A-Z)
  - b. Lowercase letters (a-z)
  - c. Numbers (0-9)
  - d. Special characters (e.g., !, @, #, \$, etc.)
3. Account Lockout: After 5 failed login attempts, the account will be locked for 30 minutes. Contact IT support if you need assistance unlocking your account sooner.
4. Passphrase Recommendation: We strongly recommend using a passphrase—a sequence of words or a sentence that is easy for you to remember but hard for others to guess (see Password Guidelines below).
5. Multi-Factor Authentication (MFA): Where available, MFA must be enabled to add an extra layer of security. Users must configure and use MFA as part of the authentication process.
6. Expiration: Passwords must be changed every 180 days, provided the account remains uncompromised.

### Password Guidelines

- Use a Passphrase: We strongly recommend using a passphrase—a sequence of words or a sentence that is easy for you to remember but hard for others to guess. For example:
  - "BlueSky\$Rain1999"
  - "2 drink coffee every day!"
- Safeguard your passwords and commit passwords to memory or store passwords securely if needed (e.g. in an approved password manager).
- If you suspect your account has been compromised, change your password and report to the IT Help Center immediately.
- Don't easily use guessable information like your name, birthdate, phone number, or "password123."
- Don't share your password with anyone, including coworkers or IT StaU (unless required for support purposes as noted above).
- Don't write passwords down in unsecured locations (e.g., sticky notes).

The IT Department will configure systems to ensure compliance with this policy, and provide support for password resets, account lockouts, and MFA issues.

## .16 MALWARE

New viruses and other malware are discovered every day. No anti-virus software or malware protection is always 100% effective. It is everyone's responsibility to be vigilant.

- Ensure the standard, supported anti-virus software is working. Anti-virus updates and software patches will be automatically released to Army owned and attached systems. If separated from the Army network for extended periods, the user should proactively run anti-virus and software patch updates as they become available.
- Never download files from unknown or suspicious sources.
- Always scan removable media (such as thumb drives) before using.
- Back-up critical data on a regular basis and store the data in a safe place in accordance with the Data Retention Policy.

## .17 SOCIAL ENGINEERED ATTACKS

The IT Department will routinely notify users of fraudulent social engineering attacks and techniques that can be used to detect them. Vigilance by all is the best defense.

Social Engineering Attacks come through someone contacting an individual via phone, in person, email, fax, or online - and elusively trying to collect sensitive information. The person is being "socially pressured" or "socially encouraged" or "tricked" into sharing

sensitive data or logging into a fraudulent website revealing their ID and password. Attacks usually include a statement of urgency and a threat of loss unless the user complies.

Immediately report all such attacks to the Help Center. Do not hesitate to ask IT for help or clarification if you have suspicion regarding any such possible attack.

#### **.18 INTEGRITY**

Critical files should be stored on file or cloud servers provided and maintained by the IT Dept. Critical files include all data shared by two or more individuals; important word-processing, spreadsheet or database documents. Users should be reminded to store all such data on file servers rather than their individual hard disks. IT personnel are responsible for security and backup/recovery of all data in this category. Documents/data not stored on file servers lost through malfunction on a desktop or laptop computer might not be recoverable.

Sensitive and/or confidential data may not be stored on personally owned laptops, mobile computing devices, smart phones, thumb drives, external drives, or non-Army cloud storage systems unless there is encryption and password security meeting the above password requirements in place. Lost or stolen equipment or compromised cloud storage systems must immediately be reported.

#### **.19 MALICIOUS USE**

The following activities are strictly prohibited, with no exceptions:

1. Effecting security breaches or disruptions of network communication. Security breaches include, but are not limited to, accessing data of which the user is not an intended recipient or logging into a server or account that the user is not expressly authorized to access, unless these duties are within the scope of regular duties. For purposes of this policy, "disruption" includes, but is not limited to, network sniffing, pinged floods, packet spoofing, denial of service, and forged routing.
2. Port scanning or security scanning is expressly prohibited unless carried out by authorized IT personnel.
3. Executing any form of network monitoring which will intercept data not intended for the employee's host, unless carried out by authorized IT personnel.
4. Circumventing user authentication or security of any host, network or account.
5. Interfering with or denying service to any other user (for example, denial of service attack).
6. Using any program/script/command, or sending messages of any kind, with the intent to interfere with, or disable, a user's session, via any means, locally or via the network.
7. Unauthorized use, or forging, of email header information.

#### **.20 WIFI**

This policy specifies the conditions that wireless infrastructure devices must satisfy to connect to the network. Only those wireless access points (WAPs) that meet the standards specified in this policy or are granted an exception by the IT Dept. are approved for connectivity to the network.

All wireless infrastructure devices that reside at an Army site and connect to the Army network should:

- Be installed, supported, and maintained by The IT Department.
- Use approved authentication protocols and infrastructure.
- Use approved encryption protocols.

The official standard for Salvation Army WiFi includes wireless networks for Business / Staff, Guests, and Public users.

#### **Wi-Fi Network Definitions**

- **Business Network:** A secure Wi-Fi network reserved for authorized officers, employees, and contractors to access company systems, data, and resources. Authenticated using the Microsoft Active Directory user ID and password and/or certificates and may not be given to guests. Unapproved wireless devices (rogue devices) are prohibited on the Business Network. Discovered rogue devices may be disabled.
- **Guest Network:** A separate, restricted Wi-Fi network designed for residents and other non-staff individuals, providing basic internet access only. Authorized via unique PIN provided by local staff via the IT Department.
- **Public Network:** A separate, restricted Wi-Fi network designed for visitors, vendors, and other non-staff individuals, and computer labs providing basic internet access only. Authorized via unique

passwords provided by the IT Department, passwords will change periodically.

#### **.21 BLUETOOTH SECURITY**

This policy provides for secure Bluetooth operations. It protects the Army from loss of PII and proprietary data.

When pairing your Bluetooth unit to your Bluetooth enabled equipment (i.e., phone, laptop, etc.), ensure that you are not in a public area. If your Bluetooth enabled equipment asks for you to enter your pin after you have initially paired it, you should refuse the pairing request and report it to the Help Center, immediately. Unless your Bluetooth device itself has malfunctioned and lost its pin, this is a sign of a hack attempt.

Whenever possible, Bluetooth devices should employ 'security mode 3,' which encrypts traffic in both directions. If your device allows the usage of long PIN's, you should use either a 13 alphabetic PIN or a 19-digit PIN (or longer). Switch the Bluetooth device to use the hidden mode, and activate Bluetooth only when it is needed. Update the device's firmware when a new version is available.

Whenever possible, wireless keyboards, mice, and headsets should use a supplied USB dongle rather than native PC Bluetooth and the software from the manufacturer rather than default drivers available with the operating system. The software for these devices should be kept up-to-date.

The following is a list of unauthorized uses of Bluetooth:

- Eavesdropping
- Device ID spoofing
- Denial of Service attacks
- Attacking other Bluetooth enabled devices

User responsibilities:

- Bluetooth users are required to report any loss, theft, or misuse of Bluetooth devices or systems immediately to the Help Center.
- Due to inherent security vulnerabilities, extremely sensitive information should not be discussed or transmitted via Bluetooth.

## **27. City and County Partner Coordination**

The Salvation Army will maintain consistent and collaborative communication with the City of Lodi and San Joaquin County partners to ensure the successful operation of the Access Center. This coordination is foundational to delivering integrated services, maintaining transparency, and aligning with regional strategies to reduce homelessness.

### **City of Lodi Coordination**

The Shelter Director will provide monthly reports to City staff detailing bed nights, meals served, services accessed, and outreach activities. These reports will be generated using HMIS and WellSky systems and will include performance metrics such as housing placements, service utilization, and guest satisfaction. Regular meetings will be scheduled to review these metrics, discuss operational challenges, and share success stories. The Salvation Army will also maintain open lines of communication through on-site visits and correspondence, ensuring that both City leadership and the broader community remain informed and engaged.

A designated liaison will facilitate coordination between Salvation Army leadership and City departments, including law enforcement, public works, and neighborhood services. This role will support the implementation of the Good Neighbor Plan, which includes daily clean-up of surrounding areas, loitering deterrence, and responsiveness to community concerns.

The Salvation Army will continue the Access Center Advisory Board, which is comprised of local business, community, and faith-based leaders. The Advisory Board will continue to meet regularly to review the Access Center operations and provide valuable feedback from the community. This will enable The Salvation Army to continue to improve serving the needs of the individuals and the community. A representative from the Oversight Board will provide feedback to the City Council on a regular basis.

### **County Partner Collaboration**

The Access Center collaborate with the onsite service delivery from San Joaquin County Behavioral Health, Health Services, and Housing departments. These partnerships will allow

guests to access medical care, mental health support, substance use treatment, and housing navigation without leaving the shelter. The Salvation Army will coordinate joint planning sessions and case conferencing with these agencies to ensure continuity of care and avoid duplication of services.

The Access Center will also participate in San Joaquin Continuum of Care (SJCoC) board meetings and the Lodi Committee on Homelessness meetings and their relevant subcommittees, contributing to regional planning and policy development.

**Communication and Reporting Framework**

<b>Coordination Element</b>	<b>Practice</b>
Monthly City Reports	Bed nights, meals, services, outreach, and performance metrics
Regular City Meetings	Review data, discuss operations, share updates
County Service Integration	Onsite access to health, housing, and behavioral services
Case Conferencing	Joint planning with County partners
Community Engagement	Flyers, contact info, and clean-up coordination with neighbors
SJCoC Participation	Board and subcommittee involvement
Lodi Committee on Homelessness	Membership and subcommittee involvement
Good Neighbor Plan	Daily clean-up, loitering deterrence, and community responsiveness

This coordinated approach ensures that the Access Center operates as part of a unified system addressing homelessness in Lodi. By maintaining strong relationships with City and County partners, The Salvation Army will deliver impactful services, promote transparency, and support long-term solutions for individuals experiencing homelessness.

## **28. Data Collection and Reporting**

The Salvation Army will implement a comprehensive data collection and reporting system to monitor performance and ensure accountability at the Access Center. This system integrates multiple platforms—primarily the San Joaquin County Homeless Management Information System (HMIS) and The Salvation Army’s Western Territory-approved WellSky database—to track guest demographics, service utilization, and outcome metrics.

All guest interactions, services, and progress will be documented in HMIS and WellSky. These systems allow for real-time data entry and encrypted transmission, ensuring compliance with HIPAA standards and Continuum of Care (CoC) data-sharing agreements. Staff will be trained in data entry protocols, confidentiality, and quality assurance procedures during onboarding and through ongoing professional development.

Monthly reports will be submitted to the City of Lodi and other stakeholders, detailing:

- Number of individuals transitioned to housing or other programs
- Types of services accessed (e.g., mental health, substance use treatment, counseling)
- Meals and hygiene services provided
- Overnight and day service utilization (duplicated and unduplicated counts)
- Outreach contacts and transportation to service appointments

In addition to digital systems, paper documentation (e.g., sign-in logs, control sheets) will be used as backup and for continuity during power outages or system disruptions.

The Access Center will also incorporate data from LIFNAV and Pathway of Hope programs. LIFNAV Connect, a mobile-enabled portal, will collect and track:

- Demographic information
- Case history with The Salvation Army
- Real-time shelter availability
- Personal goals and progress toward housing, income, and stability

Pathway of Hope will track family-specific outcomes such as:

- Financial stability
- Employment status
- Housing retention
- Engagement with spiritual care and community support

All data will be analyzed to identify trends, inform decision-making, and guide program improvements. Regular audits and performance reviews will ensure data integrity and compliance with funder requirements.

The following table summarizes the data systems and their functions:

<b>System</b>	<b>Function</b>
HMIS	Tracks guest-level data, service utilization, housing outcomes
WellSky	Internal Salvation Army database for Western Territory; supports reporting
LIFNAV Connect	Mobile portal for engagement, goal tracking, and shelter availability
Pathway of Hope	Tracks family progress toward stability and self-sufficiency
Paper Records	Backup documentation for audits, billing, and continuity

This integrated approach ensures that the Access Center operates with transparency, accountability, and responsiveness to guest needs and community goals.

## **29. CalAIM Medical Respite Experience**

The Salvation Army is actively preparing to launch a five-bed Medical Respite program at the Access Center, aligned with the CalAIM initiative. While we do not currently operate a Medical Respite program, we are in the process of contractor certification with both HealthNet and Health Plan of San Joaquin, with the goal of becoming a certified CalAIM provider by May 2026.

Medical Respite, also known as recuperative care, provides short-term residential support for individuals experiencing homelessness who are recovering from illness or injury but do not require hospitalization. The Access Center's design includes dedicated space for these beds, and we will coordinate closely with San Joaquin County Health Services and Behavioral Health to ensure seamless integration with onsite medical and behavioral health services.

Based on national benchmarks, the average length of stay in Medical Respite programs ranges from 30 to 45 days. With five beds operating year-round, we anticipate serving approximately 40 to 60 unique individuals annually. These beds will be prioritized for guests discharged from hospitals, emergency departments, or referred by managed care plans (MCPs) and community providers.

Coordination protocols will include:

- Referral and intake coordination with MCPs, hospitals, and clinics
- Authorization and claims submission for Medi-Cal reimbursement
- Discharge planning in collaboration with referring entities
- Follow-up care coordination to support long-term health stabilization

Outcomes will be tracked using HMIS and WellSky systems, including:

- Discharge destinations
- Health stabilization indicators
- Hospital readmission rates
- Length of stay

- Service utilization
- Guest satisfaction and goal attainment

All data will be submitted monthly to the City of Lodi and shared with County partners as required. Our reporting will comply with Department of Health Care Services (DHCS) standards and CalAIM billing protocols.

To inform our program design, we will draw on lessons learned from other Salvation Army facilities, particularly our Modesto shelter, which has successfully integrated medical and behavioral health services into its low-barrier shelter model. We will collaborate with Modesto leadership to adapt intake procedures, staffing models, and service coordination strategies to meet the unique needs of Lodi's population.

# The Salvation Army Lodi Corps Proposed Access Center Budget

	Year 1 60 Guest Beds	Year 1 Per bed Surge	Year 2 60 Guest Beds	Year 2 Per bed Surge	Year 3 60 Guest Beds	Year 3 Per bed Surge	Year 4 60 Guest Beds	Year 4 Per bed Surge	Year 5 60 Guest Beds	Year 5 Per bed Surge
<b>REVENUE</b>										
<b>City of Lodi Contract</b>	<b>\$1,680,783</b>		<b>\$1,731,206</b>		<b>\$1,783,143</b>		<b>\$1,836,637</b>		<b>\$1,891,736</b>	
Other Revenue	\$25,000		\$25,750		\$26,523		\$27,318		\$28,138	
Gifts In Kind: Food	\$164,250		\$169,178		\$174,253		\$179,480		\$184,865	
Gifts in Kind: Other	\$50,000		\$51,500		\$53,045		\$54,636		\$56,275	
<b>TOTAL REVENUE</b>	<b>\$1,920,033</b>	<b>\$0</b>	<b>\$1,977,634</b>	<b>\$0</b>	<b>\$2,036,963</b>	<b>\$0</b>	<b>\$2,098,072</b>	<b>\$0</b>	<b>\$2,161,014</b>	<b>\$0</b>
<b>EXPENSE</b>										
Salaries & Benefits	\$1,137,488		\$1,171,612		\$1,206,761		\$1,242,964		\$1,280,252	
Food & Meal Expenses	\$262,800		\$270,684		\$278,805		\$287,169		\$295,784	
Janitorial & Laundry Supplies	\$45,000		\$46,350		\$47,741		\$49,173		\$50,648	
Landscape Maintenance Supplies	\$2,500		\$2,575		\$2,652		\$2,732		\$2,814	
Transportation Costs	\$10,000		\$10,300		\$10,609		\$10,927		\$11,255	
Office Supplies & Administrative Expenses	\$15,000		\$15,450		\$15,914		\$16,391		\$16,883	
Technology & Equipment	\$15,000		\$15,450		\$15,914		\$16,391		\$16,883	
Outreach Expenses	\$40,000		\$41,200		\$42,436		\$43,709		\$45,020	
Neighborhood Clean-Up & Good Neighbor Engagement	\$20,000		\$20,600		\$21,218		\$21,855		\$22,510	
Insurance	\$37,239		\$38,357		\$39,507		\$40,693		\$41,913	
Employee Training and Development	\$15,000		\$15,450		\$15,914		\$16,391		\$16,883	
20% NICRA	\$320,005		\$329,606		\$339,494		\$349,679		\$360,169	
<b>TOTAL EXPENSE</b>	<b>\$1,920,033</b>	<b>\$0</b>	<b>\$1,977,634</b>	<b>\$0</b>	<b>\$2,036,963</b>	<b>\$0</b>	<b>\$2,098,071</b>	<b>\$0</b>	<b>\$2,161,014</b>	<b>\$0</b>
<b>Operational Cost per bed night</b>	<b>\$87.67</b>		<b>\$90.30</b>		<b>\$93.01</b>		<b>\$95.80</b>		<b>\$98.68</b>	
<b>Contract Cost per bed night</b>	<b>\$76.75</b>	<b>\$65.00</b>	<b>\$79.05</b>	<b>\$66.95</b>	<b>\$81.42</b>	<b>\$68.96</b>	<b>\$83.86</b>	<b>\$71.03</b>	<b>\$86.38</b>	<b>\$73.16</b>

## **The Salvation Army**

### **Access Center Budget Methodology**

The proposed budget for the Access Center is \$1,920,033 for the first year of operations. Of this total, we propose **\$1,680,783** in funding from the City of Lodi for 60 beds (**\$76.75 per bed night**) with the balance coming from In-kind support (\$189,250) and Other Revenue (\$25,000). For the surge capacity, we propose a flat rate of **\$65.00 per bed night**. We believe this budget is reasonable for the service requested in the RFP.

We are also providing budgets for year 2 to 5 of the contract incorporating a 3% annual increase to account for inflation and cost escalation.

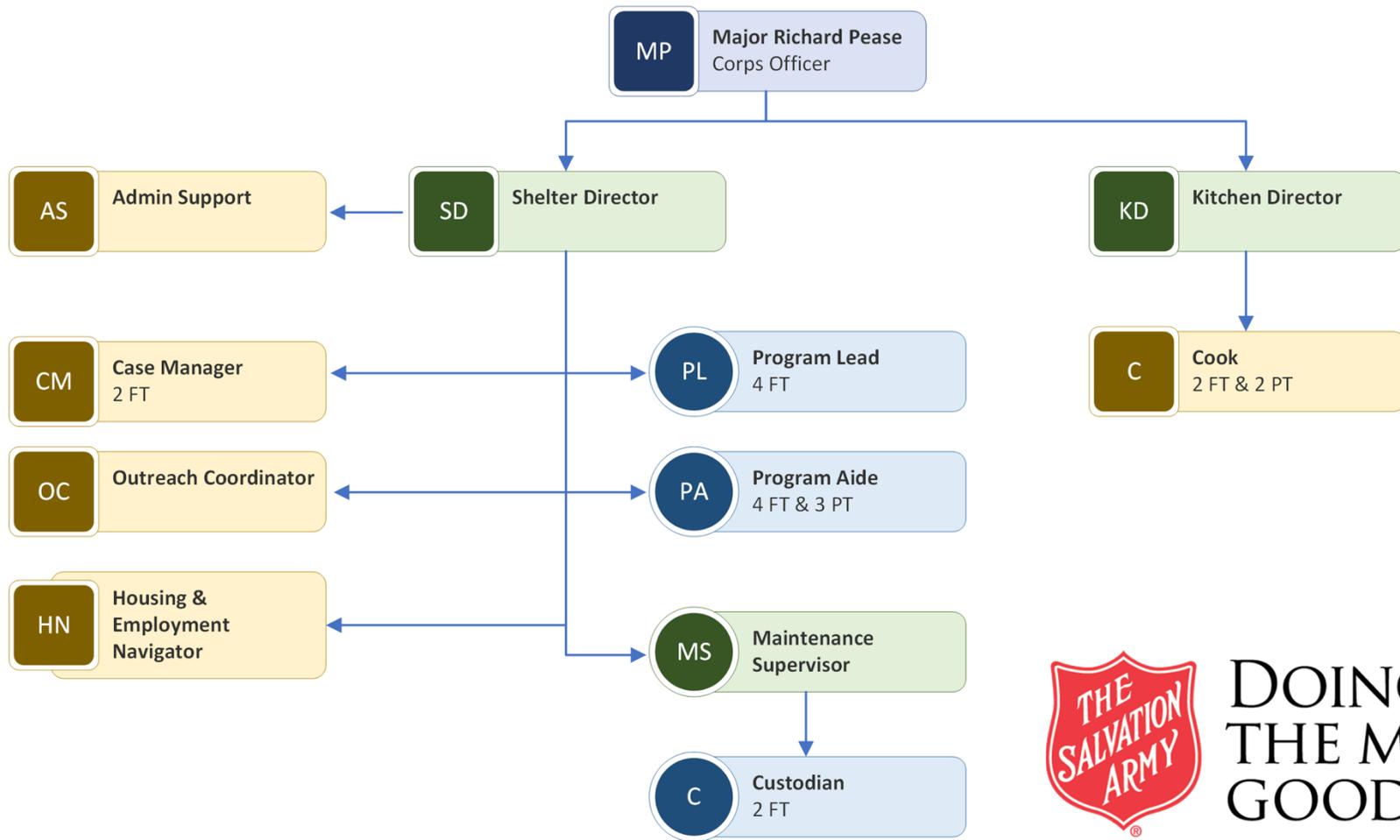
This budget assumes 24/7 staffing providing high quality service to Access Center guests and ensures a safe, welcoming environment which promotes self-assessment and self-sufficiency progress.

It is anticipated that there will be additional volunteer support that will enhance service provision and quality, but we have not quantified this in the budget.

The Salvation Army will pursue additional revenue sources for program enhancement and expansion, but until the Access Center is operational it is difficult to determine the nature and scope of those enhancements. If enhancement funding is secured, it will be incorporated into future budgeting and may allow us to reduce the City of Lodi's Access Center operational cost.



Proposed Organizational Chart  
Lodi Access Center



DOING  
THE MOST  
GOOD®

## Staffing Budget Methodology

The staffing plan for the Lodi Action Center reflects a strategic and cost-conscious approach to delivering comprehensive services to guests while maximizing available resources. The plan includes a mix of exempt and non-exempt positions, tailored to support shelter operations, outreach, case management, and administrative functions. This staffing model not only ensures robust coverage across all operational areas but also demonstrates fiscal responsibility by utilizing shared positions with Hope Harbor.

**Exempt Positions** include leadership and specialized service roles:

- The **Shelter Director** is budgeted at 50% time, leveraging shared staffing with Hope Harbor at the Access Center to reduce costs under this contract.
- Two **Case Managers** and a **Housing & Employment Navigator** are included to provide direct support and guidance to guests.
- An **Outreach Coordinator** will engage with the community and support guest transitions.
- A **Kitchen Director**, also budgeted at 50%, is shared with Hope Harbor, again reducing the cost burden to this contract.

**Non-Exempt Positions** cover essential operational roles:

- Four **Cooks** (2 FT & 2 PT), each budgeted at 50%, are shared with Hope Harbor, allowing the Lodi Action Center to benefit from experienced staff at half the cost.
- A **Maintenance Supervisor** is also shared at 50%, ensuring facility upkeep while maintaining budget efficiency.
- **Custodians, Program Leads, and Program Aides** are included to maintain cleanliness, safety, and guest support throughout the facility. The Program Lead and Program Aide counts are based on a 4-week rotation that ensures adequate staff coverage during all shifts to maintain a safe environment. (*see sample schedule*)
- An **Administrative Support** role is budgeted at 50%, shared with Hope Harbor, to manage clerical and operational tasks.

## **Position Summary**

Shelter Director – Responsible for day-to-day oversight and operation of the Access Center. Sets the standard for guest service, ensures team is using Housing First approach in the LIFNAV and Pathway of Hope Framework. Works with Corps Officer to identify funding opportunities for program development and service expansion. Provides regular reports on Access Center activity and outcomes.

Administrative Support – Provides support for all volunteer, HR, finance, and reporting needs. Ensures that team is using the HMIS and Wellsky systems, and coordinates onboarding and training for the team.

Case Manager – Using a Housing First approach, works with guests to help them identify their goals and barriers to them. Within the LIFNAV and Pathway of Hope frameworks, guides guests through the process of overcoming barriers and meeting their self-determined goals. Coordinates with other providers to meet guest needs, and works to develop relationships with new guests, encouraging them to access services.

Outreach Coordinator – Works in the community to meet unhoused individuals where they are at, develop relationship, and encourage them to come to the Access Center. Introduces unhoused neighbors to LIFNAV, encouraging them to begin the process of setting self-determined goals and identify barriers to self-sufficiency. Responsible for Good Neighbor Plan execution, scheduling regular cleanup activities, visiting neighbors, and responding to requests for service.

Housing and Employment Navigator – Works with guests and Case Managers to find paths to housing, employment, and skills development. Works with local employers to identify needs and match guests to opportunities. Coordinates workforce development opportunities for guests through The Salvation Army and workforce development partners. Cultivates relationships with landlords to identify housing opportunities for guests. Coordinates housing placement with other agencies to match guests to the resource that meets their needs and self-identified goals.

Program Lead – Leads daily Access Center operational tasks for assigned shift including guest check-in, guest relations, laundry services, guest requests, shelter monitoring, and other operational tasks.

Program Aide – Assists Program Lead with daily Access Center operational tasks.

Kitchen Director – Develops nutritious menus and executes a feeding program that utilizes in-kind donations supplemented by food purchases. Oversees the kitchen team and ensures a safe, clean, healthy dining program.

Cook – Supervised by the Kitchen Director, executes the daily menu, providing guests with nutritious, safe meals in a welcoming environment.

Maintenance Supervisor – Responsible for Access Shelter maintenance including cleaning, basic maintenance, and landscaping.

Custodian – Under the supervision of the Maintenance Supervisor maintains daily cleanliness of the Access Shelter based on a regular cleaning schedule.

## 4-Week 24/7 Shift Rotation Schedule

Teams Makeup:

Team	Program Lead	Program Aide
A	Program Lead A	Program Aide A
B	Program Lead B	Program Aide B
C	Program Lead C	Program Aide C
D	Program Lead D	Program Aide D

Week 1

Day	Day (7:00 AM – 3:00 PM)	Swing (3:00 PM – 11:00 PM)	Night (11:00 PM – 7:00 AM)	Team OFF	PT Aide (9:00 PM – 5:00 AM)
Mon	Team A	Team B	Team C	D	PT-1
Tue	Team B	Team C	Team D	A	PT-2
Wed	Team C	Team D	Team A	B	PT-3
Thu	Team D	Team A	Team B	C	PT-1
Fri	Team A	Team B	Team C	D	PT-2
Sat	Team B	Team C	Team D	A	PT-3
Sun	Team C	Team D	Team A	B	PT-1

Week 2

Day	Day (7:00 AM – 3:00 PM)	Swing (3:00 PM – 11:00 PM)	Night (11:00 PM – 7:00 AM)	Team OFF	PT Aide (9:00 PM – 5:00 AM)
Mon	Team D	Team A	Team B	C	PT-2
Tue	Team A	Team B	Team C	D	PT-3
Wed	Team B	Team C	Team D	A	PT-1
Thu	Team C	Team D	Team A	B	PT-2
Fri	Team D	Team A	Team B	C	PT-3
Sat	Team A	Team B	Team C	D	PT-1
Sun	Team B	Team C	Team D	A	PT-2

Week 3

Day	Day (7:00 AM – 3:00 PM)	Swing (3:00 PM – 11:00 PM)	Night (11:00 PM – 7:00 AM)	Team OFF	PT Aide (9:00 PM – 5:00 AM)
Mon	Team C	Team D	Team A	B	PT-3
Tue	Team D	Team A	Team B	C	PT-1
Wed	Team A	Team B	Team C	D	PT-2
Thu	Team B	Team C	Team D	A	PT-3
Fri	Team C	Team D	Team A	B	PT-1
Sat	Team D	Team A	Team B	C	PT-2
Sun	Team A	Team B	Team C	D	PT-3

Week 4

Day	Day (7:00 AM – 3:00 PM)	Swing (3:00 PM – 11:00 PM)	Night (11:00 PM – 7:00 AM)	Team OFF	PT Aide (9:00 PM – 5:00 AM)
Mon	Team B	Team C	Team D	A	PT-1
Tue	Team C	Team D	Team A	B	PT-2
Wed	Team D	Team A	Team B	C	PT-3
Thu	Team A	Team B	Team C	D	PT-1
Fri	Team B	Team C	Team D	A	PT-2
Sat	Team C	Team D	Team A	B	PT-3
Sun	Team D	Team A	Team B	C	PT-1



**“This place saved my life,  
more than once!”**

*- Jason, Hope Harbor Alumni  
& Current Employee*



## Contact Us

The Salvation Army  
Lodi Corps Community Center &  
Hope Harbor Family Services Center

*Majors Phyllis & Richard Pease, Corps Officers*



**Lodi Corps: (209) 369-5896**

**Hope Harbor: (209) 367-9560**



**Lodi Corps: 525 W. Lockeford Street**

**Hope Harbor: 622 N. Sacramento Street**



[lodi.salvationarmy.org](http://lodi.salvationarmy.org)



[facebook.com/LodiSalArmy](https://facebook.com/LodiSalArmy)



**THE SALVATION ARMY  
LODI CORPS**

**Programs and  
Services**

*serving Greater Lodi since 1889*

## In 365 Days, Lodi provided . . .



Meals Served  
**242,593**



Nights Sheltered  
**22,584**



Clothing Given \*  
**30,027**



Utility Assistance  
**104**



Toys Given  
**5,178**



Families Housed  
**61**

Financial Assistance (direct & in-kind)

# \$1,096,292

Total Services Provided -  
Lodi Corps - serving Greater Lodi

# 300,922

\* All data is for fiscal year 2024. Clothing Given includes Comfort Kits to those in need.

## Our Mission

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church.

- It's **message** is based on the Bible.
- It's **ministry** is motivated by the love of God.
- It's **mission** is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

## Our Commitment

The Salvation Army Lodi Corps & Hope Harbor Family Services Center seeks to serve and support individuals and families seeking shelter and transition to safety and stability. We are committed to the principle of Biblical justice and love, providing equitable access to resources for every member of our community. We strive to promote principles and behaviors that lead to lasting change. We hope that by offering kindness, meeting basic needs, and introducing opportunity, we can promote transformational outcomes for any willing program participant.



## DOING THE MOST GOOD®

## Join Us

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- Sponsor an event

Please send your tax deductible donations to:

**The Salvation Army Lodi Corps**  
P.O. Box 1388  
Lodi, CA 95241-1388

## OUR PROGRAMS

### CHURCH PROGRAMS

- Sunday School - 9:00 am Sunday
- Holiness Meeting - 10:00 am Sunday
- Bible Study
- Celebrate Recovery *Coming Soon*

### EMERGENCY PROGRAMS

- Cooling/Warming Center
- Overnight Shelter for Men, Women, & Families
- Community Dinner - 5:00 pm Daily
- Shower Access - 5:30 pm Daily
- Friday Fair

### HOUSING PROGRAMS

- Transitional Living for Men & Women
- Support Team Housing for Men & Women

### SPECIALIZED PROGRAMS

- Pre-Program Rehab Services for Men & Women
- Residential Culinary Training Program

### FAMILY SERVICES

Contact: (209) 369-5896

- Emergency Food Boxes
- Sally Bags
- Utility Assistance

### SEASONAL PROGRAMS

- Thanksgiving Day Meal
- Christmas Assistance
- Summer Camp
- Back To School Supplies