**The Salvation Army**

**Community and Family Services**



**OPERATING RESOURCE TEMPLATE**

**Introduction and Instructions**

**January 2021**

**Greetings from the Territorial Corps Mission, Community Engagement, and Social Services Departments!**

***The purpose*** *of any Policy & Procedure Manual is to increase the awareness of organizational standards, guide the delivery of service, outline expectations for personnel and address health and safety issues.*

**The Purpose of Community Ministries**

Across the Territory you will find various expressions of programs and service provided through Corps-based Community and Family Services (CFS); however, the overarching principle in all of these expressions should be to meet the needs of the community in which the Corps is located as stated in the Territorial Mission Statement:

*The Salvation Army exists to share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world.*

Community and Family Services programs and services are only limited by the imagination of the current administration, staff and volunteers. If there is evidence of community need (meet human needs), funding, building limitations or restrictions, and personnel resources can be challenging, but need not be reasons to limit the services and Corps activities. Partnerships with other ministry units, Corps, other community service agencies or churches can often eliminate many of the resource issues.

**Traditional CFS programs include (but are not limited to):**

* Food Banks/Bags – People may access food once a week, once a month, or less depending on other food services being offered in the community.
* Thrift Store Vouchers – Those in need may be helped with purchasing clothing or basic household items, especially important for fire or flood survivors, those who have just found housing for first time, etc.
* Community Meals – Providing nutritious, hot meals at the same locations on a daily or weekly basis. This service can more importantly help to break the cycle of isolation and create community amongst the attendees for all those who attend.
* Seasonal Programing – Christmas toys and food, Back to School backpacks, or Summer Camping.
* Outreach – Soup, Soap and Salvation. Often a weekly sandwich or soup outreach in the evenings to those living on the streets or in cars within the community.
* Resource to connect people to other services in the community.

**Many Corps have chosen to meet human need in their community by providing:**

* Pathway of Hope – transformational ministry rather than transactional. Addressing root cause barriers of poverty and intentionally including spiritual care. Providing case management supports to a family or individual with goal oriented progressive action and positive life improvement.
* English as a Second Language Classes.
* Social and educational supports such as anger management (Red Cap); counselling/coaching on marriage, family or personal issues; which could be group or individual work performed by appropriately qualified persons.
* Cooking classes to help with household budgets, build individual self-esteem, and create connections within the broader community.
* Community Gardens.
* Dental clinics / nurse practitioner onsite at the Corps to help bring basic health needs to those who are fearful or neglectful of seeking medical attention.
* Children and youth programming such as afterschool clubs, sports ministry, music groups, scouting programs.

**Program Administration**

General expectations of The Salvation Army require each Ministry Unit to maintain Territorial Operating Policies, health and safety regulations, financial processes, and employee relations procedures.

Territorial standards require documentation of needs and outcomes for all social service programs including Corps-based Community and Family Services. Each Corps should regularly review each program to measure the outcomes and effectiveness. Writing a program description for each program (samples are provided in the accompanying resource template) will help you identify purpose and/or outcomes. Spiritual and religious opportunities should be considered a priority and missional delivery ensured (“The Salvation Army exists to share the love of Jesus Christ...”).

CFS personnel and volunteer skills and qualifications vary from Corps to Corps and depend on programming requirements. Client case notes, program notes, and outcome measurements are all critical elements to evaluating individual, program, and resource effectiveness.

New or significant changes in programming must be approved by your Divisional Executive Board and often the Territorial Management Board, so always communicate with your Area Commander or Divisional Office for guidance.

In addition to your Area Commander or Divisional Social Services Secretary, each Division has an assigned Territorial Social Services Consultant to provide support, advice, or share resources and best practices for Corps Community and Family Services.

**Community Engagement**

Local Salvation Army services, programs, and personnel should be well known with the local schools, police department, interfaith community, other social service providers, and government. Personnel should be involved in weekly, monthly, or quarterly community meetings or advocacy groups, and if none currently exist within the community, then The Salvation Army Corps has the opportunity to create such groups and be a “transforming influence in the community”.

**This Operating Resource Tool**

In creating this corps-based resource tool, we hope to assist those who currently are without policies and procedures or those who are in need of updating the ones they have.

This template contains generic policies & procedures focusing on three main areas:

* Human Resources
* Health & Safety
* Programs

Further resources are also noted throughout this document or are included in the appendix.

Our intention is that Corps Officers, staff and volunteers work together to customize each policy and procedure or program description, and add or take away as appropriate to make the manual specific to each corps. This is not a finished product but requires the local team to bring it to completion.

In developing policies and procedures there should be cross-reference made with TSA Operating Policies, and the Territorial Employee Relations Procedures Manual, Territorial Finance Manual, and Territorial Abuse Policies and Abuse Prevention Manual.

To access the applicable territorial documents please use MyArmy.