INTRODUCED: June 24, 2024

AN ORDINANCE No. 2024-174

To authorize the Chief Administrative Officer, for and on behalf of the City of Richmond, to execute a First Amendment to Grant Contract between the City of Richmond and Emergency Shelter, Inc., doing business as HomeAgain, for the purpose of modifying the City's payment obligation of grant funds to HomeAgain for the operations of a 50 bed, year-round emergency shelter located at 7 North 2nd Street. (6th District)

Patrons – Mayor Stoney and Ms. Robertson

Approved as to form and legality
by the City Attorney

PUBLIC HEARING: JUL 22 2024 AT 6 P.M.

THE CITY OF RICHMOND HEREBY ORDAINS:

§ 1. That the Chief Administrative Officer, for and on behalf of the City of Richmond, be and is hereby authorized to execute a First Amendment to Grant Contract between the City of Richmond and Emergency Shelter, Inc., doing business as HomeAgain, for the purpose of modifying the City's payment obligation of grant funds to HomeAgain for the operations of a 50 bed, year-round emergency shelter located at 7 North 2nd Street. The First Amendment to Grant Contract shall be approved as to form by the City Attorney and shall be substantially in the form of the document attached to this ordinance.

§ 2. This ordinance shall be in force and effect upon adoption.

AYES: 9 NOES: 0 ABSTAIN: _____

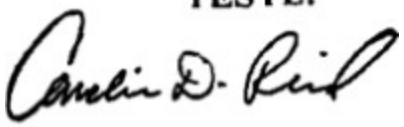
ADOPTED: JULY 22 2024 REJECTED: _____ STRICKEN: _____

APPROVED AS TO FORM:

_____

CITY ATTORNEY'S OFFICE

A TRUE COPY:
TESTE:



City Clerk

RECEIVED
By City Attorney at 11:51 am, Jun 20, 2024

City of Richmond

900 East Broad Street
2nd Floor of City Hall
Richmond, VA 23219
www.rva.gov

Master

File Number: Admin-2024-0558

File ID:	Admin-2024-0558	**Type:**	Request for Ordinance or Resolution	**Status:**	Regular Agenda
Version:	1	**Reference:**		**In Control:**	City Clerk Waiting Room
Department:		**Cost:**		**File Created:**	05/30/2024
Subject:				**Final Action:**	
Title:					
Internal Notes:					
Code Sections:				**Agenda Date:**	06/24/2024
Indexes:				**Agenda Number:**	
Patron(s):				**Enactment Date:**	
Attachments:	Admin-2024-0558 HomeAgain Letter 4.26.24.pdf, Admin-2024-0558 Emergency Shelter dba HomeAgain Grant - FULLY EXECUTED.pdf, Admin-2024-0558 Grant Contract_First Amendment to Grant Contract_HomeAgain signed, Admin-2024-0558 WD - Home Again - 1st Amend to Grant Contract AATF, Admin-2024-0558 AATF HomeAgain First Amendment to Grant Contract			**Enactment Number:**	
Contact:				**Introduction Date:**	
Drafter:				**Effective Date:**	
Related Files:					

Approval History

Version	Seq #	Action Date	Approver	Action	Due Date
1	1	6/14/2024	Traci DeShazor	Approve	6/17/2024
1	2	6/17/2024	Meghan Brown	Approve	6/17/2024
1	3	6/17/2024	Sheila White	Approve	6/18/2024
1	4	6/17/2024	Cynthia Osborne - FYI	Notified - FYI	
1	5	6/17/2024	Sabrina Joy-Hogg	Approve	6/18/2024
1	6	6/18/2024	Jeff Gray	Approve	6/19/2024
1	7	6/18/2024	Lincoln Saunders	Approve	6/26/2024
1	8	6/18/2024	Mayor Stoney	Approve	7/2/2024

History of Legislative File

Version:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:

Text of Legislative File Admin-2024-0558

City of Richmond

Intracity Correspondence

O&R Transmittal

DATE: Wednesday, May 8, 2024

TO: The Honorable Members of City Council

THROUGH: The Honorable Levar M. Stoney, Mayor

THROUGH: J.E. Lincoln Saunders, Chief Administrative Officer

THROUGH: Sabrina Joy-Hogg, DCAO for Finance and Administration

THROUGH: Sheila White, Director of Finance

THROUGH: Meghan Brown, Acting Director of Budget and Strategic Planning

THROUGH: Traci J. DeShazor, DCAO for Human Services

FROM: J.D. Ratliff, Human Services, Policy Advisor

RE: To authorize the Chief Administrative Officer to execute a First Amendment to Grant Contract between the City of Richmond and Emergency Shelter, Inc. d/b/a HomeAgain.

ORD. OR RES. No.

PURPOSE: To authorize the Chief Administrative Officer to execute a First Amendment to Grant Contract between the City of Richmond and Emergency Shelter, Inc. doing business as HomeAgain, for the purpose of adjusting the City's payment obligation of grant funds to reflect contributions received by HomeAgain from other localities.

BACKGROUND: In April of 2023 Mayor Levar Stoney and City Council declared a housing crisis in the City of Richmond. Emergency shelters for persons without housing serve as a safety net of last resort for this vulnerable population. In the Strategic Plan to End Homelessness 2020-2030, the City identified a 150 bed shortage in year-round emergency shelter beds. HomeAgain agreed to help in expanding capacity by agreeing to operate a non-congregate 50 bed year-round emergency family shelter out of the "Richmond Hostel" - with prioritized and coordinated entry through the Greater Richmond Continuum of Care (GRCoC) - to serve more families experiencing homelessness.

On November 13, 2023, City Council approved ordinance 2023-298 which authorized the Chief Administrative Officer to execute a Grant Contract between the City of Richmond and HomeAgain for the purpose of funding the operations of a non-congregate 50-bed, year-round family emergency

shelter to be located at 7 North 2nd Street. The initial term of this Grant Contract began on November 14, 2023, and will expire on November 30, 2025.

Subsequently, as part of the regional effort to combat homelessness and support emergency housing programs, the Henrico County Board of Supervisors, through their adoption of Resolution 138-24 on April 23, 2024, agreed to provide a donation $238,535 to HomeAgain. This investment will cover 25% of the City's contract costs for the recent expansion of emergency shelter capacity for families experiencing homelessness.

This ordinance will authorize the CAO to sign an amendment to the contract to reflect the reduction in the City's obligations. Once executed the City will only be obligated to pay the difference between the initial contract cost and the funding received from other localities in the Greater Richmond Continuum of Care. The FY25 budget proposed by the Mayor and adopted by City Council reflects this reduction of $238,535, based on Henrico County;s commitment to pay 25%.

COMMUNITY ENGAGEMENT: N/A

STRATEGIC INITIATIVES AND OTHER GOVERNMENTAL: RES. 2023-R019, which was adopted 4/10/23, declared a housing crisis; Strategic Plan to End Homeless 2020-2030: Finalized May 8, 2020.

FISCAL IMPACT: N/A

DESIRED EFFECTIVE DATE: Upon adoption

REQUESTED INTRODUCTION DATE: June 24, 2024

CITY COUNCIL PUBLIC HEARING DATE: July 22, 2024

REQUESTED AGENDA: Consent

RECOMMENDED COUNCIL COMMITTEE: Education and Human Services

AFFECTED AGENCIES: Budget and Strategic Planning, Finance, Human Services, Housing and Community Development

RELATIONSHIP TO EXISTING ORD. OR RES.: Ordinance 2023-298

ATTACHMENTS: First Amendment to Grant Contract, Henrico County Correspondence to Emergency Shelter dba HomeAgain, HomeAgain Contract

STAFF: Stephen Harms, Senior Policy Advisor - Office of Chief Administrative Officer, 646-0043
J.D. Ratliff, Policy Advisor - Office of Human Services, 646-6056

DocuSign Envelope ID: 39A8E3CF-D95E-4D32-847C-2F1AEBE89B75

FIRST AMENDMENT TO GRANT CONTRACT

This First Amendment ("First Amendment") to Grant Contract is made by and between the City of Richmond, Virginia, a municipal corporation and political subdivision of the Commonwealth of Virginia ("City") and Emergency Shelter, Inc. d/b/a HomeAgain, a Virginia nonstock corporation ("Recipient") and is effective as of this ____ day of May, 2024.

RECITALS

A. The City and Recipient are parties to that certain Grant Contract dated November 14, 2023 (the "Grant Contract").

B. The City and Recipient desire to amend the Grant Contract in accordance with the terms and conditions set forth herein.

C. Unless otherwise defined herein, all capitalized terms used in this First Amendment shall have the meanings ascribed thereto in the Grant Contract.

AMENDMENT:

In consideration of the covenants and conditions herein set forth, the receipt and sufficiency of which is hereby acknowledged, the parties do hereby amend the Grant Contract as follows:

1. Payments by Other Localities. The parties hereby add a section 15 to the Grant Contract as follows:

> 15. **Payment by Other Localities**. Notwithstanding any other provision contained in this Contract, the amount of the Grant Funds and the City's obligation to pay such Grant Funds will be reduced by the amount of any payments received by Recipient from any other locality in the Greater Richmond Continuum of Care. Recipient shall notify the City in writing within ten days of receipt of any such payment and the reduction in the City's payment of Grant Funds will be applied to the first quarterly payment due following the City's receipt of such notice. Should Recipient fail to provide such notice to the City and the City pays the full amount of the quarterly payment unreduced by the payment of another locality, Recipient shall repay to the City the funds by which the City's quarterly payment should have been reduced. This Section 15 will survive expiration of this Contract.

2. Limited Amendment. Except as specifically modified in this First Amendment, all other provisions of the Grant Contract remain the same. If any of the terms of this First Amendment conflict with the Grant Contract, the terms of this First Amendment shall control.

3. Counterparts. A facsimile or electronically mailed "PDF" or similar type

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electronic copy of a duly executed counterpart of this First Amendment shall be sufficient to evidence the binding agreement of the terms of this First Amendment.

[SIGNATURE PAGE TO FOLLOW]

DocuSign Envelope ID: 39A8E3CF-D95E-4D32-847C-2F1AEBE89B75

IN WITNESS WHEREOF, the parties have executed this First Amendment:

THE CITY OF RICHMOND, VIRGINIA

By: _____ (SEAL)
Name: J. E. Lincoln Saunders
Title: Chief Administrative Officer

APPROVED AS TO FORM

By: _____
Deputy City Attorney

EMERGENCY SHELTER, INC. d/b/a HomeAgain, a Virginia nonstock corporation

By: DocuSigned by: Shannon Ukrop A8C30CCCF4A54A1... _____ (SEAL)
Name: Shannon Ukrop
Title: Board Chair, HomeAgain

COMMONWEALTH OF VIRGINIA

COUNTY OF HENRICO

John A. Vithoulkas
County Manager

April 26, 2024

Ms. Mandy Herbert, Executive Director
Emergency Shelter, Inc. d/b/a HomeAgain
P.O. Box 5222
Richmond, VA 23220-0222

Re: County of Henrico's Donation

Dear Ms. Herbert:

As you know Henrico is committed to helping its residents and providing them with shelter, resources, and other housing support when they are in need. We are also committed to joining neighboring localities to help our residents. Va. Code § 15.2-953(A) authorizes the County to make gifts and donations to any charitable institutions located within or outside the County limits if such institutions provide services to County residents. Henrico is pleased to join in the City of Richmond's efforts to fight homelessness and support Emergency Shelter, Inc. d/b/a HomeAgain ("HomeAgain") in its operation of the non-congregate care family shelter located at 7 North 2nd Street in the City of Richmond.

The County and HomeAgain have a mutual interest in providing shelter services for unsheltered families in the region, including but not limited to, residents of the County of Henrico, so therefore after the Henrico County Board of Supervisors adopted Resolution 138-24 on April 23, 2024, the County is pleased to donate $238,535 to HomeAgain, subject to the following terms and conditions.

1. Donation and Disbursement Schedule:

    a. The total amount of the donation is $238,535. It will be disbursed on a quarterly basis with $59,634 provided each quarter.

    b. The quarterly disbursements shall be invoiced by HomeAgain on July 1, 2024; October 1, 2024; January 1, 2025; and April 1, 2025. The County shall have 30 days to disburse the funding. Should the disbursement date fall on a weekend, holiday, or otherwise a date on which the County is closed, then the following day on which the County is open is when the 30-day timeline shall commence.

    c. Any additional donations to HomeAgain will be approved by the Henrico County Board of Supervisors and subject to appropriations and contingent upon the City of Richmond continuing their Grant Contract with HomeAgain that is currently set to expire on November 30, 2025.

2. Scope of Services and Performance Measures:

    a. The donation from the County is to be used in alignment with Section 3. Scope of Services and meet Section 4. Performance Measures outlined in the November 14, 2023 Grant Contract that HomeAgain has entered into with the City of Richmond. (Attached as Exhibit A for reference.)

3. Reporting:

    a. HomeAgain shall submit quarterly reports to the County within 10 business days of a disbursement with the information that is outlined in Section 5.B. of the November 14, 2023 Grant Contract that HomeAgain has entered into with the City of Richmond.

    b. HomeAgain shall submit an annual report to the County within 10 business days of June 30, 2025 with the information that is outlined in Section 5.C. of the November 14, 2023 Grant Contract that HomeAgain has entered into with the City of Richmond.

    c. HomeAgain shall provide any additional information that may be reasonably requested by the County and maintain all books, records, and other documents relating to this donation for seven years following the final annual report being provided.

4. Default:

    a. In the event of HomeAgain defaulting, then the County will have the right to terminate its donation and will not be obligated to provide any of the donation amount yet to be disbursed.

    b. In the event of a default, HomeAgain shall repay the County any and all unexpended donation amounts to the County as of the date of default and upon written demand from the County for such repayment.

    c. Events of default shall be considered the same ones as outlined in 8.A through E of the of the November 14, 2023 Grant Contract that HomeAgain has entered into with the City of Richmond.

If these terms and conditions are suitable to you, then please sign and return to me at your earliest convenience. We are very excited to provide you with this donation so that you may be able to continue your efforts to help our residents and those of the surrounding localities. We hope to continue to partner with you and the City of Richmond in the future and to continue to donate to your organization to support your operation of the non-congregate care family shelter.

Sincerely,

John A. Vithoulkas
County Manager

Attachment

pc: Mr. J.E. Lincoln Saunders
CAO, City of Richmond

ACCEPTED AND AGREED:

By: _____

Title: _____

Date: _____

GRANT CONTRACT

THIS GRANT CONTRACT is made this day of between the City of Richmond, a municipal corporation and political subdivision of the Commonwealth of Virginia (the "City"), and Emergency Shelter, Inc. d/b/a HomeAgain, a Virginia non-stock corporation (the "Recipient").

STATEMENT OF PURPOSE

A. Section 15.2-953(A) Code of Virginia authorizes the City to make gifts and donations to any charitable institution or association, located within their respective limits or outside their limits if such institutions or associations provide services to residents of the locality.

B. By Ordinance No. <INSERT ORDINANCE NUMBER> adopted on <INSERT DATE>, funds in the amount of $1,653,718.42 (the "Grant Funds") have been appropriated for a grant to the Recipient for the purpose of operating a non-congregate family shelter, which will serve unsheltered homeless families (the "Shelter") at 7 North 2nd Street in the city of Richmond (the "Premises").

C. Section 12-15 of the Code of the City of Richmond requires the Recipient to enter into a grant contract with the City prior to the City's disbursement of the Grant Funds to the Recipient.

The City and the Recipient, intending to be legally bound, agree as follows:

1. **Contact Information.**

A. The City's point of contact for purposes of this Contract is:

Traci J. Deshazor
Deputy Chief Administrative Officer for Human Services
and Chief Equity Officer
City of Richmond
900 E. Broad Street,
Richmond, Virginia 23219
804.646.8811
traci.deshazor@rva.gov

This point of contact is responsible for monitoring the Recipient's compliance with this Contract.

B. The Recipient's point of contact for purposes of this Contract is:

Mandy Herbert, MBA
Executive Director
P.O. Box 5222

Richmond, VA 23220
804-212-3429
mherbert@homeagainrichmond.org

C. Either party may change the contact information set forth in this section by submitting a written statement that the party is making such a change and setting forth the contact information of the party's new point of contact to the other party's point of contact.

2. **Payment of Grant Funds.** The City shall pay the Grant Funds to the Recipient as follows:

A. **Start-up Funds.** As soon as practicable following full execution of this Grant Contract, the City shall pay to the Recipient an amount equal to $101,079.70 to be used to fund start-up activities in preparation for the opening of the Shelter.

B. **Quarterly Operating Funds.**

(i) *Initial Quarterly Operating Funds.* As soon as practicable following full execution of this Grant Contract, but in any event no later than two (2) business days prior to the Start Date, the City shall pay to the Recipient an amount equal to $188,990, which shall be the amount required to operate the Shelter for the initial three months from Start Date (as defined below), through February 29, 2024, in accordance with the initial budget attached as Exhibit C to this Grant Contract. Upon receipt of the start-up funds and the initial quarterly payment of operating funds, Recipient shall begin performance of the Scope of Services set forth in Section 3 of this Grant Contract.

(ii) *Second Quarterly Operating Funds.* On or before March 1, 2024, the City shall pay to the Recipient an amount equal to $251,985.58, which shall be the amount required to operate the Shelter for the four-month period from March 1, 2024, through June 30, 2024, in accordance with the initial budget attached as Exhibit C to this Grant Contract.

(iii) *Future Quarterly Operating Funds.* Beginning July 1, 2024, and for each subsequent quarter, the City shall pay to the Recipient on or before the first day of the quarter, an amount equal to the amount set forth in the then-current budget as the amount required to operate the Shelter for such quarter.

(iv) For the avoidance of doubt, beginning on July 1, 2024, the quarters during the Term will begin on July 1, October 1, January 1, and April 1, respectively.

C. **True-Up Funds**.

(i) Each quarter, as soon as possible after the end of the quarter, in connection

with the reports delivered by the Recipient pursuant to Section 5 below, the Recipient and the City will review the amount of Grant Funds paid by the City to the Recipient for the prior quarter and the amount of expenditures incurred by the Recipient to operate the Shelter during such quarter. To the extent that the amount of expenditures incurred by the Recipient to operate the Shelter during such quarter exceeded the total amount of Grant Funds paid by the City to the Recipient for such quarter, the City will reimburse the Recipient for such shortfall as soon as practicable following the date of the determination of such shortfall. To the extent that the total amount of Grant Funds paid by the City to the Recipient during such quarter exceeded the amount of expenditures incurred by the Recipient to operate the Shelter during such quarter, such excess amount shall reduce the amount that the City has to pay for the next quarter.

(ii) If at any time during each quarter, Recipient determines that it is exceeding or may exceed its budget by 25% or more, Recipient shall promptly notify the City of such determination and the parties will confer to address the budget variance.

D. If the Recipient has not expended any part of the Grant Funds remaining after all of the requirements set forth in Section 3 below are met, the Recipient shall certify in writing to the City's Chief Administrative Officer that all of the requirements set forth in section 3 have been fulfilled and the specific amount of the Grant Funds that remain that the Recipient has not expended. If the City's Chief Administrative Officer agrees in writing that all of the requirements set forth in section 3 have been fulfilled, the Recipient may use the remaining portion of the Grant Funds for any lawful purpose.

3. **Scope of Services.** In consideration of the City's grant of the Grant Funds to the Recipient, the Recipient shall:

A. Operate a family emergency shelter located at 7 North 2nd Street, Richmond, Virginia 23219. The shelter will be staffed and operate 24 hours a day, 365 days a year, beginning on the Start Date. For purposes of this Grant Contract, the term "Start Date" means (a) December 1, 2023 or, (b) if the Start-up Funds described in Section 2.A. above are not received by the Recipient on or before November 17, 2023, as soon as practicable after receipt of the Start-up Funds by the Recipient (but in any event no later than ten (10) days after receipt of the Start-up Funds by the Recipient).

B. Ensure all referrals to the shelter come from the Greater Richmond Continuum of Care (GRCoC) Coordinated Entry System (CES).

C. Provide all participating families with comprehensive intake and assessment services, a personalized Housing Stabilization Plan, and housing- focused case

management.

D. Use commercially reasonable efforts to serve as close to 50 individuals as practicable on a nightly basis, dependent upon the number of referrals received from the GRCoC Coordinated Entry System.

E. Use Grant Funds to cover the full cost to operate the shelter to include, but not to be limited to, case management, client services (food, laundry, etc.), utilities, insurance, and maintenance as required by the terms of the sublease between the Recipient and the City for the purpose of allowing Recipient to operate the Shelter at the Premises ("Sublease"), as well as housing financial assistance to facilitate entry into housing for clients.

F. Enter all client data into the Homeward Community Information System (HCIS), a HIPAA-compliant online database system.

G. Ensure all shelter operations follow the Standard Operating Procedures and Standards of the Greater Richmond Continuum of Care for Emergency Shelter, attached hereto as Exhibit A and incorporated herein and the Recipient's Operating Procedures, attached hereto as Exhibit B and incorporated herein (together, the "Operating Procedures").

H. Adhere to the initial budget, attached hereto as Exhibit C and incorporated herein, which budget shall be the approved budget for the period from December 1, 2023, through June 30, 2025. On or before December 15, 2024, the Recipient shall submit an updated budget to the City for the period of operations beginning July 1, 2025, and ending on November 30, 2025 for the City's administrative review and approval. Additionally, on or before December 15, 2024, Recipient shall submit a proposed budget for the period beginning December 1, 2025 and ending November 30, 2026 to allow the parties to evaluate whether or not to extend the Term in accordance with Section 7 below.

4. **Performance Measures.** The City will use the following performance measures to evaluate whether the Recipient has performed the services required by this Contract in a manner that achieves the City's purpose in providing the Grant Funds to the Recipient. In consideration of the City's grant of the Grant Funds to the Recipient, the Recipient shall:

A. Perform the scope of services set out in section 3 above.

B. Maintain as close as possible to 50 individuals within the family emergency shelter on a nightly basis, dependent upon the number of referrals received from the GRCoC Coordinated Entry System.

C. Meet the following performance indicators or measures, based on the Operating Procedures set forth in Exhibits A and B attached hereto.. In determining whether the Recipient has met its annual target for each indicator or measure, the City will take into account all relevant circumstances and the efforts made by Recipient in good faith to meet such target.

Indicator or Measure	**Desired Outcome(s)**	**2023 Baseline (Based on GRCoC data)**	**2024 Target**	**2025 Target**
Bed Utilization (Families)	Average daily occupancy rate- ensure availability and maximizes use of emergency shelter	77%	80%	85%
Length of Stay in Shelter (leavers and stayers)	Decrease in time spent in emergency shelter (mean/median)	62	60-65 days	60-65 days
Permanent Housing Placement (Families)	Increase percent of exits to permanent housing	53%	55%	58%
Increased Income – employment	Increase in employment income	7%	8%	8%

5. **Reporting.** Recipient shall:

A. Maintain detailed records regarding all expenditures of the Grant Funds and submit quarterly reports to the City detailing the amount of Grant Funds received from the City for such quarter, the amount expended by the Recipient to operate the Shelter during such quarter (including invoices or other documentation reasonably necessary to support such expenditures). Such quarterly reports shall be used by the City and the Recipient to facilitate the quarterly and annual true-ups of any shortfalls or excess payments of Grant Funds as contemplated in Section 2 above.

B. Submit monthly reports for the first 3 months and quarterly reports thereafter, due no later than 10 business days after the end of the reporting period. Reports shall include information on the following:

- Number of Adults Assisted
- Number of Children Assisted
- Total Individuals
- Total Households
- Total Households with Children Total Households without Children
- Total Individual Exits to Permanent Housing
- Percentage of Exits to Permanent Housing
- Average Stay (Number of Days)
- Demographics to include but not limited to Age, Gender, Household Income by Federal Poverty Level, Race, Ethnicity, and the clients' last known places of residency
- Shelter utilization rates
- Employment income of eligible adults
- In addition, all HMIS-required data for clients assisted through the Shelter will need to be entered into the Homeward Community Information System (HCIS), in compliance with federal regulations and Greater Richmond Continuum of Care requirements. All Shelter clients will need to be admitted through the Greater Richmond Continuum of Care's Coordinated Entry System, in compliance with federal regulations.

C. Provide an annual report no later than 10 business days after June 30 of each year, for all project activities that have been completed. The Recipient shall include:

- Information identified in Section B from quarterly reports
- Anecdotal evidence, stories, or testimony pertaining to each activity.
- Key performance indicators identified in Section 4 above together with reporting on how the Recipient plans to ensure that projected outcomes are achieved in an effective, efficient, and equitable manner.

D. Provide any additional information that may be reasonably required by the City.

E. Maintain all books, records, and other documents relating to this Contract for seven years following the expiration of this Contract.

F. Not disclose any protected health information to the City and shall abide by the Health Insurance Portability and Accountability Act of 1996, as amended, and other applicable laws, rules, and regulations regarding such information.

6. Release, Indemnity, and Insurance.

6.1 **Release.** The City shall not be liable for any personal injury or property damage to Recipient or its agents, contractors, employees, invitees, licensees, officers, or volunteers irrespective of how the injury or damage is caused, and Recipient hereby releases the City from any liability, real or alleged, for any personal injury or property damage to Recipient or its agents, contractors, employees, invitees, licensees, officers, or volunteers irrespective of how the injury or damage is caused. Nothing herein shall be construed as a waiver of the sovereign immunity granted to the City by the Commonwealth of Virginia statutes and case law to the extent that it applies. This Section 6.1 will survive the expiration of this Contract.

6.2 **Indemnity.** Recipient shall indemnify and defend the City and its agents, contractors, employees, and officers from and against any and all losses, liabilities, claims, damages, and expenses, including court costs and reasonable attorneys' fees, caused by, resulting from, or arising out of any claim, action, or other proceedings, including any claim, action or other proceedings that is based on, arising out of, or related to (i) Recipient's breach of this Contract, or (ii) Recipient’s gross negligence or willful misconduct in the operation of the Shelter. This Section 6.2 will survive the expiration of this Contract.

6.3 **Insurance.** The Recipient shall ensure that commercial general liability insurance with a combined limit of not less than $1,000,000 per occurrence, $1,000,000 in auto liability, and at least $500,000 in Worker’s Compensation insuring the Recipient and any of its agents, contractors, employees, invitees, licensees, officers, or volunteers performing services on behalf of the Recipient pursuant to this Contract, with an insurer licensed to transact insurance business in the Commonwealth of Virginia is maintained throughout the duration of this Contract. The insurance policy or policies under which the required insurance is provided shall list the City as an additional insured and shall be effective before the Recipient or its agents,

contractors, employees, invitees, licensees, officers, or volunteers perform any activities contemplated by this Contract. The Recipient shall furnish the City with copies of the required additional insured endorsements and such certificates of insurance evidencing the existence of the required insurance coverage as the City may request.

7. **Term.** The Term of this Contract shall commence on the date upon which this Grant Contract is fully executed and, unless earlier terminated in accordance with the terms of this Grant Contract, expire on November 30, 2025. The parties shall use good faith efforts to mutually agree whether to extend this Grant Contract for an additional year in accordance with its terms at least seven (7) months prior to the expiration of the Term; provided, however, that, in order for the Term to be extended in accordance with this Section 7, the targets contained in Section 4(C) must be evaluated and extended in a manner acceptable to the City and the City must have received and administratively approved a budget for the extended term no later than January 31, 2025.

8. **Events of Default.** Each of the following events (hereinafter called an "Event of Default") shall be a default hereunder:

A. The Recipient files a voluntary petition in bankruptcy.

B. The Recipient fails to maintain its corporate existence.

C. The Recipient fails to be and remain for the duration of this Contract a charitable institution or association as detailed in Section 15.2-953(A) of the Code of Virginia.

D. The Recipient defaults under the Sublease.

E. The Recipient fails to perform the Scope of Services set forth in Section 3 of this Contract.

8.1 **Effect of Default.** In the case of an occurrence of an Event of Default by the Recipient, the City will have the right to terminate the Grant provisions of Section 2 of this Contract, and in the event of such termination the City will have no further obligation relating thereto and the Recipient will no longer be eligible for any Grant Fund payments hereunder. Notwithstanding the foregoing, the provisions of Section 8.2 below shall survive the termination of the Grant provisions of this Contract until all of the Recipient's obligations have been satisfied.

8.2 **Repayment Obligation.** Upon an Event of Default, the Recipient shall repay to the City any and all unexpended Grant Funds paid to it pursuant to this Contract as of the date upon which the Event of Default occurs and upon written demand by the City to the Recipient for such repayment.

9. **Subject to Appropriation.** All payments and other performances by the City under this Contract are subject to City Council approval and annual appropriations by the City Council. It is understood and agreed among the parties that the City will be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this Contract. Under no circumstances shall the City's total liability under this Contract exceed the total amount of funds appropriated by the City Council for the payments hereunder for the performance of this Contract. In an event of non-appropriation or in the event (a) the City fails to make timely payment of any properly appropriated funds or (b) the City has not approved a budget for the upcoming fiscal year at least thirty (30) days prior to the start of such fiscal year, the Recipient will have as its sole remedy the right to terminate this Grant Contract upon written notice to the City no later than thirty days prior to such termination.

10. **Authorization to Act.** The Chief Administrative Officer of the City of Richmond, Virginia or a designee thereof is authorized to act on behalf of the City, respectively, under this Contract.

11. **Acknowledgement of Donation.** The Recipient shall, in conjunction with any programs, events, or other matters funded in whole or in part with the Grant Funds, acknowledge the City of Richmond as a donor, contributor, or sponsor. This acknowledgment must be included in any promotional materials, brochures, publications, websites, or other visible locations referencing the project. The City has the right, upon request, to review and approve any such acknowledgment. Further, the City has the right, in its sole discretion, to require the removal of its name from any such promotional materials, brochures, publications, websites, or other visible locations referencing the project.

12. **Compliance Monitoring.** The City's point of contact shall monitor the Recipient's compliance with this Contract. In addition to the reports required by Section 5, the Recipient shall furnish the City's point of contact with any information reasonably requested by the City's point of contact in order to enable the City's point of contact to determine whether the Recipient is meeting or has met the measures set forth in this Contract.

13. **Signature Authority.** The Recipient represents and warrants that the Recipient's signatory below is duly authorized by the Recipient to enter into this Contract and thereby bind the Recipient to this Contract's terms and conditions. This Contract is signed when a party's signature is delivered by facsimile, email, or other electronic medium. These signatures must be treated in all respects as having the same force and effect as original signatures.

14. **Audit.** Pursuant to Section 2-187 of the Code of the City of Richmond, the Recipient shall, as a condition of receiving monies from the City, be subject to periodic audits of its finances and expenditures of such City monies by the City

Auditor on demand and without notice.

Effective as of the date first written above.

RECIPIENT:

By: _____
Name:
Title:

CITY:

By: _____
Chief Administrative Officer

APPROVED AS TO FORM:

Deputy City Attorney

EXHIBIT A

Greater Richmond Continuum of Care
Standards for Emergency Shelter Programs March 2022

Introduction

The Greater Richmond Continuum of Care (GRCoC) has developed the following standards for partner agencies providing Emergency Shelters. These standards were created in collaboration with individuals from partner agencies including CARITAS, Daily Planet, Hanover Safe Place, HomeAgain, Housing Families First, Salvation Army, and YWCA. These standards were originally developed in April 2016 and revised in June 2022. They were reviewed by the GRCoC System Policy and Process (SPP) Committee and approved by the GRCoC Board. SPP reviews Program Standards every two years to ensure they are current with community needs and priorities. These standards will serve as the guiding principles for all Emergency Shelters, regardless of their funding sources. Each Emergency Shelter provider must maintain compliance with their grant funder requirements.

Description

Emergency Shelter is defined by the U.S. Department of Housing and Urban Development (HUD) in 24
C.F.R. § 576.2 (2012) as any facility, the primary purpose of which is to provide a temporary shelter for the homeless in general or for specific populations of the homeless, and which does not require occupants to sign leases or occupancy agreements. Emergency Shelters provide emergency housing to deal with an individual's or family's immediate housing crisis. Assistance is offered without preconditions (such as employment, income, absence of criminal record, or sobriety) and with few to no barriers. According to the National Alliance to End Homelessness, low-barrier shelters embrace a housing-first approach so that anyone experiencing homelessness can access shelter without prerequisites, maintain a low-barrier environment that does not require sobriety, income, or other factors that would make it difficult to enter or stay in shelter, and uphold housing and safety - focused expectations that center on keeping guests, staff and visitors safe. The resources and services provided are typically tailored to the unique needs of the individual or family.

Emergency Shelters exist for both single adults and families. Single adult shelters serve individuals age 18 years and over. Family shelters serve one or more adults who are accompanied by one or more children under the age of 18. Emergency Shelters may also serve a specific target population such as single adult men, single adult women, those with medical vulnerability and victims of sexual and domestic violence. All individuals and families, regardless of the type of shelter, must meet HUD's definition of homelessness (see Eligibility Criteria section below).

Eligibility Criteria

In order to be eligible for Emergency Shelter, individuals and families must meet specific definitions of homelessness as defined by HUD under 24 C.F.R. § 576.2 (2012). Specifically, individuals and families must meet one of the following three homeless definitions:

(1) An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:
   i. An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;
   ii. An individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by

charitable organizations or by federal, state, or local government programs for low-income individuals); or

iii. An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;

(2) An individual or family who will imminently lose their primary nighttime residence, provided that:

i. The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;

ii. No subsequent residence has been identified; and

iii. The individual or family lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, needed to obtain other permanent housing; or

(3) Any individual or family who:

i. Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence;

ii. Has no other residence; and

iii. Lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, to obtain other permanent housing.

Emergency Shelters should have minimal screening criteria, providing housing and services regardless of perceived or actual barriers (i.e. substance use, no or low income, domestic violence history, sexual orientation, gender identity or expression, previous declines of services, mental health, and criminal record) and limited to only that screening criteria required by funding contracts. Emergency Shelters may not establish additional eligibility requirements beyond those specified in the GRCoC Coordinated Entry System Policies and Procedures and those required by other funders, including documentation, income, and/or employment. Domestic violence programs may include additional guidelines that participants have had an experience of domestic or sexual violence in order to access emergency shelter.

Determination of Eligibility

Clients will be referred from the coordinated entry system of the Greater Richmond Continuum of Care (GR CoC). For all assistance, an initial evaluation to determine need, program eligibility, and priority level of individuals and/or families will be conducted by the Homeless Connection Line. Coordination of services to victims of sexual and domestic violence is done through the Regional EmpowerNET Hotline.

Emergency Shelter Services

The primary services provided by Emergency Shelters are listed below. It is not required that a single entity provide all services nor that a household utilize all services available. Emergency Shelter services should be based on the following core principles: housing first approach and client-driven collaboration. Specific services provided by Emergency Shelter programs must be in compliance with grant funding, health, and safety requirements.

Each Emergency Shelter must demonstrate that clients have access to each of the following services via formal or informal methods:

- Safe physical environment
- Access to food
- Access to housing-focused case management

- Housing stability plan
- Housing-barrier assessments
- Linkages to mainstream resources

Length of Shelter Stay
Emergency Shelter is often the first stop for individuals and families entering the crisis response systems. Emergency shelters provide short term, crisis housing. As a component of HUD funding standards, the mean length of the average shelter stays should not exceed community performance measures (currently 45 days for 2022).

Program Guidelines
Emergency Shelters will have written program guidelines that outline program policies, procedures and expectations and specify services available. Program guidelines should be minimal to ensure client and staff safety and should not add unnecessary barriers for clients.

Non-Discrimination
Providers must have a policy prohibiting discrimination against participants based on actual or perceived race, ethnicity, color, sex, sexual orientation, gender identity and expression, religion, national origin, ancestry, disability, marital status, age, source of income, familial status, or domestic or sexual violence victim status, and ensuring that all participants are afforded equal opportunities.

Confidentiality
All Emergency Shelter providers will establish a written policy to ensure client confidentiality, which will be reviewed upon entry in to the program. All clients shall sign a client confidentiality agreement.

Conflict of Interest
All Emergency Shelter providers will establish a written policy to:
1. formally document Conflict of Interest amongst all employees, agents, officers, consultants and board members, and
2. prescribe appropriate action to take to ensure that all aforementioned parties do not use their positions for a purpose that gives the appearance of being motivated by the desire for private gain for themselves or others.

Complaints & Appeals
All providers must have a board-approved grievance policy and provide specific procedures to be followed for any disputed decision affecting assistance. Any individual receiving assistance must receive written notification of the grievance policy.

Termination
Providers must have a documented termination policy. The provider must exercise judgment and examine all extenuating circumstances in determining when violations warrant termination so that a program participant's assistance is terminated only in the most severe cases. In addition, Emergency Shelters may cease services to the client immediately if there is any real or perceived threat of violence or actual act thereof. Whenever possible, termination from one service may not necessitate termination from all services. Upon termination, Emergency Shelters should document the incidents that led to a participant's termination, both within the agency and in the data system. Bans from a particular program must be recorded in HMIS, and should note the program or agency issuing the ban, the reason and the length of time.

A grievance with termination should be reviewed or heard by an individual other than the person (or subordinate of that person) who made or approved the termination decision. Should the client or household disagree with the decision made by the initial reviewer, a second level must be available for an appeal at the CoC level. This two-level process, at a minimum, must consist of: (1) Written notice to the project participant containing a clear statement of the reasons for termination; (2) Prompt written notice of the final decision; and (3) Written policy for continuing assistance to surviving family members, in the event of a death of a head of household, that establishes a reasonable grace period of continued assistance to surviving family.

Data System
Emergency Shelter providers must adhere to the Data Quality Plan approved by the Greater Richmond Continuum of Care (GR CoC) Board. Providers must use the Homeless Management Information System (HMIS) or a comparable data system if the agency is prohibited from using HMIS.

Outcomes and Results
A standard set of outcomes will be reviewed for all Emergency Shelter providers. Outcomes and results will be based on the following data:

- The percentage of participants that have a housing stability plan
- The percentage of participants that are offered housing-focused case management within two weeks
- The mean length of stay
- The percentage of participants that exit with a successful housing outcome
- The percentage of participants that exit to an unknown location
- The percentage of participants who return to homelessness within a year of exit from the shelter
- The bed utilization rate
- The percentage of participants who increase income from non-employment and from employment income

Shelter Compliance
All shelter providers must meet all federal, state, and local regulations regarding ADA and Fair Housing compliance. Emergency Shelters must have written program guidelines that outline program policies, procedures and expectations and specify services available. Program guidelines should be minimal to ensure client and staff safety and should not add unnecessary barriers for clients. Emergency Shelter guidelines should also include a low-barrier process for requesting and reviewing reasonable accommodations at each facility, and provide that information to the Access Navigator to assist individuals, if necessary, with their request.

EXHIBIT B

Espigh Family Shelter Policies & Procedures

It is important to read this staff handbook thoroughly. You must fully understand the shelter program and what steps you can take to successfully support this program. Please make sure you know what is expected of you. Staff may ask your supervisor or any management team member to explain any rules, regulations, or procedures you do not understand. Remember, you are here to serve our clients and the Home Again Emergency Shelter.

INTRODUCTION

Who are our clients?

The people who come through the doors of the HomeAgain Men's Shelter are, by definition, homeless. The "typical" client served may have a history of chronic poverty, basic skill deficiencies, and a variety of social problems such as domestic violence, medical problems, mental health, or substance abuse issues. Some have grown up in chaotic families or aged out of foster care. They arrive overburdened and debilitated by the stressors in their lives. For many, HomeAgain feels like their "last chance "to secure a stable home and family life.

Given these circumstances, what do we expect to see in these individuals in terms of behavior and a general worldview? Their experiences of abuse, violation, failure, and deprivation can be overwhelmingly intense, and the coping mechanisms they develop, no matter how negatively perceived, have arisen out of an instinct for survival. The most prevalent dynamic is a lack of trust. This lack of trust can manifest itself in depression, aggression, and attempts to manipulate people rather than confront them.

These behaviors and perspectives can be very difficult to understand, and very easy to mischaracterize. It is very common for professionals encountering these attitudes to feel disrespected, distrusted, or deceived. It is hard not to "take it personally". However, when staff is able to discuss these feelings through the supervisory process, it becomes easier to change a potentially destructive encounter into a "teaching moment" for the client as well as the staff member.

It is essential to also describe our clients from the perspective of their strengths and capacity to contribute to their own and other's growth. The clients we serve, though struggling in many areas of their lives, are survivors. Their resilience in the face of overwhelming setbacks can be inspirational. If able to make a successful adjustment to the Shelter program, many are able to bounce back," tackling life-altering challenges such as education, employment, mental health, or substance abuse programs. Residents are expected to accept a rigorous schedule and level of accountability, aimed at helping them take steps to achieve stable housing and improved family life, and it is to their credit that many are able to accept this challenge and thrive. Although many parents lack basic parenting skills, the families we serve are determined to keep their families together and tolerate a high level of intervention and oversight in their daily lives to make that happen.

It is also important to note that HomeAgain clients come from diverse cultural, racial, and socio-economic backgrounds. The role that this background has on their worldview, interpretation of their experiences, and their responses and behaviors cannot be underestimated.

Finally, it is necessary to point out that most of our clients are first and foremost, human beings. They have families and neighbors who are concerned about them, and they will most likely be returning to those communities and support networks when they leave. Such formal and informal support should be acknowledged by staff for their importance to the client and supported in a nonjudgmental way.

The Ever Changing Environment

HomeAgain operates within the context of standards of practice established by professionals in the fields of social work, mental health, and education, as well as the general climate of societal values and expectations.

In Richmond, The Ten Year Plan to End Homelessness is focused on housing stability. A lot of the strategies to increase housing stability will include an increase in safe and affordable housing, housing programs for ex-offenders, targeting prevention resources for those at risk of becoming homeless, and providing mental health and substance abuse services to those experiencing chronic homelessness. City-wide, homeless providers are working to re-invent or re-create the system to better serve individuals who are homeless. They are looking at programs like Housing First and Harm Reduction as a means of prevention and intervention.

In Richmond City and around the nation, the practice of rapid re-housing gives clients less time in shelter and more time in their own homes. In Richmond City, there are a couple of funding streams to support clients to move out of the shelter quickly by providing a security deposit and the first month's rent.

As employees in a progressive nonprofit on the "cutting edge" of this evolution, Home Again staff must challenge themselves to meet the needs of the clients in new and innovative ways. Staff members are encouraged to seek whatever training and staff development necessary to enhance their ability to perform at peak effectiveness within this dynamic environment. In addition, monthly events such as staff meetings allow staff members to be informed of and participate in the organization's program and design efforts.

The Shelter Environment

HomeAgain, like other residential programs, establishes policies and procedures in such a way that the environment that is created supports the mission of the organization within the context of its values and priorities. Shelter programs are designed to create a place where clients feel safe and cared for, and where their needs can be identified and if possible met. In order to be successful, each staff member is responsible for ensuring consistency and effectiveness in each of the components of the environment, including the physical environment, structure, relationships, and programs.

Physical Environment

The physical environments of the Shelter's common areas need to be free from damage or obstacles that could create safety issues. It should be clean, orderly, and attractively decorated in a home-like fashion, avoiding an institutional appearance. It should be well maintained and adequately supplied with the basic necessities, communicating that the client's needs are taken seriously.

The clients' living space is also an aspect of the environment that contributes to the overall objective of the Shelter. HomeAgain, therefore, expects its residents to maintain their space in an orderly, healthy manner. Daily inspections help provide incentive for the residents to comply with housekeeping standards, which if integrated into their daily lifestyle, will develop improved time management and a more organized approach to life.

HomeAgain provides a minimum of one meal daily. Clients requesting additional proportions or reporting special dietary needs should be given every reasonable consideration. The distribution of food and household supplies should take place at the agreed-upon time, and should never be conducted in a manner that may disregard the dignity of the client.

Each and every staff member is responsible for ensuring that the physical environment meets the criteria described above. This includes reporting problem areas, cleaning up after themselves, maintaining their individual workspace in a tidy manner, and making suggestions to improve the facility.

Shelter Program Structure

Home Again has developed its Health and Safety Guidelines with the intent of creating a supportive structure that is predictable, consistent, and fairly enforced. These guidelines are designed to assist in that process. These guidelines are also meant to give our shelter guests an understanding of the services we provide, the staff members with whom they will work, and the health and safety standards that govern our facilities.

An important component of the structure is the Community Meeting, in which residents can discuss problems, provide peer support, and communicate environmental or "structural" concerns or suggestions for improvements. Because Home Again policies and programs are dynamic, not static, the input of residents and staff in their development is encouraged.

Interpreting and enforcing different elements of the Shelter structure can be very challenging for staff. Each client is unique, and very few of the expectations established in the Health and Safety Guidelines lend themselves to absolute "black and white" applications across the board. The abuse of this discretion by staff, or failure to incorporate the team's input, creates confusion and instability. The monthly staff meeting is a valuable opportunity for staff to discuss this issue, and to receive feedback from their teammates. Attendance at these meetings is required for all direct service staff.

Relationships

Perhaps the most important aspect of the Shelter environment is the issue of relationships. These relationships fall into the following three categories: staff-to-client, staff-to-staff, and staff-to-public.

Staff-to-Client

Each staff person who comes in contact with a resident must be prepared to use themselves as an agent of change. This means that staff should remember that their first priority is to ensure that all such interactions are therapeutic, and should be aimed at helping the residents achieve their goals.

The staff's attitude should be one of genuine interest in the individual, and a willingness to make time to meet their needs. Respect for dignity and confidentiality in all staff-client interactions is essential. At no time, for example, should staff communicate about a client's infraction of the Health and Safety Guidelines in the presence of other residents, or their guests. It is mandatory that staff ensure that HomeAgain clients live in an environment free from discrimination, sexual harassment, and threats of violence.

Maintaining professional boundaries is an essential key to the success of the relationship. The following are examples of behaviors that would be considered unacceptable in terms of violating professional boundaries with clients for any staff person. Exhibiting such behaviors may lead to disciplinary action up to and including termination of employment with HomeAgain:

1. Developing any personal relationships, even as "friends," with any clients served by HomeAgain.
2. Giving personal money or other items to clients as a "favor”
3. Soliciting clients to provide goods or services to staff, whether paid or unpaid.
4. Soliciting clients to do personal errands.
5. Transportation in personal cars by staff or clients is not permitted under any circumstances.
6. Physical contact between residents and staff is strictly prohibited.
7. Staff is not permitted to solicit or offer services to or from residents for any reason,

Such requests should be reported to the Program Manager or Director of Shelter Programs immediately.

Staff-to-Staff

The staff-to-staff relationship is as important to the organization's success as the staff-to-client relationship. Home Again staff is viewed as an interdependent team of professionals organized to accomplish the task at hand. Each staff member is responsible for having a clear understanding of their own roles and responsibilities as well as how their job fits into the larger context of HomeAgain. HomeAgain staff must be committed to sharing feedback with one another and receiving input from one

another with the understanding that peers are valuable resources for staff development. Furthermore, the client's best interest demands that clients be viewed from the broadest, most complete perspective. This requirement can only be fulfilled by an effective, multi-disciplinary, team approach.

All staff members are expected to respect the privacy of their colleagues, including workspace, files, phone messages, etc. Staff members have a right to confidentiality regarding any personal information shared in conversation between colleagues, but this does not preclude a staff member from reporting any practice by a colleague that is unsafe, unethical, or jeopardizes the well-being of the clients or the organization. It is the policy of HomeAgain that any such practice must be reported.

Respect for the unique perspective, training, and experience that each staff member brings to the job is critical to team building. In addition, different positions within the organization, by definition, embody slightly different priorities and tasks. Therefore, each member of the team should be aware of those priorities and how they will affect a teammate's point of view. All staff will be able to make valuable observations regarding a client's interpersonal skills. These observations and insights combine to give a broader, more comprehensive assessment of client strengths and weaknesses and are necessary for the organization to fulfill its obligation to the client. It becomes the responsibility of management to assess these observations and assist staff in integrating them into a coordinated, multifaceted plan of service for each client.

Finally, staff members must make concerted efforts to resolve differences and "buy into" team decisions in order to present a unified response to the clients. There is no excuse for undermining a fellow staff member to the clients, and it is never in the best interest of the clients to perceive that the organization is divided, or unable to respond clearly and appropriately to their needs. Individual staff members need to respond directly to their supervisor with any concerns they may have which do not get resolved at the peer level.

Staff-to-Public

Every staff member is considered a representative or "ambassador" for the organization. Daily contact with the general public and supporting agencies is routine. Therefore, staff members should be mindful that they have a responsibility to present in the most positive light, and should approach all visitors to the Shelter with equal graciousness and professionalism.

Standards of confidentiality must be carefully adhered to in order to protect the client's privacy. This means that no member of the staff may disclose any pertinent information about any resident or former resident to any members of the public, the media, volunteers, or even interested agencies without the expressed permission of the client, and in circumstances not explicitly covered in the release of information, guidance from the Director should be sought.

Staff may not disclose whether someone is a resident at HomeAgain. If someone calls the shelter and asks for an individual, staff should respond by saying "I cannot disclose whether that person is here or not."

Staff-to-volunteers

The staff-to-volunteer relationship is just as essential as staff-to-staff. The value that volunteers bring to HomeAgain and to this community is immeasurable. Staff should always be available to provide support and guidance when working with a volunteer.

General Staff Conduct

HomeAgain is a place of professional business. Our attire, communication style, and professional conduct should at all times be a role model for clients in regard to the usual expectations of a workplace environment.

As common sense suggests, staff should avoid wearing casual tee shirts„ "flip flops" or attire with overt religious or political messages which might make the clients uncomfortable. If staff is unsure whether their attire is appropriate, they are encouraged to ask their supervisor.

In addition, staff and volunteers are discouraged from certain behaviors in the agency common areas (front module and the staff meeting room/client TV room) including getting on Facebook, taking personal phone calls during business hours, having visitors (this jeopardizes confidentiality) or other behavior which might set the wrong example for clients on their job sites or for the general public.

Conclusion

This HomeAgain Policies and Procedures Manual has hopefully expressed in a general but comprehensive manner, the guiding principles for professional practice at HomeAgain. Employment is a wonderful opportunity to contribute constructively to the lives of homeless and at-risk individuals. Each employee brings to the organization a unique complement of personal and professional attributes and skills, and charts a plan for professional growth with his or her supervisor. None of us work in a vacuum; rather each employee's performance and attitudes contribute to the overall organization's ability to meet its promises and responsibilities to its clients and the community at large. It is with this understanding that this handbook is offered for the education of the employees of HomeAgain.

HomeAgain Men's Emergency Shelter must stay safe and secure for the men and women who live, work, and volunteer here. Our basic rules are in place to ensure a healthy and safe environment for all. Each shelter staff person bears the responsibility and has the authority to ensure that the basic rules of the shelter are enforced. Failure by staff to abide by any of the basic rules listed in this handbook could result in personnel actions. Consistency is our favorite buzzword.

All staff must be active participants in our programs if we are to achieve success.

Staff Agreement

I, _____, have read and understand the preceding statements and I agree to follow these rules. I understand that failure to follow any one of these rules may result in disciplinary action.

_____

Staff signature Date

_____

Supervisor signature Date

Residents

Each staff person should familiarize himself or herself with the Health and Safety Guidelines, in particular the introductory letter, the series of basic rules shared with every client when he or she enters the shelter, and other important information that has been replicated here. Many directives for staff follow the same basic principles.

Health and Safety Guidelines for the Espigh Family Emergency Shelter

Introduction: Welcome to HomeAgain's Espigh Family Emergency Shelter. We are a crisis housing/emergency shelter, in a community living environment, for women accompanied and unaccompanied by minor children, Men accompanied by minor children, and intact families. Our goal is housing first and housing-focused. Guests are encouraged to work towards achieving goals that will benefit them in obtaining permanent sustainable housing within 30 days of shelter entrance. The program manager/case manager, with the housing team, will work with guests to support them in their goals, as well as link guests with resources that will assist in achieving goals that have been set forward. The guidance contained herein may be subject to change at the discretion of the HomeAgain staff at any time and without notice.

Your Service Team: During your time at HomeAgain you will be aided in achieving your program and life goals by a team of dedicated staff members. The following is a list of the staff that will be part of your service team and a brief description of the services with which they will assist you.

- **The Programs Manager** is here to ensure the overall health and safety of all shelter guests and to ensure regulatory compliance relating to the Shelter operations.
- **The Case Manager** will assist you in the development of a detailed housing plan/ISP and link you with the resources needed to implement the plan.
- **The Assistant Program Manager** also works to ensure the health and safety of shelter guests. Oversees the activities of the facility and manages the flow of daily activities (i.e. chores, laundry schedule, etc.). This team member will ensure that you have what you need: food, bedding, and basic toiletry items needed for daily living. The APM will also assist you in the development of a detailed housing plan/ISP and link you with the resources needed to implement the plan.
- **The Team Lead** will also work to ensure the health and safety of shelter guests. Oversees the activities of the facility and manages the flow of daily activities (i.e. chores, laundry schedule, etc.). This team member will ensure that you have what you need: food, bedding, and basic toiletry items needed for daily living.

Statement of Non-Discrimination: HomeAgain pledges that no client shall be denied access to services on the basis of age, race, color, national origin, gender, religion, sexual orientation, veteran status, political affiliation, or disabilities.

General Shelter Living Guidelines: By entering HomeAgain's Espigh Family Emergency Shelter, you are accepting certain responsibilities that will help you reach the goals outlined in your service plan. These responsibilities include, but are not limited to, the following:

- Taking the necessary steps to obtain your housing goals.
- Maintain a safe and clean living environment
- Treating others with dignity and respect

- Being a responsible member of HomeAgain's Espigh Family Emergency Shelter Community
- Adhering to all health and safety guidelines

Maintaining a clean and healthy shelter environment: At HomeAgain, you are a member of a community of individuals who are all working toward the same goal. As such, not all freedoms that you would exercise in your own home are available while in the shelter. It is our job to ensure that all of our guests are safe, feel comfortable, and are able to focus on their housing needs. We work to create an environment of mutual respect. To that end, we ask that you:

- Respect the rights of other shelter guests
- Respect HomeAgain staff and property
- Cooperate with HomeAgain staff as we work to help you find housing
- Behave in ways that do not threaten the health and safety of yourself or others
- Participate in keeping the facility clean. This includes keeping your room and living spaces clean and free of clutter, neatly storing your belongings, and participating in community clean-up that is coordinated by the Assistant Program Manager.
- Maintain good hygiene. This includes showering on a daily basis doing laundry and changing bed linens weekly.
- Refrain from verbal or physical violence, profanity, or aggressive behaviors.
- Refrain from taking food and snacks into the dorms (only bottled water is permitted in dorms). Residents are given designated storage space for food. If you need assistance with this, please ask staff. Eating is restricted to the kitchen.
- "Quiet Time" is observed between the hours of 9pm and 5am.
    - Lights are to be turned out by 9pm and can be turned back on at 5am.
    - The shelter will be locked every night at 9:00PM and will not open again until 5:00 AM. Only residents who have communicated their evening/overnight work schedules will be able to enter the building during this timeframe.
    - Restrict the use of electronic devices in the common areas during this time unless using headphones. Please also silence phones during this time.
- Enter the building through the front door only and use a sign-in/out sheet each time you exit or enter the facility.
- No sexual or intimate activity is permitted in the facility.
- HomeAgain provides all necessary furniture for our guests' living space. Guests may not bring in any furniture, including mattresses.
- Guest may not use space heaters, air conditioners, electric blankets, and hot plates unless provided by HomeAgain

The following behaviors are strictly prohibited and can result in immediate discharge

- Violence or clear threat of violence towards staff members, other guests, or members of the community.
- The destruction of property
- Stealing or possessing stolen property
- Having a weapon of any kind in the Shelter
- The possession and/or use of alcohol, illegal drugs, drug paraphernalia, or misuse of prescription drugs on shelter property.
- Smoking inside the building

- Nudity, profanity, or overt sexual behaviors. Appropriate clothing must be worn at all times.
- Gambling
- Engaging in any type of illegal activity
- Other violations determined by staff to be of a severe nature

Policies regarding children

- Residents are not permitted to use physical discipline, including spanking;
- All policies regarding adults apply to children unless otherwise stated;
- No child/dependent is to be left unsupervised; and must be with their guardian at all times
- For confidentiality and safety reasons visitors are not permitted in the shelter unless authorized by the Program Manager
- It is encouraged that all children receive appropriate immunizations as recommended by their pediatrician. Your Program Manager can assist in coordinating health services for your child(ren).

Other Shelter Guidelines

- Upon entering the facility for the first time, all clothing and books must be put in the facility's Pack Tight to ensure the immediate termination of bed bugs and other pest that may infest the facility
- Due to limited space, excessive belongings are not permitted in the shelter and cannot exceed the allotted space allowed. It is suggested that you bring only those items that are essential.
- HomeAgain is not responsible for any loss, theft, or damage of guest's personal belongings. This includes any damage resulting from fire, power failure, or water damage.
- Searches may be conducted by HomeAgain staff members for probable causes. Guests may or may not be present at the time of a search.
- To maintain open lines of communication, HomeAgain will conduct a weekly Community Meeting each Thursday at 7pm. During these meetings, HomeAgain will provide pertinent information to assist in achieving housing goals as well as information relative to the management of the facility.
- Your Case Manager will meet with you at least weekly to evaluate your progress and efforts toward achieving your Housing Plan/ISP goals. At the end of the first 30-day period, your case manager will determine if your efforts toward achieving permanent housing meet the standards of eligibility for continued stay at HomeAgain. If eligible your shelter stay may be extended. If assessed to be ineligible for continued stay, you will be referred back to the Homeless Crisis Line to determine the best services to meet your needs.

Meals: Meals are provided Monday - Friday for Breakfast and Dinner. All Meals must meet USDA guidelines. HomeAgain provides breakfast 6:00am-7:00am, Dinner is served at 5pm, and an evening snack 7:15pm-7:30pm. Unless you request food, you must provide your own lunch and weekend meals (for breakfast lunch, dinner and snacks – including drinks).

- Guests can provide documentation from a healthcare professional of any dietary restrictions or special needs.
- In order to keep the living space clean and free of pests, food and beverages (other than plain water) is restricted to the kitchen and dining area.
- Guest's may store small amounts of food in the guest refrigerator and cabinets. Please write your name and date on all items being stored. The shelter is not responsible for this food. The refrigerator will be cleaned every Friday (or as needed), at that time any food that has gone bad or is not labeled

will be disposed of. Beverages should be stored in a covered container at all times. Uncovered cups will be discarded immediately.

Occupying your reserved Bed: The need for emergency shelter outweighs the number of shelter beds available. You have been deemed eligible for an emergency shelter bed. Implied in that eligibility is that you do not have another place suitable for human habitation to occupy at night. As such, it is HomeAgain's expectation that you will occupy your bed space for no fewer than 8 hours per 24-hour period beginning each night. Allowances will be made for guests who work evening shifts if communicated in advance. Absences from the facility that last more than 24 hours (including weekends) will serve as an indication that you no longer need the shelter bed. After 24 hours of absence without any communication from you, your bed will be reported to the Homeless Crisis Line and assigned to another person in a housing crisis.

Discharge: It is our goal that you be discharged from the shelter is the result of finding permanent housing. HomeAgain staff will refer you to established community resources to assist you with obtaining some of the basic necessities to establish your new household. Due to the lack of storage space, we require you to pick up any personal belongings left at the shelter upon discharge within 48 hours of leaving the shelter. Personal items left in the shelter after 48 hours without any communication will be discarded. Guests may request a short extension of no more than 2 days.

Guest Rights: Participation in HomeAgain's service programs involves both rights and responsibilities for residents and staff. All residents have the right to:

- Be treated with dignity and respect
- Be free from verbal, physical, and emotional abuse;
- Assistance with establishing and meeting your life goals and plans;
- Have information about you, your family, and your situation held confidential;
- Reasonable accommodations for a documented disability;
- Have your children be safe and protected;
- Voice concerns or complaints in a professional manner;
- Assert your rights and ask questions without fear of retaliation, and
- Have access to services regardless of age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation or disability.

Client Grievance Process: If you believe that your rights have been violated, you may file a grievance. The grievance procedure involves the steps described below.

A guest who believes that his or her stated rights as a HomeAgain guest have been violated may submit a complaint in writing to the Program Manager. The written complaint must state the right that has been violated and an explanation of the circumstances involved including the names of staff members or other guests involved in the situation. Accommodations will be made for those who are unable to write.

The Program Manager will meet with the guest as soon as possible but within five (5) working days of receiving the written complaint. During this initial meeting, the Program Manager will ask for information about the situation and discuss the guest's concerns. If necessary, he/she will meet with the guest and all involved parties. Within five (5) working days of the initial meeting, the Program Manager will respond to the client in writing indicating that a violation of the client's stated rights did or did not occur. Upon receipt of the Program Manager's response, the guest has the option of concluding the grievance process or proceeding to the next step – an appeal of the decision.

If the guest chooses to appeal the Program Manager's decision, the guest may submit the appeal in writing to the Director of Shelter Programs within five (5) days of receiving the Program Manager's response. The Director of Shelter Programs will review the grievance and the resident's appeal of the decision and respond within seven (7) working days of receiving the appeal. The Director of Shelter Programs or designee may convene a review panel to consider the grievance, the Program Manager's response, and the resident's appeal of the original response in order to make a determination. The decision of the Director of Shelter Programs is final. In the case the grievance involves a Program Manager; the grievance should be submitted directly to the Director of Shelter Programs to start the process and the above steps will convene. The decision of the Executive Director or his/her designee is final.

I, _____, understand the information and agree to abide by all of HomeAgain's Health & Safety guidelines and expectations and accept the responsibilities described in this document. I understand that this housing arrangement is temporary and meant to last approximately 30 days. I also understand that it is my responsibility to work toward achieving permanent housing. My ability to achieve this is contingent upon my working actively to achieve the goals in my housing plan, which will require full cooperation with HomeAgain's staff.

Client Signature: _____ **Date:** _____

Case Manager: _____ **Date:** _____

The mailing address is:

2 East Main Street Richmond, Virginia 23219

Business/Staff phone: (804) 782-9778 Fax: (804) 977-2689

Staff Scheduling

Residential and Relief Counselors

The schedule of work hours for residential counselors and relief staff is kept in the staff/timesheet binder underneath the front desk. Staff are required to review the schedule and are responsible for knowing when they are scheduled to work. The schedule is updated on a regular basis and will reflect any changes. Once a shift has been assigned to you it is your shift. Therefore, you are responsible for coverage.

The 11 PM to 7 AM shift is an AWAKE shift. It is expected that staff will be at the front desk office awake, alert, and available to assist residents with any need that may arise. All staff are expected to remain awake during any scheduled shift.

Failure to stay awake on shifts presents a serious safety and security issue for both staff and residents. Please be advised that sleeping on a shift will result in disciplinary action up to and including possible termination of employment.

Please note that it is ILLEGAL to work a triple shift or 24 hours in a row. If this is going to happen and you believe that there is no other staff to cover, please contact the Program Manager or Director of Shelter Programs.

Shift Swaps

If any staff member would like to swap a shift or knows in advance they cannot work a day, it is the staff member's responsibility to find a replacement for his or her shift. These changes must also be approved by the Program Manager. The request for taking a day off must be completed in its entirety signed by the staff member and approved by the supervisor. These should be placed in the supervisor's box or emailed/hand-delivered. Please make sure you give the supervisor notice of the day(s)/shift(s) you are unable to work in the coming month by at least the 15th of the current month.

For example, if you are unable to work March 2nd , you would let your supervisor know by February 15th.

If you are regularly scheduled to work part-time residential counselor shifts, you will continue to be assigned those shifts. In order to maintain your current regular schedule, you are required to do the following:

1. If you are calling out (or running late) or need to switch shifts with someone, you must call your supervisor to alert him/her. Do not email your supervisor in this instance. A phone call is required so that she or he can plan accordingly. The supervisor has discretion in assigning shifts so that the needs of the shelter program are best met. Regular full-time staff must adhere to this same policy of contacting their supervisor.
2. You must work your scheduled shifts. Excessive absences tardiness or a pattern of switching shifts is not in the best interest of the shelter program and will lead to your shifts being reassigned to other staff.

Anyone is welcome to request extra shifts, provided those hours do not exceed 40 hours per week unless otherwise approved.

While on your scheduled shift

Staffing Your Scheduled Shift
Monday through Sunday
6am- 2 pm, 2pm-10 pm, 10 pm-6 am.

Arrive early enough in order for the staff that you are relieving to be able to brief you and allow them to leave on time.

Each time you arrive on duty you will communicate with the person you are relieving to discuss information that took place during their shift. Then you will write the date and time your shift began in the staff logbook. It is imperative that you document all information that occurs on your shift clearly and completely. You are to remain on your shift until your relief person comes on duty. Before you leave, brief them as to what occurred on your shift.

Every hour you are to do a complete walk-through of the building as well including all bedrooms, bathrooms, laundry room, and both front and back areas including the dumpster, and document in the log book if any changes have occurred as well as the status of the clients in the building. Once completing your walk-through, check each resident's name against the sign-out sheet located on the front counter to verify that all residents are accounted for and their whereabouts.

Forms

Located in the back office in the metal cabinet you will find all the current forms used for the facility including residents' sign-in/sign-out sheet, weekly chore list, roll call list, laundry list, donation slips, etc. In the back office located in the tall metal cabinet, you will find the agency's alcohol and urine test kits. CLIENTS ARE NOT ALLOWED IN THE BACK OFFICE.

Safety and Security

You are responsible for ensuring the safety and security of the building and residents during your shift. Once per hour conduct a security check of the building and residents by doing a complete walk-through of the entire facility including the outside front and back areas, carefully checking to see that each resident is safe and doing as they are supposed to do. Make sure to also check that all property is properly protected.

Make note of any facility problems, i.e. any lights that may be out, bathroom toilet/sink leaks, heat/air conditioner, etc. If the problem is serious and needs immediate attention you are to alert the on-call staff. Otherwise, fill out a work order and leave it in the case manager's mailbox.

Supplies

All supplies i.e.) Large and small trash bags, laundry/dish detergent, paper towels, toilet tissue, gloves, and rags, are kept in the back office as well as the metal cabinet in the common area. When needed to do chores staff are to distribute supplies to clients.

Keys

One full set of keys is located at the front desk. Each staff person is provided keys to perform duties as needed. These should be kept in the drawer of the front desk. At no point should a resident have this key ring in their possession.

General Conduct and Behavior

While on your scheduled shift at the facility, you are expected to be capable of walking around, picking up donations, and boxes, and moving around every now and then to ensure the safety and security of the residents. It is important to be attentive and aware at all times.

In order to be fully aware of the goings on in the shelter you should limit your: personal phone calls, especially when using the facility telephone. At no point is it acceptable for you to give out the facility phone number to friends and family unless it is an emergency or you have spoken with your direct supervisor, in addition, personal visitors should be limited to at least 5-10 minutes and only in the event that they are bringing you a meal, something you might have forgotten or need to address a personal matter. It is important that we conduct ourselves with professionalism and this means protecting the confidentiality of our residents. At any point in time if you have a visitor (friend, family member) we are compromising the confidentiality of the residents. This also takes away your attention from the shelter itself. In addition, using the computer for

personal use such as Facebook, school work, printing out assignments, etc. for your own personal use should be limited. Supplies for our printer are very restricted. Please use your discretion with this.

As stated previously in this manual, staff-to-client relationships should remain completely professional. This means that it is unacceptable to request a resident to purchase something for you, run an errand for you, etc. Engaging in the above behavior could result in a verbal or written warning.

Volunteers
HomeAgain relies heavily on its volunteers. They come to us from a variety of civic groups, churches, community service organizations, etc. There is a logbook located behind the front desk where volunteers of all types must sign in each time they arrive on the property. Please remember that volunteers are guests who are taking time out of their schedules to support HomeAgain. Please help to make them feel welcome.

Shelter Procedures

Determination of Eligibility
Clients will be referred from the coordinated entry system of the Greater Richmond Continuum of Care (GR CoC). For all assistance, an initial evaluation to determine the need, program eligibility, and priority level of individuals and/or families will be conducted. Coordination of services to victims of sexual and domestic violence is done through the Greater Richmond Regional Hotline.

Intake

- Each morning by 8am the House Manager will notify the coordinated entry team of available bed space and the coordinated Entry team will provide referral information and estimated time of arrival.
- When referrals are sent the House Manager will complete the initial intake pack and notify the Case Manager, Programs Manager, and Director of Shelter Programs that intake has been completed.
- Staff on duty will assign shelter guests a bed number, cabinet space to store any food items, and a locker if needed and acclimate the resident to the shelter and ensure that they have necessary linens and toiletries.
- Staff on duty must also obtain resident bags and clothing to run through the Pack Tight Machine.
- The case manager will finish completing the intake process. This includes ISP and Housing Assessment (this must be completed within 72 hours)
- Case manager will then complete Service Point Entry into HClS and upload ISP and Housing Assessment into HCIS as well
- The Case Manager will conduct weekly follow-up meetings with the client to review the progress of ISP and document any progress or updates to ISP in the case notes section of HCIS.

Length of Shelter Stay
Emergency Shelter is often the first stop for individuals and families entering the crisis response systems. These shelters provide short-term, crisis housing. The median length of shelter stays should not exceed 45 days.

Discharge
Once it is established that a resident will be discharged, either voluntarily or involuntarily, the following procedure should be followed:

- Inform the resident that he has the right to file a grievance. Remind him of the grievance process in the resident handbook;
- Give the resident a copy of the central intake phone number and address and hours they can get services. (During Cold Weather- give the resident a copy of the information for the Overflow Shelter)

- If the discharge is for dangerous or physically violent behavior, contact the police for assistance with the discharge if necessary.
- Residents who have been discharged from HomeAgain Men's Emergency Shelter must wait at least 30 days prior to trying to access a bed here again.
- Residents are expected to remove all personal items at the time of discharge within 48 hours

Weekend Passes/Pre-approved Absences

Shelter guests may request Pre-approved absences. Pre-approved absences are generally issued to shelter adults for medical reasons, death in the family, or employment reasons. In all cases, written documentation is required and by be approved by the case manager. Sometimes, a resident will call the shelter if they have an emergency- family, medical, etc. These should be noted in the logbook.

Transportation Subsidies

Bus tickets may be provided to residents through their case manager, and all requests should be directed to the case manager. Resources are extremely limited, so we cannot guarantee that bus tickets will be available when requested. Staff must hand the bus ticket to the client.

Hold Mail System

Home Again will hold mail for clients for 30 days who have participated in the Home Again Men's Emergency Shelter program. Exceptions can be considered in holding mail for an extended period of time, as individual requests are made.

Incident Reporting

Incident reports are reserved for reporting incidents where 911 is called, incidents of violence, accidents involving staff or residents, issues where safety is of concern (especially where children are involved), or other similarly critical incidents.

If an incident takes place on the shelter property, the program manager should be contacted, and an incident report should be written by staff on duty during the incident. The originals of the incident report MUST be placed in the program manager's mailbox.

Hygiene Products and Linens Distribution

Hygiene products are located in the supply closet and in the case manager's office. If a client expresses a need for a hygiene product, they should be given it. If they request a hygiene product that is currently not present at the shelter, the case manager and program manager should be notified.

Upon entry, a resident should be given a clean set of sheets and one towel for their personal use during their shelter stay. Clients may only receive one complete set of linens, and they are responsible for laundering them during their stay.

HomeAgain receives donations of laundry detergent. All residents are allowed to access this whether or not they are employed. Residents should be encouraged to launder their clothes/linens and instruction on how to launder should be offered if the situation presents itself.

Client's belongings and cleanliness

Existing clients that need to store personal items are allowed up to the standard 48 hours that Home Again will keep items. The Case Manager may have worked out an agreement with the client to extend this time, and any such agreements will be noted in the logbook.

Resident Chore List

All residents are assigned a chore and the chore list is updated weekly. Support staff are responsible for ensuring chores are completed by 10:00 a.m. and 10:00 p.m. daily.

Weekly chores are assigned on the Monday before the new week of chores start. Familiarize yourself with the chore's time frame as some are to be completed in the morning, while others are completed in the evening. All chores are to be completed daily. Check to see if the assigned chores have been completed. It is your responsibility to make sure all chores have been completed correctly. Please be mindful that some

EMERGENCY MEDICAL ASSISTANCE

Dial 911 and be prepared to give your name; location at 1 1 West Grace Street Richmond, Virginia; the shelter phone number, 804-788-0881; and pertinent information regarding the reason for your call.

Staff should be prepared with a copy of the client's medication sheets for the EMTs, Further, staff should document the time of the 911 call and meet the EMTs at the front door, from there, staff should take the EMTs to the client in distress and be prepared to provide identifying information about the client along with presenting symptoms.

In the event that a client asks staff to call 911, staff can suggest the client arrange transportation to the local ER if the client's condition does not appear to be life-threatening. However, if the client insists that a call to 911 is necessary; staff must make that call and follow the procedure listed above.

An incident report must be written immediately following. The Program Manager should be notified as well
In case of a Fire
Once you have read the Policy and Procedures Manual (Red Binder) beware where the grey panel box is located behind the front desk.
There are four pull stations throughout the facility.

- One is next to the front entrance door.
- Second is the central hallway next to room 7 on the right side of the wall
- Third is at the far end of the central hallway on the left side of the wall
- Fourth is located in the dining room on the wall next to the rear door.

The wrench to reset the pull stations is located inside the grey panel box. If a fire breaks out in the facility during your shift you are to immediately call 911, get all clients and yourself out of the building. Once outside of the building, do a roll call of all clients that were in the facility. Do not attempt to put the fire out yourself or allow residents to do so. Alert on call staff of the situation as soon as possible and document all information in the staff log book.

Fire Detectors
Fire detectors are located in each room and throughout the building. They will activate if smoke or fire is detected. They are in place for the protection of everyone in the building.

Suicide Protocol
If a client makes a suicide attempt:

- Call 911 immediately and follow emergency medical services protocol listed above.
- Keep the resident under direct and constant supervision.
- Notify the Program Manager and Director of Programs immediately.
- Write an incident report.

If a resident threatens to kill him or herself or make similar references, but has not made the attempt, the following actions must occur:

- Keep the resident under constant observation.
- Contact case manager or Programs manager so they can assess client
- Assessment: Ask the resident if he has a plan and a means to execute the plan.
- If client identifies a plan and a means, Contact RBHA Crisis Hotline: (804) 819-4100
- If the resident has a plan that includes overdose or weapons, ask the resident to give you the items and conduct a safety search of his or her belongings if possible.
- If the resident refuses to cooperate during this process, call 911 immediately.
- When the crisis is resolved, the resident should be asked to commit to safety.
- Staff should prepare an incident report.

All threats of suicide should be taken seriously.

Contact with law enforcement

In the event that police enter Home Again Men's shelter asking to speak to a client, please follow these procedures:

If the officer has a warrant, subpoena, or summons
staff should direct the officer to the client if they are on site. If the client is not on site, staff should let the officer know that the client is a resident at HomeAgain and suggest times when he or she may want to check back.

If the officer does not have a warrant, subpoena, or summons
staff should inform the officer that we cannot give information about clients residing at the shelter without the warrant, subpoena, or summons. Let the officer know if we do see this person we will strongly encourage them to contact the police. Please be as courteous as possible as the officers may not be aware of our policy. Do not hesitate to contact your supervisor immediately for support.

Situations that might call for 9-11

- Aggressive or violent behavior of residents towards other residents or staff.
- Disruptive behavior that places residents and staff at risk of harm.
- Threats to harm oneself or others within the facility.
- Presence of weapons.
- Resident or staff medical emergency (stops breathing, unconscious, fall)
- Fire

Please note this is not an extensive list but to be used as a general guideline for situations that might prompt a call to 911. If you are ever unsure contact Program Manager immediately.

Non-Emergency Contact
In the event of non-emergency questions for the police, call 804-646-5100.

Substance abuse by clients
If a client is found to be intoxicated or under the influence, staff should:

- assess the situation to determine whether the client is safe to stay in the shelter.
- If the client becomes belligerent or threatening contact Program Manager or Case Manager to assess the situation.
- Client's intoxication will be addressed by case manager and substance abuse counselor.

- Never turn a client away who is presenting as intoxicated.

As always If staff is concerned for the immediate safety of the client, due to unconsciousness, slow breathing, etc., call 911 immediately and follow up with an incident report and a call to your supervisor.

Staff Communication

Communications Log and Daily Log

The Log book is located at the front desk.

- Staff are to use this book to log any pertinent information regarding clients, issues in the building, important updates, etc. for other staff, case manager and program manager.
- Staff are responsible for reading the book at the beginning of each shift.
- Staff are responsible for keeping book in a place where residents are not able to read (in drawer or back office) if they are going to be away from the desk. At no time should you ever show the contents of the book to a shelter guest.

Important Phone Numbers and Personal Information

Important phone numbers, including phone numbers of staff, are located in the staff binder (under the copier)

DONATIONS

Receiving Donations

All donations to the shelter become HomeAgain property. Staff members who take donations without prior approval may face disciplinary action up to and including termination of employment.

In the event perishable food items requiring refrigeration arrive at any time, please make sure they are placed in the kitchen refrigerators promptly. The date (day/month/year) is to be recorded on the food donation. Wherever possible, it is expected that staff assist donors in bringing donated items into the shelter.

When handling donations, the following protocol should be followed:

1.) the staff on shift receives items and places them in the back office temporarily. It is VERY IMPORTANT the staff on shift complete a donation form with correct amount of donation and contact information. The top copy of the donation form is given to the donor and the bottom copy can be placed in the program manager's mailbox. These are needed so that we can send donors gratitude for their donations.
    a. Staff on shift is responsible for getting the representative from the church to sign in the Volunteer Binder with their contact information. This binder can be found underneath the front desk.
2.) Staff on shift is responsible for logging the donation in the logbook
3.) Program manager will assess the items, and he/she will develop a plan to utilize those donations

Facilities Management

Living Room

- No Eating or drinking in this area but you may have a bottle of water if it has a cap on it
- Keep your feet off the furniture
- Limit the use of phones and electronics during television time
- Television hours are from 5am-9am and 5pm-12am (Monday-Friday)
- No sleeping in the common area
- Do not leave any Belonging laying unattended in the common area (coats, phones, etc.)

Dorms

- No eating or drinking and absolutely no food in rooms period. (1 bottle of water is all that is allowed)
- If your belongings do not fit in the drawer that is assigned to you, you have too much stuff and need to downsize. (The best way to approach this is to keep only 7 days' worth of clothing and 3 pair of shoes)
- Beds should be made area neat and organized by 10am each day.
- Floors need to be mopped once per day in PM and trash dumped twice per day (AM/PM)
- Linens need to be washed weekly

Bathroom

- Clean behind yourself, make sure you flush the toilet, check and double check to make sure you leave nothing behind
- Wash your hands after using the bathroom!!!
- Make sure you remove all of your belonging after showering!
- Shower daily!
- Be mindful of amount of toilet paper being used, give a courtesy flush if needed.

Dining room/Kitchen

- Breakfast 5am-9am, Lunch- 11-2pm, Dinner- 6-8pm
- No preparing meals outside of these times
- Must wash your own dishes. Do not leave dishes in the sink.
- Wipe down your table area after eating
- Use assigned refrigerator and cabinet space if what you have does not fit in those assigned spaces you have too much and need to down size.

Laundry Room

- Wash is to be completed on assigned day only
- Do not start laundry and leave building
- Do not touch or remove anyone else clothing from a machine
- Do not go to bed with clothes in washer or dryer
- Laundry room closes at 10pm-6am

Outcomes and Results

Outcomes and results will be based on the following data:

The percentage of clients that have a housing stability plan

All client will be expected to work with case manager to develop a Housing stability plan/ISP within 72 hours of intake.

The percentage of clients that are offered housing-focused case management within two weeks
All clients will be offered housing-focused case management and assigned a case manager within 72 hours of intake. Case management is not mandatory but strongly encouraged and expected of all shelter guests.

The median length of stay
Emergency Shelter is often the first stop for individuals and families entering the crisis response systems. These shelters provide short-term, crisis housing. The median length of shelter stays should not exceed 45 days.

The percentage of participants that exit with a successful housing outcome
It is the goal that all clients exit to a permanent housing destination. However, due to the client we serve sometimes that is not always the best options. Some clients many need a little more support before they are ready to focus on housing (I.e. SUD programs, Inpatient mental Health, etc.). However, it is a Home Again and GRCoC goal that at least 60% of HomeAgain ES clients exit to permeant housing.

Increase Income- Employment
All clients are offered assistance, through case management, to improve financial stability. It is always a goal to help a client who is unemployed or under-employed to secure more/better employment opportunities. However, it should be noted that not all of our clients entering the shelter are interested in pursuing employment due to disabilities or other circumstances. It is HomeAgain and GRCoC Goal that at least 10% of clients improve income through employment prior to exiting the shelter.

Increase Income- Other Sources
Through case management, Home Again works with clients to improve income through other means as well. For example, clients who are unable to work due to a disability, the Home Again Case manager will work to assist client with completing disability or social security application whenever possible. It is a HomeAgain and GRCoC goal that at least 10% of client improve income through sources other than employment prior to exiting shelter.

HCIS
A household's entrance/exit into the RRH program will be documented in HCIS, as well as case management encounters and financial assistance received. Case Managers may maintain progress notes in the HCIS system. These notes must be made available when requested by a supervisor, funder, or other authorized party. HCIS consent will be obtained in order to enter client's data into HCIS.

Conflict of Interest
Employees of HomeAgain are expected to conduct themselves so to avoid any conflict of interest or any appearance of conflict of interest. Employees and their family members shall not use the employee's position with the agency to gain personal privileges or advantages or cause detriment to the Agency.

Non-Disclosure of Confidential Information
Client information is considered confidential information and will not be disclosed for any reason without the client's consent, except when required by law.

EXHIBIT C

HomeAgain's Projected Operating Budget
Family Emergency Shelter - 7th N 2nd Street, Richmond VA

Start-up	Wages & Benefits	Start-Up Expenses	FY24 - 7 months	FY25 - 12 mo add 3% COLA + 3% Merit	FY26 - 12 mo add 3% COLA + 3% Merit	12 Months - baseline	Daily Hours
3 months, .75 FTE	Shelter Director - .33 FTE	12,693.06	14,541.03	25,675.30	27,238.93	24,201.43	(Next year's merit pay for AE and MM included in FY24 numbers)
3 months	Program Manager - .5 FTE		17,228.32	30,420.28	32,272.88	28,674.04	
9 weeks	Admin - HR	5,625.00				5,625.00	$31.25/hr * 20hrs/wk * 9 weeks
3 months	Admin - Executive Dir -.8 FTE	19,382.40				77,529.60	
1 month	Asst Prog. Manager - 1 FTE	4,349.29	32,982.12	59,984.10	63,637.13	56,540.77	
1 month	Case Manager - 1 FTE	4,230.77	32,083.33	58,349.50	61,902.98	55,000.00	
1 month	Desk Staff	14,905.48	113,033.20	205,571.87	218,091.19	193,771.20	32
1 month	Kitchen Staff	931.59	7,064.58	12,848.24	13,630.70	12,110.70	4
Program Services - Total							
	Counseling						182500
	Education/Tutor						
	Food Supplies						
	Supplies	2,500.00	3,403.33	10,423.60	10,736.31	10,120.00	each week for both shelters +
	Long-term supplies/equipment	15,822.00	-		-	15,822.00	start-up expense - Bedding and IT
	Children's Activities		-	-	-		
	Food Services	3,500.00	102,958.33	187,975.00	193,614.25	182,500.00	$10/person/day * 365
	Vol. Backg. Check		-	-	-		
	Childcare		9,100.00	16,068.00	16,550.04	15,600.00	average
	Specific Client Asst.		-	-	-		
	Financial Assist - Clients		42,000.00	74,160.00	76,384.80	72,000.00	3 clients/mo, $2000 avg per client
Occupancy		100.00	1,100.00	1,236.00	1,273.08	1,200.00	service plus equipment monthly
Utilities		2 weeks		-	-		
	Trash	78.08	2,030.00	3,584.40	3,691.93	3,480.00	$145/mo x 2
	Electric	531.84	13,827.92	24,416.15	25,148.63	23,705.00	City estimate
	Water	376.92	9,800.00	17,304.00	17,823.12	16,800.00	$700/mo current Family shelter
	Telephone	34.75	903.58	1,595.47	1,643.33	1,549.00	Central
	Internet	53.85	1,400.00	2,472.00	2,546.16	2,400.00	$200/mo current Family Shelter
	Washer/Dryer Rental		1,120.00	1,977.60	2,036.93	1,920.00	$80/month estimate
Professional Fees			3,850.00	6,798.00	7,001.94	6,600.00	Janitorial Services
Repairs & Maint			4,900.00	8,652.00	8,911.56	8,400.00	Bug control - $2100/qtr
Marketing & Outreach			-	-	-		
Insurance Expense		67.31	1,750.00	3,090.00	3,182.70	3,000.00	Worker's Comp
Office Expenses (includes IT set-up)		13,672.00	196.00	346.08	356.46	336.00	printer lease
Administrative Costs			10,144.47	17,912.24	19,003.09	16,884.00	$600/mo, .1 FTE Exec Dir -
Training		2,225.36	-	2,292.12	2,360.88	2,225.36	104
Travel & Mileage			559.37	987.69	1,017.32	958.92	65.5 cents/mi
In-Kind Expenses			-	-	-		
Other Expenses			15,000.00		-	15,000.00	year 1
Total Expenses		**101,079.70**	**440,975.58**	**774,139.64**	**810,056.36**	**853,953.02**	
Expenses - Revenue			440,975.58	774,139.64	810,056.36	853,953.02	