



TRANSMITTAL MEMORANDUM

TO: The Honorable Mayor and City Council

FROM: Lacey G. Simpson, Acting City Manager

DATE: September 26, 2022

RE: **Update from First City Homeless Services on Operations and Occupation of 632 Park Avenue (Park Avenue Safe Shelter)**

At its meeting of April 7, 2022, the City Council authorized 2022 Humanitarian Services Grant Program Funding in the amount of \$125,000 to First City Homeless Services (FCHS). As the City Council will recall, four objectives were established that must be completed by FCHS Services in order for full funding to be remitted by the City. These objectives are as follows:

1. Job descriptions drafted for all staff
2. Enter pertinent First City Homeless Services data into the Alaska Homeless Management Information System (AKHMIS) database
3. Update handbook of FCHS policies and procedures
4. Train FCHS staff including but not limited to appropriate de-escalation techniques

At the April 7, 2022 meeting, the City Council determined that Objective No. 4 had been met and authorized initial funding in the amount of \$84,500, with the remaining \$40,500 in funding to be released upon completion of the remaining objectives, each representing \$13,500 in grant funding.

At its September 1, 2022 meeting, the City Council received a presentation and update from First City Homeless Services on its operations within the 632 Park Avenue facility (Park Avenue Safe Shelter, or PASS) and progress toward meeting the established objectives. At that time, FCHS provided the City Council with the shelter's Operations Policy and Procedures Manual, the guest handbook, and a log of the mandatory trainings completed by FCHS staff. The City Council requested that FCHS representatives provide an update on their progress at the October 6, 2022 meeting, at which time the City Council may determine if the remaining objectives have been met and authorize the release of additional grant funding.

Attached for City Council review is information provided by First City Homeless Services, including:

- Job descriptions for all staff
- Updated Operations Policy and Procedures Manual
- Updated trainings completed by staff

Representatives of First City Homeless Services will attend the City Council meeting of October 6, 2022, in order to address any questions and/or concerns that Councilmembers may have.



Job title: Chief Executive Officer of First City Homeless Services

Job type: Full time

Reports to: Board of Directors

POSITION SUMMARY:

We are searching for a dynamic and experienced leader to join our organization in the role of Chief Executive Officer. The Chief Executive Officer will work closely with the Board of Directors, serving as a managing director of day-to-day operations of First City Homeless Services (FCHS). This includes overseeing the entire organization's administration, programs, and strategic plan.

The Chief Executive Officer is responsible for all aspects of successfully running an adult low-barrier emergency housing focused Shelter and all its programming, operations, performance, contract compliance, supervision, and growth of the shelter program. Currently, this position supervises 10-15 shelter employees and ensures that the shelter is being safely staffed, run, and maintained.

The Chief Executive Officer will embody FCHS's mission to offer safe, non-judgmental access to shelter for individuals experiencing homelessness while providing a pathway to self-sufficiency in all work done for, or on behalf of, the FCHS.

ESSENTIAL RESPONSIBILITIES:

LEADERSHIP AND MANAGEMENT:

- Ensure ongoing programmatic excellence, program evaluation, and consistent finance, fundraising, communications, and systems quality.
- Actively engage and energize FCHS's Board of Directors, community providers, partnering organization supporters, and general community members at large.
- Represent FCHS to its stakeholders and the larger community at special events, strategically selected professional meetings, and public functions.
- Oversee HMIS data entry and analyze data quarterly to ensure program effectiveness; regularly evaluate program components to measure success that can be effectively communicated to board, funders and community.
- Work with consultants on current organizational documents being created; Shelter Handbook for shelter guests, Shelter Operations Manual for staff, and future needed documents such as Personnel Policies and Protocols, Board infrastructure documents, Fund Development Plan, and Strategic Plan. Annually review and revise (if necessary) all documents for Board review and approval.
- Once the Strategic Plan is complete and approved by the Board, recommend timelines and resources needed to achieve the organization's strategic goals.

FINANCIAL PERFORMANCE & VIABILITY:

- Responsible for the fiscal integrity of FCHS, including submission to the Board of the proposed annual budget and monthly financial statements, which accurately reflect the organization's financial condition.
- Work with consultants to create a financial accounting structure for FCHS and annual budget format.
- Utilize sound financial practices to expand revenue-generating and fundraising activities to support existing program operations.
- Ensure the organization operates within budget guidelines.

COMMUNITY NETWORKING:

- Build partnerships in the non-profit community to enhance the image and role of FCHS.
- Build relationships among medical, judicial, and borough partners to increase FCHS's Shelter's ability to respond to shelter incidents rapidly should they occur.

ACTUAL JOB RESPONSIBILITIES:

- Serve as FCHS's primary spokesperson to the organization's constituents, the media, and the general public.
- Oversee all aspects of the day-to-day operations of the FCHS Shelter.
- Report to and work closely with the Board of Directors to create policy, raise funds, and increase the overall visibility of FCHS throughout the borough.
- Establish and maintain relationships with various organizations throughout the borough and use those relationships to enhance FCHS's mission strategically.
- Attend monthly Board of Directors and board committee meetings; provide financial and other information in preparation as requested and/or needed to keep Board fully informed on the condition of FCHS and all important factors impacting the organization.
- Hire, lead, coach, develop and retain FCHS's Shelter staff.
- Manage 24/7 staff coverage of FCHS's Shelter.
- Coordinate all training necessary for staff to do their jobs safely and successfully.
- Once written, develop, implement, and oversee the annual board budget, program operations, and approved strategic plan.
- Ensure financial success, and fund development outcomes of all Board approved development plans.
- Ensure FCHS compliance with all applicable federal, state, and local regulations and laws.
- Abide by all FCHS policies, procedures, and by-laws.
- Other duties as assigned by the Board of Directors.

MINIMUM REQUIREMENTS:

- A Bachelor's degree from an accredited college or university in non-profit management, public administration, business administration or related discipline, or equivalent work experience.
- Previous management experience leading a donor-supported, non-profit organization OR previous management experience.
- Strong written and verbal communication skills; persuasive and passionate communicator with excellent interpersonal skills.

- Must have strong organizational abilities, including planning, delegating, program development, and task facilitation.
- Must have a valid Alaska Driver's License and proof of insurance.

TRAVEL REQUIREMENTS:

- Travel may be necessary occasionally for FCHS business and training purposes.

PREFERRED QUALIFICATIONS:

- Past success working with a Board of Directors.
- Marketing, communications, and fundraising experience.
- Action-oriented, entrepreneurial, adaptable, and innovative.
- Experience with individuals experiencing homelessness or personal experience of homelessness.
- Current or previous experience with FCHS as an employee, board member, or volunteer.

COMPETENCIES:

- Knowledge of best-practices non-profit organization management and operations, including budgeting and financial reporting, fundraising, grant writing, volunteer and donor relations, and community engagement.
- Ability to project professionalism and promote the FCHS's mission and programs, consistently displaying integrity and model behavior.
- Ability to work effectively in collaboration with diverse groups of people from a wide range of cultures, faiths, beliefs, experiences, lifestyles, and practices.
- Ability to manage direct phone and email communications and delegate effectively and professionally as needed.
- Capable of influencing and enabling change without negatively impacting the organization or strain between staff and the Board.

PHYSICAL REQUIREMENTS:

- Job is performed in a shelter setting with extended periods of standing, sitting, and exposure to computer screens and requires extensive use of a computer, keyboard, and mouse. The work described herein is primarily a modern shelter setting.

Job Title: Shelter Attendant**Job Type: Full-time, Part-time****Reports to: Manager on Duty****Full Job Description:**

First City Haven is a program of First City Homeless Services in Ketchikan, AK. First City Haven is an emergency shelter for all individuals needing safe emergency housing. The shelter supplies 24-hour on-site services, individual beds, case management, showers, laundry, hygiene products, resources and two meals per day at no cost. First City Haven Shelter Attendants are dependable, caring individuals who have experience working with an emergency shelter or have a passion for helping those in need. The person in this position handles keeping a safe, friendly, positive and comfortable atmosphere for all guests. Shelter Attendants work a variety of shifts including; day, afternoon, evening, and/or overnight.

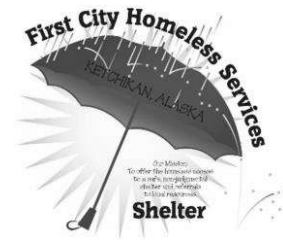
Responsibilities:

- Point of contact for residents in case of emergency.
- Responsible for coordinating beds in the shelter.
- Conduct rounds of shelter.
- Helps residents with problems and questions.
- Prepares nutritious meals for residents and assures food safety handling practices.
- Knowledge and experience in dealing with homelessness and how it affects individuals.
- Answers phones and checks front door and guests.
- Ensures shelter residents follow rules and policies of the program.
- Observes and records significant activities.
- Oversees volunteer activities.
- Attends and takes part in regular staff meetings.
- Exhibits a positive and comfortable atmosphere for residents and employees.

Qualifications:

- Completion of high school or the equivalent.
- De-escalation training.
- Food Safety and Sanitation Certificate.
- 6 to 12 months of related experience, including lived experience preferred.
- Excellent communication and interpersonal skills.
- Basic reading, writing, math, and computer skills.
- Inclusive conversation skills and a friendly demeanor.
- Able to work independently with little supervision.
- Able to keep organized logs of activities and services.
- Physically capable of doing work that requires standing, lifting, bending, and pushing.

Signed by Shelter Attendant: _____**Signed by Shelter Director:** _____**Date:** _____

Job Title: Manager on Duty**Job Type: Full-time, Part-time****Reports to: Program Coordinator/Chief Executive Officer****Full Job Description:**

The Manager on Duty is a multifaceted position, who handles overseeing services and daily activities at the First City Haven Emergency Shelter Program. Dependability, responsibility, and an ability to communicate effectively and respectfully are mandatory skills. Ability to work effectively with a diverse population; plan, organize and prioritize duties. Keep a positive, professional, friendly, safe and client centered environment while on duty. This position requires a flexible work schedule including some weekend, morning and evening and holiday shifts.

Shelter:

- Help in the implementation of all shelter activities to ensure quality delivery of services.
- Oversee all shelter staff, security, and client activities.
- Oversee distribution of services and all program services while on duty.
- Help coordinate volunteers and support services.
- Oversee the organization of supplies and facility's needs.
- Oversee and help Shelter Attendants prepare nutritious meals for residents.
- Perform other related projects as appointed by Program Coordinator/Director.
- Fill in for shifts when needed.

Management:

- Support Shelter Attendants and staff during designated shifts.
- Help in various aspects of staff duties.
- Help coordinate and manage special group events and holiday events.
- Provide crisis/conflict intervention.
- Communicate any staff or shelter issues to Program Coordinator/Director.

Administration:

- Coordinate with Program Coordinator/Director and list supply and service needs.
- Help with securing necessary resources.
- Record keeping and reporting.
- Process and report incoming donations.
- Attend staff meetings and training workshops as needed.
- Help with general duties (stocking supplies, copies, fax, phone calls, etc.)

Qualifications:

- High level of tolerance and understanding for individuals who seek services at First City Haven.
- Perform crisis intervention as needed and complete de-escalation training.
- Excellent written and verbal communication and interpersonal skills.
- Ensure a client focused, inclusive and trauma informed approach.
- Completion of high school or the equivalent.
- 2 to 3 years of past shelter experience or lived experience preferred.
- Food Safety and Sanitation Certification.
- Capable of doing work that requires physical activity and must be able to lift 50 lbs.

Signed by Manager on Duty: _____**Signed by Shelter Director:** _____**Date:** _____

Job Title: Program Coordinator**Job Type: Full-time, Part-time****Reports to: Chief Executive Officer****Full Job Description:**

First City Haven Emergency Shelter seeks a Program Coordinator who will serve as a single point of contact for our community, serving the Borough and community partners to reduce barriers to necessary resources. The Program Coordinator will build working relationships, solve problems, and support residents as they learn to self-navigate and address needs related to social determinants of their health. Directs residents to sources of emotional, financial, administrative, social, or cultural support. This position performs navigation work with minimal supervision. Required hours are from 9:30 am to 5:30 pm.

Responsibilities:

- Complete initial intake, needs assessment, and act immediately upon critical needs.
- Orient clients to the shelter expectations and programs.
- Coordinate services for individuals in need of substance use disorder treatment, counseling, transportation, financial aid, nutrition, and housing needs.
- Update changes in delivery service system and seeks current information about available resources.
- Manage and keep a client data tracking system, including updated information, demographics and referrals made and followed up on. (AKHMIS reporting, homeless program reporting in compliance with agency & HUD's standards).
- Build client relationships and trust by being an effective communicator and listener.
- Understand boundaries and support a professional relationship with Residents.
- Network with other agencies and organizations in the case management process.
- Establish and support positive working relationships with key community partners.
- Develop programs in response to community needs and based on internal ability.
- Assist the Manager on Duty with solving Shelter issues.
- Track incoming donations and send thank you letters.
- Attend job-related meetings and/or training, and perform other related duties as assigned.

Qualifications:

- Bachelor's degree in social work, counseling or a related field.
- 3 to 5 years of past shelter experience or lived experience preferred.
- Excellent written and verbal communication and interpersonal skills.
- Able to address and solve problems effectively.
- High level of tolerance and inclusive communication with people seeking shelter and First City Haven.
- Proficient in computer software applications, email, MS office, internet, and social media platforms.
- Work with all levels of internal staff, as well as outside community partners and leaders.

Signed by Program Coordinator: _____**Signed by Executive Director:** _____**Date:** _____

First City Homeless Services Emergency Shelter

Operations Policy and Procedures



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100 Introduction

POLICY STATEMENT

The Operations Manual provides clear instruction to all First City Haven staff. First City Haven offers individuals experiencing homelessness access to safe, non-judgmental shelter while providing a pathway to self-sufficiency.

PURPOSE

The purpose is to ensure that to ensure a safe and well-run shelter environment where both staff and guests are treated with dignity and respect.

PROCEDURES

First City Haven provides overnight shelter for up to 54 individuals, navigation, referral services, breakfast and dinner meals, laundry services and access to showers.

Guests have a cot, storage for personal items, access to 3 meals each day; 2 at the shelter and 1 at the Salvation Army, referrals including medical, behavioral health, addiction treatment, in house skill development classes and navigation to services including housing, employment, case management, and more.

When working with guests. Keep these questions in mind.

- How do you want people staying in the shelter to feel?
- What kind of atmosphere are you trying to create?
- What do you want for people while they are with you?
- What do you want them to get out of the program?
- Focus on respect and behavior, not punishment for actions
- Use a trauma informed approach
 - Safety = physical and emotional and awareness of potential triggers
 - Trust = relationship with provider is key, transparency clarity consistency and healthy boundaries.
 - Collaboration = avoid hierarchy, share power and act as partners
 - Empowerment = strengths-based, build guests' skills not just doing things for them
- Use restrictions and barring sparingly and always connect people to alternative resources as best as possible.
- Know your own values and beliefs but don't impose those on others

- Except people without judgment
- Treat guests' belongings respectfully
- Encourage access to basic needs like hygiene with dignity
- Reinforce the strengths of each person
- Talk about housing and community integration

101 Admission Policy — Low Barrier

POLICY STATEMENT

First City Haven provides safe shelter to any adult 18 or over needing shelter with a 'guest-centered' approach. Shelter staff are committed to meeting guests where they are at and treating them with dignity and respect.

PURPOSE

First City Haven is for homeless adults and does not serve individuals under the age of 18. Families and minors are referred to other service providers. As an emergency shelter, First City Haven welcomes all people who are homeless or at-risk of homelessness.

The definition of Low barrier shelter means that First City Haven is an Emergency Shelter that does not require any of the following for a client to stay at the shelter:

- Criminal background checks
- Credit checks or income verification
- Program participation
- Sobriety
- Identification

Low Barrier Shelters may, however, enforce safety requirements for self, staff, place, and others.

PROCEDURE

Guests are informed of the rules of shelter and scope of services offered at the First City Haven at the outset of service delivery. The following admission procedure is followed for all guests:

- First City Haven staff will conduct bag searches at the entrance to check for weapons or other contraband. Items may be confiscated during stay at the discretion of staff
- Guest will then be asked COVID questions
- Upon completion of security and medical screening, guests will engage with a staff person who will ask guests if this is their first entry to shelter. If so, a new intake form will be completed, and guest data will be logged on the daily log sheet. Data will be entered into HMIS. Data entry will be completed by the CEO, the shelter administrator or the organization administrator.
- Each entry by a guest to shelter will be logged on the daily log sheet. Each guest will be asked to provide first and last name, date of birth, gender, and last four digits of social security number. ID may be checked if there is any concern about the identity of a guest. No one will be denied access due to lack of ID. Data will be entered into HMIS

- Determine if the person is trespassed by checking the 86 list behind the desk at the entrance. Assign the guest a cot or mat and place the guest's name on the roster. Each guest will be issued a blanket, pillow mattress and a tote for personal belongings. The tote will be labeled with the guests full name and the number of their cot.
- Upon first entry to shelter the guest will be informed of the following through the review and signing of the shelter handbook:
 - Definition of low-barrier, shelter rules, guest's rights and responsibilities, services available on-site and answer any questions a guest may have.

102 Guest Rights and Responsibilities

POLICY STATEMENT

First City Haven respects the rights and dignity of the people we serve and treats Guests in a non-coercive manner. The First City Haven program has procedures in place to facilitate a respectful living space.

PURPOSE

First City Haven facilitates a respectful, inclusive workplace and environment.

PROCEDURES

The rights and responsibilities of every Resident at First City Haven are listed below:

Rights

- The right to feel safe in First City Haven Shelter.
- The right to be treated with respect regardless of race, status, gender, sexual orientation, age, religion, or beliefs.
- The right to make a complaint or ask for a review of a decision the Guest does not agree with and receive an answer that makes sense to the Guest.

Responsibilities

- The responsibility to respect the rights of others to feel safe.
- The responsibility to respect the cultural backgrounds and privacy of others.
- The responsibility to adhere to the schedules and rules of First City Haven Shelter.
- The responsibility to utilize the formal grievance process.

103 Shelter Exit

POLICY STATEMENT

When a Resident exits from First City Haven, either voluntarily or involuntarily, employees will follow an orderly and respectful process.

PURPOSE

First City Haven is a safe and respectful living space and workplace environment.

PROCEDURES

Shelter exit may occur when the Guest

- Achieves his/her goals and is ready to discontinue service (e.g. exit to housing, treatment, relocation, reunification with family, self-resolve);
- No longer wants to stay at the Shelter and receive services;
- Refuses to adhere to the low-barrier policies and procedures of the Shelter;
- Has needs that exceed the resources and expertise of the Shelter. Every attempt will be made to connect guests to more appropriate shelter or services in the community.

1. Exit Checklist

As a Guest prepares to exit Shelter, staff should use the following checklist to ensure a safe and orderly exit process:

- Fill out exit paperwork and give paperwork to the admin team so information can be recorded in HMIS.
- Make appropriate referrals when determining the Guest needs additional care and oversight.
- Give Guests plastic bags to put personal belongings in.
- Help Guest outside

2. Involuntary Exit

In some cases, the Shelter Staff may require a Resident to exit on an involuntary basis. A Manager on Duty (Nina, Joel and Josh) MUST be involved in the decision to ask a Guest to leave for longer than 24 hours. Employees have an obligation to use their best efforts to

assist Guests and link the individual to other appropriate services prior to leaving the shelter. This may include making referrals or providing the guests with resources to self-refer.

3. Appeal Process

- If a Guest expresses a concern or makes a complaint concerning their involuntary exit, the person can take the following steps
 1. The guest should discuss the matter with the Manager on Duty who will decide the corrective action required.
 2. The Manager on Duty will notify the Program Coordinator of the Guest's concerns and the action taken.
 3. If the Resident is still unsatisfied with the outcome, the Guest may submit a request for intervention to the CEO, as noted in the Shelter Trespass policy.
- Guests have the right to ask assistance of another person to speak on their behalf or help fill out a grievance form.
- Copies of all grievance forms are placed in the CEO's office at the Ketchikan Shelter address.

104 Substance Misuse

POLICY STATEMENT

First City Haven does not allow the use of alcohol or drugs on-site. All illegal or unauthorized medication, syringes, drugs, and drug paraphernalia are to be surrendered upon admission to the Shelter. Prescribed medications, if they are prescribed in the name of the Resident who is in possession of them, are the responsibility of the individual.

PURPOSE

First City Haven maintains a safe drug free environment for both staff and guests.

PROCEDURES

- If a Resident has drugs or alcohol in their possession, the Guest will be asked to leave and not to return until the substances are disposed of.
 1. First offense: if a Resident is caught using drugs or alcohol in the building or on the property, the person will be asked to leave for 24 hours.
 2. Second offense: the time out of the Shelter is increased by 24 hour increments.
 3. If a Guest is caught using drugs or alcohol on site 3 times, the Manager on Duty (MOD) and Chief Executive (CEO) will meet to discuss a permanent solution.
- The next time the person comes in sober, staff will provide alcohol or substance misuse treatment resources.
- If a Guest is caught selling substances or drugs in the building, the police will be called immediately. The Manager on Duty and CEO will discuss the appropriate time period to trespass the Guest.
- Any Guest who appears to be a risk to themselves or others due to an altered state of mind will be evaluated by the Manager on Duty. If necessary, the Manager on Duty will call the Emergency Medical Team (EMT). If a Guest is released by the Emergency Team, and is competent to remain in shelter the Resident will be allowed to stay.

105 Weapons

POLICY STATEMENT

Weapons will not be allowed in or on First City Haven premises unless taken from the Guest at the security screening entrances and held by staff in a secure and locked location.

PURPOSE

To ensure a safe environment, all weapons and articles that may be used as a weapon such as; work tools or pocket knives could cause serious bodily injury. Therefore, weapons are not permitted in or on First City Haven premises.

PROCEDURES

The Manager on Duty and/or Security Manager will determine whether it is appropriate to have the tools and devices checked in at the entrance and appropriately stored by staff, thus allowing the Guest to access services on-site.

Banned Weapons

- o Guns (including zip guns and BB guns)
- o Knives (other than those specifically designated for legitimate vocational purposes-see list of items for check-in)
- o Spears and swords
- o Clubs, sticks and staves
- o Explosive devices
- o Martial arts weapons
- o Brass knuckles
- o Stun guns
- o Tasers
- o Straight razors and razors with removable blades
- o Slingshots

Please Note: This is not meant to be a comprehensive list of banned items/items requiring check-in or surrender. First City Haven staff are fully authorized to make determinations regarding such items on a case-by-case basis with input from the Manager on Duty and Security.

106 Violent Behavior

POLICY STATEMENT

A Guest will be instructed to leave the Shelter when staff has witnessed the person, or she/he has admitted to, being violent or physically intrusive inside the shelter, or she/he has repeatedly targeted another individual.

PURPOSE

To maintain the safety and health of all shelter staff and Guests. All Residents and Employees will feel safe and First City Haven maintains an environment free of violent behavior.

PROCEDURES

A Guest will be instructed to leave the Shelter when staff has witnessed the person, or she/he has admitted to, being violent or physically intrusive inside the shelter, or she/he has repeatedly targeted another individual. This includes:

- Hitting, kicking, slapping, pushing
- Throwing objects at someone
- Any unwanted physical contact
- Being verbally abusive repeatedly to the same person

Shelter Staff will NOT physically intervene in conflicts. Shelter staff will attempt to de-escalate and will encourage those involved to work things out respectfully, offer to mediate, and identify abusive behavior. When necessary, the Manager on Duty will be involved.

Guests are not allowed in areas of the Shelter that are not common areas.

When a Resident has assaulted someone in the Shelter, including but not limited to; becoming physically intrusive, displaying aggressive behavior, and/or unwanted physical contact, the Guest must leave. If a staff member observed an incident or if the person has admitted the assault, the person will leave the shelter. Staff will be honest with the Guest about why she/he is being asked to leave. If possible, Staff will help the person with their plans and provide him/her with alternatives. Staff will remain non-judgmental and provide alternative solutions for the Guest.

If a Guest becomes increasingly violent, the Security guard or the Manager on Duty will call 911 and then the Head of Security.

The Manager on Duty will work with staff to complete an Incident Report (IR). The report will be forwarded to the CEO and Head of Security for review and will be logged.

107 Inappropriate Behavior

POLICY STATEMENT

Staff will intervene to ensure the safe environment of the Shelter and find ways to assist the Guest in maintaining a certain level of appropriate behavior, so he/she can remain at shelter. If a Guest displays inappropriate behavior, specific actions will be taken. These actions may include and are not limited to suspension from the Shelter or legal trespassing.

PURPOSE

To maintain a safe environment for the Shelter Guests and Employees.

PROCEDURES

If a Guest has repeated instances of inappropriate behavior that jeopardizes the safe atmosphere of the Shelter, the following procedures will take place on a case-by-case basis:

- Warnings
- Periodic assessments and behavioral contracts
- Suspension from the Shelter
- Eviction / Legal Trespass

- **Warnings**

If a Guest disregards a Shelter policy and is not receptive to being told by Staff that it is unacceptable behavior, she/he will be given a total of 3 warnings. It is important that the Guest be clearly aware of why she/he receives the verbal warning. If the Guest receives 2 verbal warnings followed by 1 written warning, about the same unacceptable behavior she/he may be asked to leave or referred to a more suitable shelter option. This protocol will be used on a case-by-case basis and dependant on the severity of the situation. The Manager on Duty and CEO will base decisions on the Guest's past conduct, behavior and the Resident's willingness to cooperate.

- **Periodic Assessments and Behavioral Contracts**

Each week Staff will conduct a periodic assessment and determine who needs a behavioral contract. After 3 written warnings or if there are significant issues that arose during the current or recent previous stay of an individual, the Guest may be offered services and will be subject to increased monitoring. If the incidents occurred during his/her previous stay, the Resident will be given a behavioral contract. The person will be aware that she/he will closely monitor his/her behavior as stated in the behavioral contract, as a condition of the Shelter offering him/her services.

- **Time Out / Suspension**

If a Guest is having difficulty adhering to Shelter policies, they may be suspended from the Shelter for any period of time depending on the severity and the situation. The Guest will be asked to leave the Shelter at any time if the person displays violent or verbally abusive behavior.

- **Eviction and Trespass**

After 3 written warnings, and 1 final warning and/or if the behavioral contract for threatening or unsafe behavior is not followed, the individual will be evicted and/or charged with trespassing. This determination will be on a case-by-case basis. The Manager on Duty and CEO will base decisions on the Guest's past conduct, behavior and the Resident's willingness to cooperate.

If a Guest is too aggressive, angry, or out of control and refuses to leave the Shelter on their own, the Manager on Duty will call the police and escort the Guest from the property. If this happens a legal trespass may be issued.

Legal Trespass

If a Guest is unable to comply with the policies of the Shelter or is violent, she/he may be legally trespassed from the Shelter. A trespass is a legal action that involves the Ketchikan Police Department (KPD). Shelter Management will work with KPD, reviewing the trespass list on a quarterly basis. KPD will provide training on legal trespass for First City Haven Staff.

Please note: Extremely threatening behavior towards Staff or another Guest will result in immediate eviction. Extreme violence or immediate concern for the safety of Residents and Employees, does not require written warnings or a behavioral contract.

108 Complaints Compile with Grievance

POLICY STATEMENT

Open and candid conversations with Guests and feedback from Guests about Shelter services is important. Staff will listen to Guests' concerns and provide Guests with a response.

PURPOSE

To ensure that Shelter Staff treat Guests with dignity and respect.

PROCEDURES

To ensure that Guest concerns/complaints are handled in a consistent and responsive way the following procedure should be followed:

- o Whenever possible, Staff, upon hearing the concern/complaint, must attempt to resolve it using active listening and conflict resolution skills. (you will want to provide training on this)
- o If the Guest remains angry or concerned, Staff will refer the Guest to the Manager on Duty.
- o All Shelter staff must comply with the First City Haven Code of Conduct and Ethics. (See appendix for attachment)

109 Confidentiality and Data

POLICY STATEMENT

First City Haven will maintain strict confidentiality of all Guest information and data.

PURPOSE

Confidentiality of all Guest data will be maintained through computer security that meets or exceeds industry standards.

PROCEDURES

First City Haven protects the confidentiality of guest and business data by maintaining computer security that meets or exceeds industry standards. The security includes hardware and software applications as well as limited security access using usernames and passwords.

Information handled by computer systems must be adequately protected against unauthorized access, modification, disclosure, or destruction. Effective controls for logical access to information resources minimize inadvertent employee error and negligence and reduce opportunities for computer crime.

Fulfillment of security responsibilities is mandatory, and violations of security requirements may be cause for disciplinary action, up to and including dismissal, civil penalties, and criminal penalties.

Guest Data

- Respectfully treat, as confidential, discussions about Guests, Guest records, and material containing information about Guests;
- Inform all Guests that any concerns or questions on how their personal information is shared be directed to Manager on Duty or the CEO
- Do not leave confidential Guest information in common areas, any documents containing sensitive information will be stored in the designated file in the employee office.

Access Codes and Passwords

- The confidentiality and integrity of data stored on First City Haven's computer systems is protected by access controls to ensure that only authorized users can gain access. Access privileges are restricted to only those capabilities that are appropriate to each user's job duties.
- Each user is responsible for the security of his or her assigned passwords. Passwords should not be written down. Users must not disclose passwords to others and must immediately change passwords if it is suspected that they have become known to others.

- Some systems provide the ability to save a password so that it does not need to be entered the next time the application is run. This can provide easy access to systems for an unauthorized user. Under no circumstances should passwords to First City Haven's systems be saved in an unencrypted format.
- When a user walks away from a computer they are logged on to, they must either log off or lock the computer. This applies even if the user is only leaving the computer unattended for a short period of time.

Computer Viruses

Computer viruses are programs designed to make unauthorized changes to programs and data. Therefore, viruses can cause destruction of First City Haven's resources and are much easier to prevent than cure.

- Users must not knowingly introduce a computer virus into First City Haven's computers.
- Users must not load USB memory devices or other portable media of unknown origin.
- All incoming USB memory devices and other portable media must be scanned for viruses before the files that they contain are opened.
- Any user who suspects that his/her First City Haven laptop or workstation has been infected by a virus must immediately power off the workstation and notify the CEO.

Bypassing or breaching security measures

- Attacks against First City Haven systems come from many sources both internal and external to First City Haven's computer networks. Security measures, such as a firewall and intrusion detection system, have been put in place to protect First City Haven from breaches that originate from outside sources.
- Any activity that bypasses or is intended to bypass the security measures that are in place to protect First City Haven's networks is in contravention of this policy and may lead to disciplinary action.

Inappropriate Use

Inappropriate use of First City Haven's information technology includes, and is not limited to:

- Unauthorized access, alteration, destruction, removal, and/or disclosure of data, information, equipment, software, or systems
- Deliberate over-extension of the resources of a system or interference with the processing of a system
- Disclosure of confidential passwords and/or access devices or information for accounts, equipment, and telephone voice mail
- Unauthorized use of facilities and resources for commercial purposes
- Theft of resources

- Malicious or unethical use
- Use that violates municipal, state or federal laws

Monitoring System Use

- Anyone using Shelter computers, phones, I-pads, or other electronic devices expressly consents to monitoring and is advised that if such monitoring reveals possible evidence of criminal activity or misuse, Shelter staff may provide the evidence of such monitoring to law enforcement officials or the CEO for disciplinary action.

110 Incidents

POLICY STATEMENT

All incidents which result in an action taken by, or against, a Guest must be documented. These include, but are not limited to, incidents where the Shelter operator has been exposed to potential liability, where outside intervention has been sought (police, fire, emergency services, etc.), and/or an act of physical violence or significant violation of shelter policy has occurred

PURPOSE

To record any incident that affects the health and safety of individuals at the Shelter.

PROCEDURES

- Shelter Staff shall inform the Manager on Duty immediately. Shelter Staff will complete the Incident Form (IR) in as much detail as possible. The IR will include factual and subjective information, not judgments or opinions. The completed IR will be given to the Manager on Duty who will log the IR.
- The Manager on Duty and CEO in cases deemed appropriate and necessary, will initiate an incident stress debriefing session with the staff members present.
- In routine situations (e.g., a guest refuses to go to the hospital but staff determine she/he requires hospitalization and calls an ambulance, a routine call to after-hours mental health, refusal to dispense prescribed medication because a guest is impaired), an IR is not needed.

111 Fire Safety

POLICY STATEMENT

Shelter staff will be given clear protocols to follow in the event of a fire in the facility.

PURPOSE

To ensure all Guests and staff are safely escorted from the facility in the event of a fire.

PROCEDURES

Staff will respond immediately should a fire occur in the facility using the procedures listed below:

- Pull the fire alarm if it is not already sounding; the Fire Department monitors the alarm and will respond immediately.
- Shelter Staff shall alert all Guests and Staff of any fire danger, and if necessary, immediately evacuate the Shelter. Guests and staff shall be directed outside the Shelter into the parking lot next to the legion. At the “safe area”, the Manager on Duty will confirm that all Guests and Staff have evacuated the building.
- When the Fire Department arrives, the Manager on Duty will speak to the officer in charge. If required Shelter Staff will give the officer a set of staff keys.
- The CEO or his/her designate will be contacted as soon as possible. Emergency contact information is listed at the end of this Shelter Operations Manual.
- If the weather is inclement and if the evacuation will not be of a short duration, Shelter Staff will work with emergency operations to operationalize immediate short-term shelter at another location.
- The Shelter Operations Staff, through Shelter management, shall contact other agencies in the community, inform them of the situation and ask for assistance in providing temporary shelter for the guests.
- If a fire alarm is a false alarm or only requires a short-term evacuation before directing occupants back into the building, after an ‘all clear,’ the Manager on Duty shall complete an Incident Form (IR).

Smoke Alarm

There are smoke alarms throughout the Shelter facility, including but not limited to the common areas, kitchen, and office areas

There are fire extinguishers located at the First City Haven. They can be used for any type of fire but are only to be used when the fire is small and contained. In all other situations, Shelter Staff are expected to inform Guests and other Staff and evacuate the Shelter immediately.

Fire Exit Procedures

The fire exits are clearly marked. The procedures for Guests to exit the Shelter are as follows:

Immediately upon notice of a fire,

- Guests will be assisted by Staff to get off any mat, cot, chair, couch or bunk and be escorted to the nearest fire exit.
- If the fire alarm is not sounding, pull the nearest fire alarm located at the locations marked on the attached Shelter map.
- Check to see if everyone is out but DO NOT GO BACK IN THE BUILDING.
- Follow the directions of Shelter Staff.

Fire Safety

In case there is a need for temporary housing after a fire, the CEO and/or Program Coordinator will call other organizations for resources. These include and are not limited to:

- Women in Safe Homes (WISH)
- Ketchikan Indian Community (KIC)
- Love In Action
- Crisis Now program

112 Earthquake Safety

POLICY STATEMENT

Shelter staff will be given clear protocols to follow in the event of an Earthquake.

PURPOSE

To ensure all Guests and staff are safely escorted from the facility in the event of a fire.

PROCEDURES

In Case of an Earthquake

- In the event of an earthquake, the Manager on Duty will direct all persons, including Staff and Guests, to seek protection against a wall near the center of the building, stand in a doorway in door frames or crawl under tables and counters or other protected areas.
- When the earthquake has subsided, Manager on Duty will assess the situation and if there are injuries, damage, fire, a natural gas leak or a natural gas odor or a heavy water leak, contact 911.
- Shelter Staff will evacuate the building if there is a fire, a natural gas leak or odor, hot water or steam leak or other hazardous objects or obstacles.
- To evacuate—The base-level evacuation protocol will be consistent with the evacuation protocol set-forth regarding a fire emergency.

All staff will help guests follow these instructions. Use a loud, clear voice to inform guests where to go and what to do.

- Quickly turn off all stoves, ovens and any other large appliances. If you are in the kitchen, leave if possible.
- Get under a desk or table and hang on to it or move into a hallway or against an inside wall.
- STAY CLEAR of windows, fireplaces, and heavy furniture or appliances.
- GET OUT of the kitchen, which is a dangerous place (things can fall on you).
- DO NOT run downstairs or rush outside while the building is shaking or while there is danger of falling and hurting yourself or being hit by falling glass or debris.
- DO NOT GO OUTSIDE
- Stay calm

112.A Tsunami Safety

POLICY STATEMENT

Shelter staff will be given clear protocols to follow in the event of a Tsunami.

PURPOSE

To ensure all Guests and staff understand and follow Ketchikan tsunami protocols.

PROCEDURES

In Case of a Tsunami

<https://www.google.com/search?client=safari&rls=en&q=what+to+do+in+the+event+of+a+tsunami+in+ketchikan&ie=UTF-8&oe=UTF-8>

- Evacuate on foot if possible.
- Follow tsunami in activation route signage.
- Get to high ground.
- Climb to the top of the building if you're trapped.
- Go as far inland as possible.
- Grab something floating if you're in the water.

Report on Tsunami likelihood for Ketchikan

https://dggs.alaska.gov/webpubs/dggs/ri/text/ri2019_007.pdf

113 First Aid

POLICY STATEMENT

First City Haven provides minimal First Aid , including over the counter medication, disinfectants, bandaids, cold and hot compresses and compression wraps.

PURPOSE

To mitigate unnecessary infections and keep people from unnecessarily going to the emergency room.

PROCEDURES

The Shelter Staff provides minimal First Aid assistance. Any medical assistance needed that requires more than minimal first aid will be referred to the PeaceHealth emergency room.

Wherever possible Shelter Staff will respect a Guest's decision not to go to the hospital. If Shelter Staff believes a Guest is in need of hospitalization, Shelter Staff will call the EMTs for on onsite assessment.

114 Shelter Guest Death

POLICY STATEMENT

In the event of an unforeseen death in the Shelter protocols will be followed to minimize trauma and confusion.

PURPOSE

To minimize trauma and confusion that ensues after the unexpected death of a First City Haven guest.

PROCEDURES

In case of a Guest death, Shelter Staff will:

- Conduct wellness rounds every 4 hours
- Immediately notify the Manager on Duty. The Manager on Duty will then notify the First City Haven Board Chair, the CEO and the Head of Security.
- The Manager on Duty will then call 911 and/or Shelter Security will call 911.
- Shelter Staff will be trained to NOT move the Guest or touch anything in the vicinity of the body.
- Manager on Duty, in coordination with CEO will initiate a Critical Incident Debriefing for Staff and Guests as needed and if required.

115 Workplace Safety: Threat and Assault

POLICY STATEMENT

A team approach, whenever possible, will be used to define, assess, and act on violence and the potential for violence in the workplace. Violence is defined as physical or verbal actions that result in another person feeling intimidated, uncomfortable, unsafe, threatened, or harassed.

PURPOSE

To make Shelter staff and Guest safety a top priority.

PROCEDURES

Several mechanisms for reporting and addressing threats or assaults in the Shelter include having:

- Incident Report binder / log / and electronic spreadsheet, which is accessible to Shift Supervisors, and Management.
- A Staff journal (incident reports) is located in the kitchen. This journal is needed to track important issues, trends and Guest concerns. Overlapping of staffing schedules will allow shift supervisors and Shelter Manager on Duty a report out period prior to the new shift coming on.
- Discuss safety issues as a regular component of weekly staff meetings.
- Regular checks on the environment (e.g., office layout and natural surveillance sights)
- Staff orientation
- Nonviolent communication training (de-escalation training)

Shelter Staff will be trained in ‘situational awareness’ which includes considering certain factors before taking action. These factors include:

- Body language of the Guest in question
- Understanding the background of the Guest in question (cultural background, history of violence, mental illness, drug or alcohol use or intolerance of authority)
- Conducting an environmental scan (is there an unobstructed escape path, possible weapons, etc.)
- Assessing each Shelter Staff’s own capability for handling the situation. Shelter Staff needs to know their limits, triggers, and tendencies to under- or over-react to Guest behavior. When in doubt, Shelter Staff request assistance from the Manager on Duty.

- Shelter Staff will be reminded to ask the following questions to understand, in real-time, how to respond to a Guest - Who, what, when, where, how and why?

Action

When possible, Shelter Staff should use ‘de-escalation’ or practiced words and phrases to redirect aggressive/violent behavior, to create a space of respect and empathy. When ‘de-escalation’ is not possible, and direct action and intervention is required, call the Head of Security if on duty or 911. Although there is no specific formula for when to take direct action, there are certain circumstances when it becomes time to act. These may include:

- Danger to yourself or others
- Property is being damaged
- Your feelings of personal safety have been violated
- You have exhausted all other options
- You are no longer in control of the situation
- The person is fixated on you
- Things appear to be escalating.

Before taking any direct action, Shelter Staff will assess their own personal safety and possible escape routes. If necessary, involve another Shelter Staff to either assist or to act as another set of eyes ready to act. Notify Manager on Duty/Shelter Security to intervene, and to act consistent with Shelter Security protocol.

Post-Violent Incident

Procedure

Procedures may vary depending on the nature of the incident. Protocol includes:

- Ensuring the disruptive Guest has left the building
- Calling Ketchikan Police Department, if warranted
- Ensure any victim of the violence is in a safe place
- Medical personnel are contacted to assess the need for medical treatment
- First Aid is administered as needed
- Shelter Staff will, as necessary, provide needed support to the affected person
- Shelter Staff will provide support to other Guests in the area who may have been affected by the incident and make a group announcement that everything has been handled .
- Shelter Staff will alert Manager on Duty who will determine if further action is warranted

Other important procedures that may follow include:

- Shelter Security will complete an Incident Report Form (IR), consistent with on-site protocol
- Note the incident in the staff logbook
- Debrief the incident
- Follow-up with a discussion in staff meetings

115.1 Workplace Safety: COVID-19 and Infectious Disease Outbreak

POLICY STATEMENT

Shelter Staff will be diligent in observing visible symptoms of infections/diseases and asking questions to identify whether all individuals in or using the Shelter may have infections or other communicable diseases.

PURPOSE

To protect the Guests who are receiving services at the Shelter from risk, including from infectious diseases.

PROCEDURES

Shelter Staff are to err on the side of caution if a person's condition is questionable and take preventative actions. Where serious infection or communicable disease is suspected, Staff are to immediately move individuals into the sick room. After that, an assessment must be done to see if the guest needs to be referred to PeaceHealth Medical Center. If the individual cannot make it there on their own or is too sick to move, call the EMT. Where the infection/disease is determined to be a reduced risk, Staff are to provide clear instructions to the Guest about any restrictions that may be temporarily implemented to reduce the spread of disease (e.g., flu, colds).

At no point is Staff to put any individual (including employees) at risk by knowingly placing a person with an infection or communicable disease in Shelter services without direction from a trained medical professional. Staff are to make sure that all symptoms and actions are clearly communicated to designated medical professionals.

COVID-19 Policy

If an individual admits to or presents COVID-19 symptoms, they must immediately be placed in the Sick Room where an at home COVID test will be administered. If the test is positive, staff is advised to call PeaceHealth Medical Center and ask for appropriate guidelines.

Masks & Hand Sanitizing: All Staff are asked to sanitize their hands every 30 minutes. Staff may also choose to wear latex gloves, which will be supplied by First City Haven during work.

Masks are mandatory (for staff and guests) during an infectious disease outbreak. Masks and gloves are also mandatory whenever staff is in the Sick Room by both parties.

COVID-19 Case Scenarios & Preventive Action

Staff must follow these steps if symptoms occur and/or have exposure to COVID-19.

Case Scenario	Action For You Take
You are COVID-19 symptomatic <i>(fever, cough, sore throat, loss of smell)</i>	<ul style="list-style-type: none">• Notify the Manager on Duty or Shelter Director by phone, stay home, and see a health care provider as soon as possible.• Do not return to work until you are non-symptomatic, fever free for at least 24 hours (without fever-reducing medications) and have a negative COVID-19 test result.
Family member positive test	<ul style="list-style-type: none">• Report positive tests and be hyper-vigilant about mask covering, social distancing and sanitation; and monitor yourself for symptoms.• Family members must be in isolation from the employee, otherwise the employee is asked to stay home.• Supervisor may follow up every 3 days to check in with the employee.• Contact Manager on Duty or Shelter Director if you need to provide care for your family member.
Received call from contact tracing	<ul style="list-style-type: none">• Report contacts trace call immediately to CEO• Staff members get tested and be hyper-vigilant about mask covering, social distancing and sanitation; and monitor yourself for symptoms.• Staff member gets tested immediately. Then works remotely until they receive a negative test result back and immediately inform management of their test result upon receiving.
Positive testing staff member	<ul style="list-style-type: none">• Management will notify staff if they have come into close contact with a team member that has tested positive for COVID-19.• Staff members in proximity will be required to get tested and will also be asked to be hyper-vigilant about mask covering, social distancing, sanitation; and monitor themselves for symptoms.
You test positive for Covid-19	<ul style="list-style-type: none">• Immediately notify the Manager on Duty or Shelter Director.• Stay or go home and remain at home until the doctor provides you a work clearance.• Contact the CEO and discuss your compensation for work missed due to Covid-19 and potential housing options if necessary.

***All staff are required to follow State and Ketchikan Borough mandates regarding travel.**

Procedure to reduce/eliminate risk from infections and infectious diseases

- All Staff are to wash hands and use hand sanitizer frequently. Appropriate reminder signs are to be posted in common areas, food preparation and kitchen areas, washrooms and other areas deemed appropriate.
- Where more than two people have cold/flu symptoms within a 48-hour period, the CEO is to be informed.
- Where any serious risk of infection/disease is identified or suspected, and it cannot be assessed by a medical professional immediately, isolate the individual including, as appropriate, their eating utensils. Where this is impractical, temporary restriction from the service may be required.
- At the earliest possible time, have the individual assessed by a trained medical professional and request the medical personnel provide an appropriate medical plan within the context of the Shelter services.
- When an individual is referred to the Shelter and there is a concern about the individual's health, refer the individual to medical professionals for additional screening for exposure to communicable disease/infections.
- Be alert to any emerging signs or symptoms of illness, such as diarrhea, fever, general malaise, excessive tiredness, changes in behavior, etc.
- If symptoms are noted, refer at once to PeaceHealth Medical Center. Notify management and include necessary details in the daily log to ensure that future shifts become aware and continue observing the situation.
- Communication is the key to prevention and timely management of these challenges. Make sure that all appropriate parties are aware of the situation and that all actions are clearly documented. Ensure that confidentiality and privacy are respected.

Procedure for an Outbreak

- Notify guests and post signs.
- Extra hand sanitizer will be left at the front desk to ensure an adequate supply is available to everyone.
- The following contact surfaces are to be cleaned with bleach and water (three tablespoons to one liter of water (1:45 strength). Gross contamination may require a bleach solution of 1:10 strength, including:
 - All door knobs
 - Phone keypads and mouth pieces
 - Toilet seats and flush handles
 - All taps and areas around sinks
 - Beverage container taps and condiments or food containers
- Where an outbreak in the Shelter is declared by a medical professional, the Shelter Director/On-site Manager may authorize additional cleaning staff to intensify the cleaning regime. Staff should consider wearing a mask when cleaning to avoid the inhalation of contaminants.

- Cleaning is to be done as often as possible especially during times when people are using common areas.
- All Guests and Staff are to wash their hands before eating.
- Staff may need to have extra fluids available for ill guests.
- Dining areas are to be cleaned between sittings with a bleach solution.
- Screen kitchen staff and volunteers before allowing them in the kitchen.
- Deliver food to guests if a quarantine is established.
- Staff shall monitor/coordinate movement of individuals in and out of quarantine areas.
- Document and discuss the situation at each shift and update the Shelter Director and/or On-site Manager.

115.2 Workplace Safety: Housekeeping, Hygiene & Hazardous Materials

POLICY STATEMENT

The Shelter will maintain a consistent and high standard of housekeeping and maintenance. Staff will be provided with training for any hazardous materials they may come into contact with when carrying out their assigned work tasks.

PURPOSE

First City Haven understands the importance of maintaining hygienic, sanitary environments for the well-being of Guests and Staff.

PROCEDURES

The Shelter maintains written, standardized housekeeping/maintenance procedures, trains employees in them, and monitors their implementation and effectiveness.

- Managers on Duty are responsible for ensuring Shelter housekeeping tasks are assigned and completed. Particular attention is paid to the primary sources of household biohazards, kitchens, and bathrooms. Programs take steps to prevent the spread of infection in bathrooms, bedding, and food.
- To prevent cross-contamination, guests are required to store personal toiletries in their backpacks/bags when not in use. Guests may use their own personal linens/blankets while in the Shelter. The Shelter has a laundry area that is responsible for washing their linens.

Hazardous Material

- All hazardous materials (household cleaners, solvents, etc.) must be stored in a designated locked and secured location. All highly flammable or combustible materials are stored separate from the Shelter common areas and are kept in a locked and ventilated space such as an outside shed.
- Flammable or combustible materials may not be stored longer than one year. Upon opening the container, staff will clearly mark the discard date on the container. Disposal takes place at a legally recognized depot site.
- Staff are trained in the reading of Material Safety Data Sheets for safely using the hazardous material and responding to a spill, release, fire or poisoning
- An up-to-date inventory of hazardous materials kept at the Shelter is maintained. The hazards of the controlled products are identified and evaluated on an ongoing basis.

Whenever possible, less hazardous materials will be substituted. Procedures for using hazardous materials will be developed. Protective equipment and clothing will be provided as required.

- Basic instruction and emergency procedures for dealing with hazardous materials will be provided to staff and/or updated when new products are received, or new hazard information becomes available.

Basic Instruction and Emergency Procedures

1. Follow all established procedures and perform job duties as you have been trained.
2. Be cautious and plan ahead. Think about what could go wrong and pay close attention to what you are doing while working with or around hazardous materials.
3. Always use required Personal Protective Equipment (PPE)
4. Inspect PPE carefully before each use to make sure it's safe to use.
5. Replace worn PPE; it won't provide adequate protection.
6. Make sure all containers are properly labeled and that materials are contained in an appropriate container. Don't use any chemical not contained or labeled properly. Report damaged containers or illegible labels to your supervisor immediately.
7. Read labels and the Safety Data Sheets (SDSs) before using any material to make sure you understand hazards and precautions.
8. Use all materials solely for their intended purpose. Don't, for example, use solvents to wash your hands, or gasoline to clean equipment.
9. Never eat or drink while handling hazardous material. If your hands are contaminated, don't use cosmetics or handle contact lenses.
10. Employees handling hazardous materials need to read labels on chemicals they use or handle and have Safety Data Sheets (SDSs) available to refer to that explain how to properly deal with handling, storing, and cleaning up spills, and that explain relevant first-aid procedures.
11. Store all hazardous materials properly, separate incompatibles, and store in ventilated, dry, cool areas.
12. Employees must keep themselves and the work area clean. After handling any hazardous material, wash thoroughly with soap and water. Clean work surfaces at least once per shift, so contamination risks are minimized.
13. Learn about emergency procedures and equipment.
14. Report any damaged containers, leaks or spills
15. Keep emergency eyewash and shower stations clean. Test them at least monthly to make sure they are working properly and keep them accessible; don't let clutter build up around the stations.

116 Pest Control & Poison Control

POLICY STATEMENT

First City Haven is committed to maintaining a pest free environment in the Shelter. All Staff receive appropriate training for the identification of common pests as well as prevention and control measures. Staff Members will be trained on identifying signs and symptoms of poisoning.

PURPOSE

To create an infection-free and safe environment for First City Haven Guests and Staff.

PROCEDURES

If pests are reported, the following control procedures will be initiated as promptly as possible.

Lice

Lice are small insects that feed on human blood and lay their eggs on body hairs, or on clothing fibers.

Bites cause a mild irritation and a purplish spot. To control the spread of lice, guests should be encouraged not to share hats, helmets, brushes, combs, towels and linens etc.

- When lice are detected on a guest, remove all items of clothing and bedding and wash separately in hot water and dry in a hot dryer.
- Provide the guest with fresh bedding and clean clothing.
- Treat with non-prescription shampoo/medication as per directions on the packaging.
- Clean the guest's bed /mat.
- 24 hours later repeat actions.
- Notify other Staff.

Scabies

Scabies is a skin condition caused by microscopic mites that burrow under the skin causing itchiness and inflammation.

- When scabies is detected on a Guest, remove all items of clothing and bedding and wash separately in hot water and dry in a hot dryer.
- Provide the guest with fresh bedding and clean clothing.
- Treat with non-prescription shampoo/medication as per directions on the packaging.
- Occasionally antibiotics may be prescribed if there is secondary infection.
- 24 hours later repeat actions.
- Notify other Shelter Staff.

Bed Bugs

Bed bugs are parasitic reddish-brown, oval, flattened insects about a quarter of an inch long that feed on human blood. Their bites produce itchy bumps. When bed bugs are detected in the Shelter the following procedure is to be followed:

- Immediately contact a licensed Pest Control Company to eradicate the bed bugs.
- Follow the Pest Control Company's instructions for how to prepare the Shelter for bedbug treatment.
- Ensure the Pest Control Company treats all crevices, baseboards, windowsills, bed frames, mattresses, box springs, furniture and closets. Garbage storage rooms, hallways, laundry rooms and common rooms should also be treated.
- Bed bug infested materials designated for disposal should not be removed from the Cafe until after being treated by the Pest Control Company.
- Clothes and linens to be laundered may be removed in sealed plastic bags and washed in hot water and dried on the hottest setting of the dryer.
- Small non-washable items are to be put in a freezer for a period of 48 hours to kill eggs.
- All discarded clothing or other materials should be enclosed in plastic bags and marked "bed bug infested" for disposal.
- All vacuumed refuse in bed bug infested rooms should be double bagged in plastic bags and given to the pest control company for appropriate treatment and disposal.
- All furniture and mattresses for disposal should be treated and if possible labeled as bed bug infested before placing in a dumpster. Such materials should not be recycled or allowed to be picked up from the sidewalk or dumpster.
- Continue Pest control treatments every two weeks until there are no new signs of bed bugs (minimum two treatments).

Poison Control

The phone number for the local Poison Control Center is posted in a central location and is included in the front of the Emergency/Fire Safety Plan. Current information on poison control is circulated regularly to staff.

Poisoning signs and symptoms can mimic other conditions, such as seizure, alcohol intoxication, stroke and insulin reaction. Signs and symptoms of poisoning may include:

- Burns or redness around the mouth and lips
- Breath that smells like chemicals, such as gasoline or paint thinner
- Vomiting
- Difficulty breathing
- Drowsiness
- Confusion or other altered mental status

If you suspect poisoning, be alert for clues such as empty pill bottles or packages, scattered pills, and burns, stains and odors on the person or nearby objects. With a child, consider the possibility that he or she may have applied medicated patches, taken prescription medications or swallowed a button battery.

When to call for help

Call 911 or your local emergency number immediately if the person is:

- Drowsy or unconscious
- Having difficulty breathing or has stopped breathing
- Uncontrollably restless or agitated
- Having seizures
- Known to have taken medications, or any other substance, intentionally or accidentally overdosed (in these situations the poisoning typically involves larger amounts, often along with alcohol)

Be ready to describe the person's symptoms, age, weight, other medications he or she is taking, and any information you have about the poison. Try to determine the amount ingested and how long since the person was exposed to it. If possible, have on hand the pill bottle, medication package or other suspect container so that you can refer to its label when speaking with the poison control center.

Take the following actions until help arrives

- **Swallowed poison:** Remove anything remaining in the person's mouth. If the suspected poison is a household cleaner or other chemical, read the container's label and follow instructions for accidental poisoning.
- **Poison on the skin:** Remove any contaminated clothing using gloves. Rinse the skin for 15 to 20 minutes in a shower or with a hose.
- **Poison in the eye:** Gently flush the eye with cool or lukewarm water for 20 minutes or until help arrives.
- **Inhaled poison:** Get the person into fresh air as soon as possible.
- If the person vomits, turn his or her head to the side to prevent choking.
- Begin CPR if the person shows no signs of life, such as moving, breathing or coughing.
- Have somebody gather pill bottles, packages or containers with labels, and any other information about the poison to send along with the ambulance team.

117 Staff Ratio

POLICY STATEMENT

All shifts will have sufficient staffing which will be a minimum ratio of 1 Staff for every 30 guests from 6 am – 10 pm and 1 Staff for every 50 Guests from 10 pm – 6 am. Staff should never be alone with a guest in a non-congregant or restricted area.

PURPOSE

Maintain the safety and security of Guests and Staff.

PROCEDURES

- Management will come up with a schedule weekly to account for any vacations or other changes.
- If an employee misses work due to sickness or a situation, another employee will step in to take their place.
- The only time an employee will be scheduled alone, will be time that falls within the above guidelines.
- If an employee finds themselves alone in an uncontrollable situation, they should notify a member of the management team immediately.

118 Staff Training

POLICY STATEMENT

First City Haven provides or arranges for a staff training and development program that enhances employee skills and abilities to ensure employees are qualified to fulfill their job responsibilities and to promote awareness and sensitivity to cultural backgrounds and needs.

PURPOSE

To ensure the safety of all First City Haven staff.

PROCEDURES

- Training is provided on an ongoing basis through immediate feedback to staff, evaluation of Incident Reports (IR) and through on-going training.
- First City Haven documents attendance at training and tracks through each employee's personnel profile. Some training modules are mandatory; no exemptions are granted. If an employee is unable to attend the training, s/he will be scheduled for the next available opportunity. The organization also keeps a record of pre-First City Haven employment training and in-service training (documents of attendance and completion) in employee personnel profiles.
- The CEO is responsible and accountable for ensuring that employees have appropriate and current training in all required areas (health and safety, policies and procedures, universal precautions, first aid, and non-violent communication).
- Annually, the CEO will evaluate the program training requirements.

New Employees

- All new employees complete an orientation. All other required training must be completed within the first year of employment.
- Training that an employee is directed to take by her/his immediate supervisor or that is required by First City Haven (e.g., First Aid) is funded by the organization, including the cost of the employee's wages and any relief coverage necessary.

118 Medication Policy and Procedure

POLICY STATEMENT

Guests are responsible to self-administer their own medications.

PURPOSE

Shelter staff are not licensed to administer medications. Shelter Staff and Managers are not allowed to dispense medications. Residents are responsible for their prescribed medications.

PROCEDURES

- Medications are the property of the guest and therefore the administration of the medication is the responsibility of the Guest.
- Shelter staff do not participate in or direct the self-administration of prescription medications.
- Medications can be stored on premise at the request of the Resident.
- Medicine may only be given to and logged by the Manager on Duty.
- All medications are to be locked in the employee office, and all transactions must be logged and signed by both staff and guests.

119 Shelter Facility: Maintenance

POLICY STATEMENT

First City Haven takes all necessary steps to keep property and premises well maintained and in a state of good repair. It complies with all legal requirements and acts promptly when repairs are necessary.

PURPOSE

The Shelter Staff will keep the premises of First City Haven maintained.

PROCEDURE

The CEO or designate, is responsible for property upkeep and maintenance, including:

- Maintaining facility safety and security
- Conducting weekly inspections using the Monthly Inspection Checklist and sending completed inspection reports to the CEO
- Conducting a nightly site tour, a perimeter/security check that includes checking motion detector lights and visually inspecting the fire alarm system
- Conducting or coordinating required preventive work site maintenance, and keeping records of maintenance work performed and inventory (including equipment and tools)
- Keeping copies of all building keys and a list of security codes used in the facility

Repairs

- Emergencies, hazards, and critical health issues must be addressed immediately, more routine work must be addressed within one week.
- Regular maintenance is allowed for in the annual budget and must be completed as quickly after the damage is noticed as possible.
- Managers on Duty are required to report any damage or loss of property to the CEO.

119.1 Shelter Facility: Health

POLICY STATEMENT

First City Haven strongly encourages good hand hygiene. Hand washing is the single most effective and least costly way to reduce the spread of infections, including the COVID-19, common cold, hepatitis A, food borne illnesses, and many other viral and bacterial diseases.

PURPOSE

Hand washing is the single most effective and least costly way to reduce the spread of infections, including the COVID-19, common cold, hepatitis A, food borne illnesses, and many other viral and bacterial diseases.

PROCEDURES

First City Haven Shelter

- Posters encouraging frequent hand washing posted in common areas.
- Posters showing proper hand washing technique posted by all sinks.
- Sinks and hand washing facilities that are easily accessible to staff and guests.
- Sinks that are kept in good repair, drain properly, and have both hot and cold water.
- Soap dispensers that contain soap and are in good working order. Non-refillable soap dispensers are recommended.
- Disposable towels available.
- Trash cans available for proper disposal of disposable towels.
- Sanitizer dispensers are at entry areas.
- Encourage staff and guests to wash or sanitize hands upon entering the shelter. This will effectively reduce the number of germs entering the shelter. Sanitizer hand wash is available at the entry areas of the First City Haven.
- DO NOT use cloth towels or reuse paper towels.
- Instruct all persons who serve or prepare food to wash their hands ahead of time.

First City Shelter Staff

- Model and encourage good hand hygiene.
- Wash hands immediately after using the toilet.
- Wash hands before serving, preparing or eating food.

- If not wearing gloves, wash their hands before and after providing any “hands on” assistance to guests (such as assisting with mobility, balance, health, or hygiene needs).
- Wash hands after handling Guests’ unwashed clothing or bedding.
- Wear gloves when handling soiled laundry to reduce risk of infection.
- Wear gloves when handling guest belongings to reduce risk of infection from bacteria, viruses, lice, or mites, and to reduce risk of infection by needle stick.

119.2 Shelter Facility: Cleaning and Sanitation

POLICY STATEMENT

All surfaces will be cleaned with a bleach solution in the First City Haven throughout the day.

PURPOSE

To minimize the occurrence and spread of infectious diseases and COVID-19.

PROCEDURES

- First City Haven is cleaned and sanitized a minimum of 3 times per day with all surfaces cleaned with a bleach solution. The current schedule for this cleaning is 7-8am, 1-2 pm, 7-8 pm. This cleaning schedule is subject to change based on facility usage and staffing.
- The kitchen area is cleaned and sanitized after each congregant meal service. A cleaning schedule is posted and adhered to. Kitchen countertops are intact and are sanitized before food preparation or service begins.
- Surfaces where people eat are smooth, intact, and easily washable. All surfaces to be sanitized after each meal service.
- Dishwashing: All dishes will be washed through the three stages of dishwashing. All eating utilities, plates and cups will be run through the dishwasher.
- Dish washing is accomplished safely and appropriately:
 - 1) Hand dishwashing uses a three-compartment sink (wash, rinse, sanitize)
 - 2) Dishwashers have a high temperature sanitizing rinse (170 F) or a chemical sanitizer.
 - 3) Cutting boards are washed, rinsed, and sanitized between each use.
- Thermometers are placed and kept in all refrigerators and read below 41 F.
- Staff who handle food have current food handlers' permits.
- Staff and guest volunteers wash hands before preparing or serving food and wear gloves during service.
- Staff wash their hands after handling uncooked meat, before handling other food or utensils.
- Ill people are not permitted to prepare or serve food to others.
- Foods are cooked to temperatures as required by code.
- Foods delivered from outside sources are held at 140 F or hotter (or 41 F or lower for cold foods) and the temperatures are checked when the food arrives.
- Foods that have been donated should comply with the current State of Alaska Food Code guidelines for donated food

- Foods to be warmed are reheated to at least 165 F and checked with a long-stem thermometer prior to being served.

Bed and Cot Sanitation

Prior to assigning mats or cots to a guest, the cot or mat will be sanitized.

- The cot or mat will be sanitized using a bleach solution.
- The sanitation process shall be thorough and will clean the entire surface of the cot or mat as well as the surfaces of the bunk.
- After the sanitation process is complete, the mattress will be put back in the bunk
- Cots or mats that are assigned to a guest will be inspected once per 48 hour period to ensure that the cot or mat is safe and sanitary. If a mat or cot is soiled for any reason, they will be sanitized.
- The bleach solution will be stored on-site at the two front desks, and clearly labeled, so that it is readily available for staff to sanitize areas, as necessary.
- At least once per week, guest totes will be inspected to ensure there are not unsanitary or perishable food items in the totes. Totes that include any unsafe items or that have been impacted by lice or other unsafe conditions may be immediately removed from the Sullivan Arena and disposed of.

Environmental Safety Injury Prevention Protocol

- Stairs are in good repair, equipped with a handrail, and are not slippery.
- A telephone is accessible for calls to 911.
- The shelter (through medics Team One) has an approved sharps biohazard container to collect used needles and syringes and has a policy for the proper disposal of these items.
- Emergency preparedness supplies are fully stocked and are replaced as necessary.
- No weapons are permitted on the shelter premises unless checked in by First City Haven staff.
- The possession and use of illegal substances is prohibited at the shelter or on premises.
- The shelter has an earthquake and other potential disaster preparedness plan.

120 Environmental Safety: Burn Prevention

POLICY STATEMENT

First City Haven will adhere to the adopted 2012 International Fire Code (ICF) as amended by Ketchikan Municipal Code Title 18.

PURPOSE

To ensure mitigation of potential fire threat to Staff and Guests.

PROCEDURES

- Smoke detectors are placed in appropriate areas and are functional. These are a facilities issue and if there is an issue, facility management will be notified.
- Exits are clearly marked. Illuminated exit signs are functional.
- Evacuation routes are posted and visible.
- Staff are trained in evacuation procedures.
- Fire drills are conducted.

120.1 Environmental Safety: Sanitation and Hygiene

POLICY STATEMENT

First City Haven will comply with environmental codes that ensure shelter guests' living environment is as clean and free of contaminants as possible.

PURPOSE

To ensure Guest and Staff health safety.

PROCEDURES

Environmental Quality

- The water is safe to drink and free of contamination.
- Air quality: no fumes or noxious odors are present (i.e., paint fumes, cleaning solutions).
- Smoking is restricted to designated areas.
- The ventilation system is functional.
- Windows and/or doors are left open for 10-15 minutes several times per day to provide air exchange.

Maintenance

- Indoor and outdoor environments are clean and free of debris.
- Floors are washed daily, and carpeted areas vacuumed daily.
- Floors are cleaned immediately after any spills.
- There are enough trash cans available for guests and staff so that trash is easily disposed of and cans are not overflowing. Garbage cans are lined with a plastic bag and have covers.
- Garbage (biodegradable matter such as food) & trash (paper/plastic/refuse) are removed daily.
- Janitorial equipment and supplies are in good repair and have a designated storage space.
- Cleaning supplies and chemicals are kept out of guests reach and separate from food.
- The First City Haven is pest-free.
- Plumbing is in working order in the showers, sinks, and toilets.
- First City Haven showers, and common areas have cleaning schedules that are adhered to. Bathrooms are cleaned at least three times daily, preferably after high-use periods.

Bedding

- Laundry facilities have adequate capacity to wash blankets and guest clothing. The Dryer can attain 165 F.
- New guests are issued fresh bedding upon arrival at the shelter as available. .
- Mats are washable, and cots are wiped down with a 1:10 bleach solution or other sanitizing solution if not used by the same guest as stated above.

Guest Belongings

- Guest belongings are stored in plastic totes in such a way that one Guest's possessions are not in contact with another Guest's possessions.
- Guest belongings that are abandoned by the Guest will be stored in a storage room on site for 24 hours. After 24 hours the Guest property is subject to being discarded.

First City Haven Emergency Shelter policies and procedures shall be updated and amended as needed.

121 Emergency Phone Numbers

Local Emergency Numbers

Ketchikan Police Department (KPD)	911
Ketchikan Fire Department	911 OR (907) 225 9626
KPD NON-EMERGENCY	(907) 225 6631
PeaceHealth Ketchikan Medical Center	(907) 228 7644
Poison Control Center	(800) 222 1222
COVID Information for Ketchikan	https://www.kgbak.us/913/COVID-19-Response

Staff Emergency Numbers

Deborah Asper, CEO	(907) 821 3210
Nina, Manager on Duty	(907) 617 7003
Josh, Manager on Duty	(907) 821 8987
Joel, Manager on Duty	(907) 204 0803



First City Haven Mandatory Employee Training

Employee:	Mental Health First Aid	CPR/First Aid/AED	Blood Borne Pathogens	Narcan	De-escalation	Food Handlers
Manager on Duty	3/5/22	3/22	3/22	8/30/22	3/17/22	2021
Manager on Duty	3/5/22	8/30/22	8/30/22	8/30/22	8/28/22	2020
Shelter Attendant		8/31/22	8/31/22	8/30/22	8/28/22	
Shelter Attendant		9/4/22	9/4/22	8/30/22	3/17/22	
Shelter Attendant	3/5/22	8/30/22	8/30/22	8/30/22	3/17/22 8/28/22	2019
Shelter Attendant		9/4/2022	9/4/22	8/30/22	8/28/22	
Manager on Duty	3/5/22	8/31/22	8/31/22	8/30/22	3/17/22 8/28/22	2022
Security		3/22	3/22	8/30	3/17/22	X
Shelter Attendant		9/6/22	9/6/22	8/30/22	8/28/22	
Development and Communications	Remote Worker	X	X	X	X	X
Shelter Attendant		8/30/22	8/30/22	8/30/22	8/28/22	2021
Shelter Attendant		9/1/22	9/2/22	8/30/22		
CEO	3/5/22	8/30/22	8/30/2	12/21	3/17/22	

These are the dated from the most recent training, it does not reflect the number of times the employee has been trained.

*= training has been paid for and employee is currently working on completing

All blanks are being worked on in order of priority and availability.



First City Haven Mandatory Employee Training

Trainers:

Ketchikan Police Department- De-escalation Training

National CPR Foundation- CPR/Bloodborne Pathogens/AED

Food Handlers- State of Alaska

Narcan- Ketchikan Wellness Coalition/Deborah Asper

Mental Health First Aid- Ketchikan Wellness Coalition/ Romanda Simpson

NEW BUSINESS

Update and Presentation from First City Homeless Services on Operations and Occupation of 632 Park Avenue (Park Avenue Safe Shelter)

Jessica Pilcher, Board Chair of First City Homeless Services (FCHS) introduced Deborah Asper as their new CEO. She cited the mission, core values and history of the First City Homeless Shelter. She stated the shelter addresses hunger by providing two meals per day, seven days a week, and a brown bag lunch on Saturdays. She informed they provide fifty beds with an average of twenty-eight people per night. She stated their progress, what they have in motion for the patrons, and what they have addressed as far as complaints from the neighborhood.

Jessica Pilcher and Deborah Asper answered questions from the Council.

Police Chief Walls, Fire Chief Hines and Fire Marshal O'Sullivan answered questions from the Council.

Acting City Manager Simpson stated FCHS has yet to meet the last three objectives in order for the shelter to get the remaining \$40,500 grant funding.

After a lengthy discussion ensued the following points were made by Councilmembers:

- Board to take greater ownership in being proactive about addressing potential issues.
- Implement staff training.
- Board to be more proactive and knowledgeable about the facility and surrounding area.
- Completion of the Procedure Manual.
- FSHS staff to return at the first meeting in October to update the Council on their progress.

Acting City Manager Simpson said from what she has heard the following still needs to be completed:

- Job descriptions.
- Enter pertinent information into the Alaska Homeless Management System database.
- Update the handbook of the shelter's policy and procedures.

City Attorney Seaver answered questions regarding the lease agreement and the community grant contract.

Ms. Asper stated she would work on all these requests and return at a future meeting in October with an update.

The video for this presentation and discussion can be found at:
<https://ketchikan.primegov.com/Portal/Meeting?meetingTemplateId=2768>