



**K I T S A P  
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M I S S I O N**

# **Standard Operating Procedure Manual Pacific Building Facility**

Proposed for:

Pacific Building Homeless Shelter  
4459 SE Mile Hill Drive  
Port Orchard, WA 98366

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## Standard Operating Procedures Manual

The Kitsap Rescue Missions Standard Operating Procedure Manual for the Pacific Building Homeless shelter facility is based on a proposed operations plan coordinated with the Kitsap County Human Services, Housing and Homelessness Division. As Kitsap Rescue Mission (KRM) staff and local service providers become more familiar with the facility, this document will be updated. All KRM staff will receive a copy of this manual and will review policies and procedures with a supervisor.

### EQUITY, INCLUSION, DIVERSITY, NON-DISCRIMINATION

KRM is both an equal-opportunity employer and a faith-based religious organization.

KRM is an equal opportunity service provider. It is committed to providing a welcoming environment for all members of the community who seek shelter, services, and assistance within the Pacific Building homeless shelter. All professional services will have secular, non-denominational information. Staff, service providers, and volunteers are trained to be sensitive to the needs and beliefs, faiths, religions, gender identifications, and sexual orientations of the guests that seek shelter, services and assistance. The KRM staff receive equity, inclusion and diversity training and their performance and interactions are monitored to ensure the rights of all guests are protected.

KRM complies with the nondiscrimination and equal opportunity provisions of Federal civil rights laws as specified at 24 C.F.R. 5.105(a), including, but not limited to the following:

- Fair Housing Act: prohibits discriminatory housing practices based on race, color, religion, sexual orientation, sex, national origin, disability, or familial status.
- Section 504 of the Rehabilitation Act: prohibits discrimination based on disability under any program or activity receiving Federal financial assistance.
- Title VI of the Civil Rights Act: prohibits discrimination based on race, color or national origin under any program or activity receiving Federal financial assistance; and
- Title II of the Americans with Disabilities Act: prohibits public entities, which includes state and local governments, and special purpose districts, from discriminating against individuals with disabilities in all their services, programs, and activities, which include housing, and housing-related services such as housing search and referral assistance.
- Title III of the Americans with Disabilities Act: prohibits private entities that own, lease, and operate places of public accommodation, which include shelters, social service establishments, and other public accommodations providing housing, from discriminating based on disability.

### OPERATIONS - REPORTING STRUCTURE

Kitsap County Human Services, Housing and Homelessness Division Director will monitor KRM executive management staff, operations, services, and review routine statistical reports as set forth in the Kitsap County Professional Service Agreement.

The KRM Executive Director is responsible for the overall management of the Kitsap Rescue Mission and the development of operational procedures, staffing, staff training, food service, transportation, and schedules the delivery and coordination of health care and human services at the Pacific Building shelter facility. The Executive Director will submit required statistical reports for the Pacific Building homeless shelter operations to local, state, and federal reporting agencies.

## **PACIFIC BUILDING HOMELESS SHELTER FACILITY**

The Pacific Building homeless shelter facility is under construction. When fully operational, the shelter facility is designed to accommodate 75 guests who may consist of male, female, and non-binary adults (17-65), male, female, and non-binary seniors (65+), and on occasion legal guardians with minor children. The ADA facility upgrades will accommodate guests with physical challenges, gender sensitivities, and those with disabilities. The shelter facility will offer shelter, restrooms, shower facilities, prepared meals, animal care facilities, and wraparound services for a maximum number of 75 guests and up to 20 service/companion animals.

## **SHELTER GUESTS**

Persons who are referred by the Housing Solutions Center, and subsequently registered by KRM to receive services in the Pacific Building shelter facility will be referred to as “guests”. Approximately 25% of registered guests will be accompanied by their service/companion animal. Animals who are accepted and registered by KRM for services will be referred to as “companion animal guests”.

## **NO VISITOR POLICY**

The Pacific Building will be operated as a closed facility with restricted access. No services to the public will be provided. Only registered guests, registered companion animals, KRM staff, Volunteers, Kitsap County staff, service providers, maintenance and security personnel, and emergency first responders are allowed on the property or inside the shelter facility.

Restricted access means NO family members, friends, or former guests are permitted. No community members, no church or civic groups. Members of the general public will NOT be invited inside the facility when the shelter is operational. Anyone trespassing will be escorted off the property or may be arrested by law enforcement. This is for the safety and privacy of the shelter guests.

In exceptional situations, KRM may occasionally grant permission for limited access for a visitor or visitors, for example during grant monitoring.

## **COMMUNITY RELATIONS GROUP**

A Community Relations Group will be formed to enhance communications about shelter operations, address property issues, or respond to grievances about staff, service providers, or registered guests in the shelter community and the surrounding neighborhood. Members of the Community Relations Group will include representatives of the local business community, neighbors of the facility, the KRM Shelter Program Manager, and a representative from the Kitsap County Department of Human Services.

## **NEIGHBORHOOD COMPLAINTS**

Members of the public and neighbors of the facility will be able to contact the shelter to register complaints, discuss concerns, or request information. A designated telephone number and/or email address will be set-up and provided to the public. KRM staff will make every effort to respond to public complaints and concerns quickly and work towards resolution in a timely way.

## Criteria for Admission

### SINGLE POINT OF ENTRY

The Pacific Building homeless shelter facility is designed as a temporary housing solution for individuals experiencing homelessness who have no resources and no other housing options.

In Kitsap County, there is an established “single point of entry” for all people seeking housing and shelter assistance. People who are experiencing homelessness or who are at-risk of homelessness are directed to contact the Housing Solutions Center, which is managed by Kitsap Community Resources. All housing and shelter referrals are made by the Housing Solutions Center program. KRM and other shelter operators are do not accept walk-ins or provide services to the public.

Housing Solutions Center staff meet with each applicant and assist with the completion of the housing application. A “vulnerability assessment tool” is used to determine assignments in local housing and/or local shelters. Priority placement is given to those determined “most in need” of shelter. Placements also are made based on shelter capacity, specific criteria for each shelter, and the types of services provided in each shelter or housing facility. The goal is to match people in need of shelter and housing with the appropriate shelter or housing that meets their needs and to ensure that they are a good match for the services that the shelter provides and the shelter environment.

Housing Solutions and KRM staff are trained to navigate the difficulties, complexities, and challenges experienced by individuals and their animal companions coming out of homelessness. They work together with service providers to create a well-designed transition out of homelessness and into the Pacific Building shelter environment.

### INTAKE PROCESS

As part of the KRM intake process, guests receive a background check, needs assessment, and a medical evaluation. All guests must be self-sustaining and capable of managing their personal hygiene, toileting, and feeding. ADA facilities provide access for those with physical challenges or those experiencing physical disabilities.

The guest will be assigned a Case Manager to discuss the following documents:

- Intake Checklist
- Personal Information form (Phone number, emergency contacts, allergies)
- Release of Information form/s
- Communicable disease prescreening (e.g., TB, COVID 19)
- Guest Agreement & Code of Conduct
- Housing Stability Plan
- FAQ (Frequently Asked Questions) - Info on shelter living, services, and amenities
- Child Abuse & Neglect Policy Reporting Procedures
- Guest Grievance Policy & Procedures
- Pet Care Policy

The Case Manager will schedule weekly meetings with each guest to develop and discuss progress on a personalized Housing Stability Plan, including exploring opportunities for more permanent housing options. The guest (and companion animal) may stay in the shelter for up to 90 days with 30-day extensions ea.

month thereafter, and free of charge; however, they will be required to participate in community life, follow shelter guidelines, be a good neighbor, and stay committed to their Housing Stability Planning process.

### **Guest Identification**

KRM will give every registered guest a laminated identification and door access card. This card must be worn on a lanyard while on the property. Guests are not required to wear the lanyard inside the facility. At times, guests may be asked to provide identification to confirm services. Companion animals will receive a special color-coded pet collar to be worn at all times inside and outside the facility.

### **Registration Process**

Once registration is complete, the guest will be required to turn over all clothing and storage items for an initial bed bug screening. All personal clothing items will be laundered for the guest during the intake process.

### **Banned Items**

To maintain a safe and welcoming environment for all, guests are informed that ALL of the following items are banned. This means guests are NOT allowed to possess, consume, share, sell, or store any of the following items inside the facility, on the property, or in a parked vehicle on the property. The Program Director is authorized to confiscate and dispose of banned items or to contact law enforcement for assistance with disposal.

- **Drugs or pharmaceuticals:** Drugs, prescription drugs (without a valid prescription), illegal drugs, chemicals, marijuana, cannabis, THC or all other chemical substances are NOT permitted. Guests with valid prescription drugs or over-the-counter medications must store them in the secured and supervised medical dispensary.
- **Alcohol:** No alcohol is allowed in the facility or on the property. It may not be stored, consumed, shared, or sold.
- **Weapons:** No weapons of any kind are allowed in the shelter or on the premises. Even with a valid concealed weapons permit, guests must voluntarily surrender all weapons at the front desk upon entry. This includes but is not limited to; handguns, target pistols, bb guns, ammunition, explosives, knives, hunting equipment, sling shots, or toys of a violent nature.
- **Smoking:** No smoking or vaping of chemicals other than nicotine products will be permitted. Cigarette smoking and vaping of nicotine products is only permitted in designated areas.

### **Securing Guest Valuables**

During intake, staff will encourage guests to store valuables (sentimental or cash value) in their secured locker. Guests must secure their own valuables and are responsible for their safety. The Kitsap Rescue Mission will not be responsible for guest valuables.

### **Guest Assignments**

A bed, 2 storage bins (totes), and a locker will be assigned to each registered guest. If the guest has a companion animal, a pet locker will be assigned in the kennel area.



### **Supervision of Children Policy**

KRM does not register or provide shelter to unaccompanied minors (under the age of 17). KRM does accept minors when accompanied by their legal guardians. Guardians must follow shelter guidelines to ensure the safety of their children. Below is a brief outline of the enforced requirements for guardians of minors in the Pacific Building shelter:

Children (0 to 14 years old) must always be with an adult over the age of 18. At no time can they be left alone or left with another guest. This includes all of the indoor facilities such as public community areas, restrooms, or offices. It also includes outdoor space on the property such as playground, parking lot, or pet sanitation facility.

Children (15 to 17 years old) may be left unattended, however an adult guardian or KRM staff must always be available in the shelter facility or on the property in case of an accident or emergency. The legal guardian may decide if children in this age group are able to leave the property on their own, however, the legal guardian must be onsite to receive them at the entry check-in and property search.

If a registered guest leaves the shelter and leaves a child (aged 0-17) in the facility without making appropriate arrangements for the care of the child, this action will trigger a mandated report to Child Protective Services. (See Child Abuse & Neglect Policy, Appendix A)

### **HEALTH SCREENING PROCEDURES**

All health screening protocols will be reviewed and discussed with the Kitsap Public Health District. KRM reserves the right to change, modify or add additional screenings if recommended by Kitsap Public Health District, which monitors the Centers for Disease Control and the World Health Organization.

#### **Tuberculosis screening procedure**

Upon entry into the shelter, all guests will be screened for signs and symptoms of tuberculosis (TB). TB symptoms include:

- Prolonged productive cough (over 3 weeks)
- Coughing up blood
- Chest pain
- Loss of appetite
- Unexplained weight loss
- Fever/Chills
- Night sweats
- Fatigue

A shelter guest with these symptoms will be considered ineligible for admission until cleared by a medical professional and determined to be noncommunicable.

#### **COVID-19 Screening Procedure**

Upon entry into the shelter, all guests will be screened and tested for COVID-19. COVID-19 symptoms include:

- Fever or chills
- Cough

- Shortness of breath or difficulty breathing
- Fatigue
- Muscle or body aches
- Headache
- New loss of taste or smell
- Sore throat
- Congestion or runny nose
- Nausea or vomiting
- Diarrhea

All shelter guests will be asked if they have been in close physical contact in the last 14 days with:

- Anyone who is known to have laboratory-confirmed COVID-19
- Anyone who has any symptoms consistent with COVID-19

Guests will also be asked if they have received the COVID-19 vaccine and any boosters. A shelter guest with these symptoms will be considered ineligible for admission until cleared using the State of Washington Department of Health Guidelines and Recommendations and determined to be noncommunicable.

## **SECURITY PROTOCOLS**

### **PROPERTY SEARCH**

Shelter staff are trained in the proper techniques for conducting property searches. When entering the facility, registered guests and service providers will voluntarily submit to a property search. This may include a search of personal items including but not limited to jackets, pants, hats, luggage, child car seats, bags, purses, briefcases, satchels, fanny packs, food bags.

Bed checks and property searches are done on a routine basis to identify unsafe food storage or food hoarding, determine the need for pest control services, respond to a staff concern for personal hygiene for the care and safekeeping of a companion animal, or to inventory maintenance issues on beds, tables, lockers, and charging stations. Random searches may be conducted if there is reason to suspect the presence of contraband, a weapon, or an unregistered companion animal in the facility.

KRM reserves the right to confiscate and dispose of harmful food products, alcohol, drugs, drug paraphernalia, or chemicals found in the shelter facility or on the property. If staff is able to determine the owner of the contraband, a staff meeting will be scheduled to develop an action plan. KRM may contact 911 (Kitsap County Sheriff) for assistance with the removal of suspicious drugs, chemicals, or weapons.

### **PRIVATE SEARCH**

Private searches of registered guests must be approved by the Shift Leader or Program Manager. The following protocol should be followed for private searches:

- At least two KRM staff must be present for all private searches.
- A search will be conducted in a private office.
- All considerations for the guest's dignity and privacy will be made.
- During a private search, staff will not touch or detain a guest.
- Staff may use a metal detection wand.
- Residents will be asked to empty their pockets and turn them inside out.

- Socks/ankles and waistband should be shown to staff.
- The guest will be thanked for voluntarily participating.

## **SECURITY SYSTEMS**

The shelter facility has security personnel, alarm systems, and surveillance cameras designed to provide for the safety of its staff and guests.

- Safety checks and random fire alarm drills will be used to test safety protocols and train staff and guests on how to respond to emergencies.
- All safety and security procedures are outlined in the Safety Manual which will be located behind the front desk.
- Safety information cards are posted on bulletin boards throughout the common areas.
- Designated “Safety Officers” on each shift will be trained on response procedures.
- The Shelter Support Manager will log in incidents and provide a written record.
- Kitsap County Risk and Safety along with Human Services will meet with KRM staff to review all incident reports.
- Any guest or staff who experiences trauma during a drill or an emergency incident will be comforted, examined, and provided with the appropriate medical attention. Follow up counseling will also be available.

### **Fire & Smoke Alarms**

The Fire and Smoke alarm system provides immediate notification to the Kitsap Fire Department. The system is tested on an annual basis. Details for the operation of this system are found in the Safety Manual.

### **Fire Extinguishers**

Fire extinguishers are clearly marked and can be located in community rooms, sleeping areas, and in each hallway per Kitsap County Fire Marshal requirements. The location of each fire extinguisher is provided in the Safety Manual. The equipment is certified on an annual basis and staff receive training on how to properly operate the equipment.

### **Video Monitor System**

The Video Monitoring System operates to assist security and staff in observing the interior community and sleeping areas and exterior property and parking area. Cameras are deployed in hallways, common areas, and along the exterior of the building. Security cameras are used to improve awareness of security and staff of potential fire, or safety issues. Continuous digital recordings are maintained by Kitsap County IT department for operational purposes and may be requested to aid in the review of incident reports and/or staff performance of their duties. Recordings may only be requested by the KRM Executive Director or Shelter Program Director.

While on duty KRM staff will frequently monitor the video cameras. If something unusual is noticed, staff is to alert security and immediately investigate. If there is a breach in security, or if there is a safety issues inside or outside the building, the Program Director is to be notified immediately. The Program Director will determine how to handle the situation and will contact the Kitsap County Sheriff or the Fire Department if necessary.

### **Public Address Communications Systems**

In the event of an emergency, or if there is a need to communicate with guests inside and outside the building, one loud notification signal will be transmitted over the public address system. Guests, staff, service providers, and companion animals will be given directions on how to proceed. Assistance will be given to those who are physically challenged, visually impaired, or those with companion animals.

In the event there is a need to evacuate the building, staff will escort guests and companion animals to the main parking area on the South side of the property. The designated Safety Officer will bring the Safety Manual and follow the safety procedures required per the event. The Safety Officer will meet with the Shelter Support Staff and conduct a headcount. The Safety Office and Shelter Support Staff will meet emergency vehicles/emergency responders for a verbal report on the incident. The written incident report will be sent to the Kitsap County Department of Human Services, Housing and Homeless Division as soon as possible. A follow-up meeting will be scheduled to determine how well the incident was managed. Any guest or staff who may have experienced trauma will be comforted, medical attention will be administered, and counseling will be provided.

### **Security Lighting**

In the event of an emergency or power outage, battery powered emergency lighting will light up sleeping areas, common areas, restrooms, and emergency exits. Staff will provide direction with LED flashlights and guide guests (and assisting the physically challenged, visually impaired, and guests with companion animals) to a designated safety zone in the facility. A diesel generator will power the electrical system and provide lighting, heat, air conditioning, and refrigeration to designated areas within the facility. The Program Director will consult the Safety Manual and contact PSE to restore power and for follow up procedures.

### **Emergency Operations**

The shelter facility is equipped to support and provide services safely to guests, staff, and companion animals in the event of local power outages or severe weather events. In the event of a natural disaster or an emergency situation, the Department of Emergency Management (DEM) may assume oversight and operations of the shelter facility. DEM will make the determination if guests, staff, and companion animals will “shelter in place” or move to a more secure location.

## **GUEST SERVICES**

### **LAUNDRY FACILITIES**

- KRM will dedicate one set of on-site commercial laundry facilities for guest linens, bedding, and towels.
- New guests will have all personal clothing screened for bed bugs and then washed for them.
- Guests will be responsible to wash and dry their own clothing.
- Staff will schedule weekly transportation to/from a local laundromat and guests must sign-up for transportation.
- The Case Manager will arrange for assistance if a guest requires help with laundry services.
- The Pet Care facility will provide laundry services to clean bedding, clothing, leashes and collars.

## TRANSPORTATION

To the extent possible, KRM will provide daily and weekly transportation on scheduled routes. Guests must follow legal requirements for seat belts, child car seats, and animal kennels. Companion animals will be invited, space permitting. ADA transport may only be available from Kitsap Transit.

- Monday – Friday: Roundtrip transportation to medical appointments.
- Schedule TBD: Roundtrip transportation to laundromat, pharmacy, Howe dog park.
- Schedule TBD: Roundtrip transportation to Albertsons and Walmart.

In the event a KRM van is not scheduled or unavailable, Kitsap Transit local bus routes are available on Mile Hill Drive and Kitsap Transit Access bus service may be requested.

### Staff Personal Vehicle Use

Staff may not use their personal vehicles to transport shelter guests or companion animals.

## MEAL SERVICE

Meals are prepared off-site and will be served three times a day.

- Breakfast: 8:45 AM or as scheduled
- Lunch: 11:45 AM or as scheduled
- Dinner: 4:45 PM or as scheduled

Regular mealtimes are posted on the Community White Board. A general announcement will be made to remind guests that meals are ready to be served.

### Special Meals

Guests may request a special diet if required for medical reasons. Guests who are unable to join a scheduled meal service may request a meal be set aside for them in the refrigerator. An early breakfast or take-away lunch will be provided if requested in advance.

## QUIET TIME / CURFEW

Quiet time is from 10 pm to 6 am. During this time there should be no loud noise, group activities, or conversations that could be disruptive to those resting or sleeping. Guests should show courtesy to others and silence their phone notifications, turn down the volume on their devices, use ear buds/headsets. If making phone calls move to the gym area. Smokers must also keep the volume down when talking or gathering in the smoking area during quiet hours.

Curfew is 10 pm every night. All doors will be locked for the evening. A guest may request a late entry pass if needed to return to the facility after 10 PM. Extenuating circumstances may occur such as one-time emergencies, family schedules, or an extended work schedule. Shelter staff will document pre-approved passes in the shift log and guest will be expected to return at the hour they request.

## OVERNIGHT PASSES TO SHELTER GUESTS

Shelter staff may authorize an overnight pass if requested by a shelter guests. Other than for verifiable emergencies, guests requesting multiple overnight passes may not need to be a guest in an emergency shelter. If this is determined, a guest may be asked to leave the shelter. Guests who fail to return to the

shelter by curfew may have up to 72 hours to return, or risk forfeiting their space. In the event a guest is found to be hospitalized, incarcerated, or in a treatment facility, the Program Director will use his/her discretion on a case-by-case basis to decide how long the bed will be held.

## **MAIL AND DELIVERY PROCEDURES**

### Processing mail for current guests

Guests may receive personal mail at the KRM United States Post Office box. Shelter Support staff retrieves the mail several times weekly, ideally during the day shift. Mail is distributed to guests or available at the Mail Center located at the front desk. Mail is only given to the person it is addressed to.

Packages and special deliveries (for guests) may be delivered to the Kitsap Rescue Mission main office. It will be delivered to the guests at the Pacific Building and held at the front desk.

### Processing mail for former guests

Occasionally, guests may request that mail be held after they have moved out of the shelter. Staff will make every attempt to have the guest fill out a Change of Address card with a forwarding address *prior* to exit from shelter. If a guest leaves the shelter and has not established a new address, shelter staff will hold their mail for up to 45-days. Once the 45-day hold has expired, shelter staff will notify the sender by marking ANK (address not known) on the returned mail per instruction by the post office.

If mail states "Do not Forward or Return to Sender" it will be returned to sender.

## **GUEST CHORES**

It is a requirement that every guest keeps the areas around their beds, storage bins, lockers, clean and tidy. This is a responsibility not a chore.

KRM will assign community chores to all registered guests. Assignments will be made based on ability. Guests will receive some training on how to do chores and complete checklists. Daily chores will include things like trash removal, sweeping, moping and general cleaning of common areas, food prep area, parking lot, children's playground, pet sanitation area, kennels, sidewalks, along fence lines, smoking areas, and along dumpsters and trash cans.

Shelter staff will monitor chores and ensure that communal areas and office areas are clean and trash has been emptied.

## **PARKING PERMITS**

The shelter parking lot is only open to permitted vehicles operated by guests, staff, volunteers, and service providers. Owners must meet all of the permit application terms and conditions. All vehicles must display a valid parking permit. Vehicles with expired permits will be towed away at the owner's expense.

### **Parking permits will be revoked if any of the following incidents are reported to KRM:**

- The vehicle is leaking automotive fluids - creating an environmental hazard.
- The vehicle becomes inoperable.
- The vehicle is used for storing/hoarding food items.
- The vehicle is used for sheltering an animal.
- The vehicle was involved in an accident or if found transporting or storing shelter contraband.

In the event a vehicle arrives onsite with an RV/camper/trailer on a hitch, that vehicle must remain hitched to the property being towed. Unhitched trailers, RV's, campers are prohibited and must be stored off-site at a public or private storage facility. The owner will be responsible for paying storage fees.

## **ANIMAL CO-SHELTERING GUIDELINES**

The following guidelines will be enforced by staff to ensure the safety and well-being of all registered companion animals in the shelter. Owners will sign a "Pet Policy Agreement" as part of the intake process.

To be **registered** as a companion animal guest, all **owners must agree** to the following:

- Provide history of ownership.
- Provide a medical history.
- Provide information on trauma, abuse, neglect or abandonment
- Allow Veterinary staff to give a physical examination.
- Allow Veterinary staff to get samples for blood test, fecal test, or urine analysis - if requested.
- Allow Veterinary staff to administer required vaccinations - if proof of vaccinations are not available.
- Allow Veterinary staff to review and document medications and supplements.
- Allow staff to perform a flea, tick, or lice test - if requested
- Allow KARES to conduct a behavioral assessment.

To be **admitted** as a registered companion animal, **owner must agree** to the following:

- Accept full responsibility for the care and feeding of the animal at all times.
- Accept full responsibility for its behavior.
- Administer medications and supplements as prescribed.
- Keep shelter ID collar on the animal at all times.
- Exercise the animal on a daily basis.
- Bath and groom the animal as needed or when requested by staff.
- Dogs must use pet sanitation area, and properly dispose of pet waste in designated trash cans.
- Cats must use litter boxes and waste must be properly disposed of in designated trash cans
- Properly leash an animal anytime it is outside of the kennel/crate.
- Do not hurt, mistreat, abuse or neglect the animal.
- Do not allow shelter staff or guests to touch your animal without your permission.
- Immediately report anyone that hurts, mistreats or abuses your animal.
- Schedule and keep appointments when the animal needs medical services
- Keep pet toys, clothing, bedding, food bowls, collars, and leashes in your assigned pet locker
- Keep pet food in watertight food containers in your pet locker
- Keep pet locker clean. Only pet products may be stored in the pet locker.

Registered companion animals will receive food, shelter, bedding, and medications free of charge. However, the owner must understand and agree to the following:

- Companion animals are registered with the owner. If an owner abandons, neglects, or abuses the animal, Animal Control will transport the animal to an alternate care facility.
- Animals that demonstrate aggressive or unruly behavior will be referred for training.
- Animals that establish a history of initiating conflict with another animal or guest, will be referred to an alternate care facility.
- Animals that are sick, contagious, seriously injured, or need urgent medical care may be referred to a medical facility that partners with the shelter.

- Owners, (not the shelter or service provider), are responsible for all damages caused by their animal.
- When animals are transported to/from shelter in a vehicle, they must be placed in size appropriate travel crate.

## **DISCHARGE PROCEDURES**

### **VOLUNTARY DISCHARGE PROCEDURES**

The following steps are necessary when a guest voluntarily checks out of the shelter:

- Guests must remove all clothing and possessions, unless other arrangements have been made.
- Guests will take all prescribed medications, or they will be disposed of by staff after 45 days.
- Staff will collect all items issued to the guest.
- Staff will check the bed, storage containers, lockers for cleanliness and report damage.
- Staff will note and document damaged or missing items.
- Guests will complete a “guest survey” form and will participate in an exit interview with their Case Manager whenever possible.
- The Case Managers will ensure that an exit assessment is completed in HMIS.

### **INVOLUNTARY DISCHARGE PROCEDURES**

If an individual is hospitalized or incarcerated, the Program Director will use discretion with input from the Support Services Team to determine how long to hold the bed. The Program Director may waive the ineligibility period if it is determined to be in the best interest of the guest to return in cases of vulnerability or continuation of services.

The health and safety of our shelter community is an operational priority. There is zero tolerance for behaviors that put others at risk. Guests are expected to respect and interact with each other and with staff in a civil and positive manner. Therefore, any guest who engages in threatening physically harm, or physically hurts another person, will be immediately confronted. KRM staff reserves the right to immediately involuntarily discharge any shelter guest who poses a potential safety risk.

Persons who consume alcohol or who use illegal drugs may be registered as guests. They will be admitted if they can comply with shelter guidelines. Guests will be asked to leave the shelter or will be discharged from the facility if they are incapable of upholding the Code of Conduct and living within the established guidelines. In an attempt to avoid an involuntary discharge, KRM staff will use the Corrective Action process to encourage change in guest behaviors and increased adherence.

### **BAG AND TAG PROCEDURES**

If a guest is present during the discharge process, they must take all their clothing and personal belongings with them, whenever possible.

### **DISPOSAL OF PERSONAL BELONGINGS**

The following steps will be taken after the guest has vacated without their possessions. Staff will bag, label, date, and store all the guest’s personal possessions for the required 45-day holding period.

Important documents that are difficult to obtain (i.e., identification, birth certificate, Social Security card, Driver’s License, etc.) will be saved in the guest’s personal file and stored in the secured Case Manager file



drawer.

When a former guest expresses interest in claiming their property, they may contact the Program Manager to set up a day and time to retrieve their belongings. In situations where safety may be a concern, staff may consider meeting the guest at another location.

## **DISPOSAL OF MEDICATIONS**

Staff will place all prescriptions and over the counter medication left at the shelter into a plastic bag marked with the former guest's name and date of release. When a former guest expresses interest in claiming their medications, they may contact the Program Manager to schedule a meeting. In situations where safety may be a concern, staff may consider meeting the guest at another location. Guests will need to present personal identification when picking up medications. After forty-five days, staff will dispose of unclaimed medications.

## **RESPONDING TO DIFFICULT BEHAVIORS**

Staff are trained to understand the effect of trauma on behavior, thinking and perceptions. Annual staff training includes but is not limited to:

- ACES/Resiliency
- Trauma-Informed Care
- Progressive Engagement
- Mental Health First Aid
- Motivational Interviewing
- Racial Equity
- Gender Identity
- CPR/1<sup>st</sup> Aid

When staff encounter difficult behaviors, guests will be treated with kindness, consistency, and respect. Physical contact or enclosures will not be used to restrain a guest at any time. Inappropriate behavior will be dealt with promptly. The health and safety of our shelter community is an operational priority. If a guest presents a safety risk to themselves or others, staff will respond immediately and contact 911.

### **Corrective Action Plan**

In the event the Restorative Practice model is not appropriate or has failed, staff may then use a **Corrective Action Plan** to bring resolve and correction and a plan for restoring full compliance.

### **Corrective Action Protocol**

The Corrective Action Protocol was established with the goal of seeking resolutions while maintaining a safe, non-punitive, stable environment for all guests. In the event a hostile or aggressive exchange erupts, the Program Director and staff will use de-escalation practices. KRM supports the **Restorative Practice (RP)** model of communications with the goal of resolution and returning people to community. RP questions are excellent tools in difficult situations and are effective when guests are ready to re-engage or re-enter the shelter community. Kitsap Rescue Mission uses a progressive approach to corrective action including verbal and written warnings followed by a Last Chance Agreement if/when appropriate.

### **Corrective Action Documentation**

All Corrective Actions (whether verbal or written) will be documented in the Corrective Action Log and noted in the Shift Log. Verbal warnings may be given for non-aggressive first time violations. If the behavior is related to a behavioral health condition i.e., mental health or substance abuse, the guest to meet with the KRM Care Team comprised of the Shelter Director, Substance Use Disorder Professional, Licensed Mental Health Counselor, Case Managers or any combination of these staff contingent on circumstances of the violation.

### **Temporary Suspensions**

A 24-hour suspension of privileges and services may be recommended when a verbal warning, followed by a written warning, has been given to the guest and the behavior continues.

A 48-hour suspension may be recommended when a verbal warning, followed by a written warning, and a 24-hour suspension has been given to the guest and the behavior is repeated again.

### **Suspensions & Reinstatement**

Guests may choose a grievance process after a suspension period has been completed. The following protocol will be followed when a guest has been suspended:

If a guest is asked to leave the shelter, a behavior contract may be developed for the person to be readmitted. The purpose of the agreement is to reduce/eliminate the repetition of the behavior that caused the discharge. The agreement will identify the behaviors that have occurred and the consequences if the behavior continues which may include termination from shelter.

### **Incident Reporting Procedures**

**Incident:** An occurrence or event that disrupts operations or interferes with regular operations procedures.

**Critical incident:** Any actual or alleged event that creates a significant safety risk, or a substantial risk of serious harm to the physical or mental health, safety, or well-being of a guest or staff.

Shelter staff must submit an Incident Report form for all incidents as outlined above. Both Incident Report and Critical Incident forms can be found in the office and on the shared network.

The following protocol should be followed in the event of an incident or critical incident at KRM:

- Notify Security immediately.
- Injuries to a guest and/or staff resulting from the disturbance must be responded to immediately i.e., call 911.
- Staff should attempt to separate the individuals through verbal communication. Guests are asked to stop their actions and separate. This should be done in an assertive and clear manner.
- To maintain guest and staff safety, clear the area of all non-involved persons and do not step in between two fighting guests.
- At no time shall any guest be permitted to control another guest or be placed in a position of authority or responsibility in such a way that he/she would have to control another guest.
- Follow termination procedures if an incident is related to aggression or threats, or any behavior discussed in section "Involuntary Discharge" that causes harm or potential harm of staff, or shelter guests.
- Incident reports including witness statements must be immediately written on all participants

involved in the disturbance. A written incident report on the disturbance must be submitted to the Program Director immediately and a notation must be placed in the shift log. Additional evidence can be gathered and submitted within 24 hours (i.e., video footage, witness statements, etc.).

- If the police are called, the time of the call and the names of the officers responding must be documented in the Shift Log.

Ensure that in the event of an **incident or critical incident**, the reporting staff member should immediately notify the Program Director. The Program Director has the responsibility to make any additional appropriate notifications, if necessary. A shelter staff member is required to provide a written summary within 24 hours of the critical incident to Program Director.

Kitsap County Human Services, Housing and Homelessness Division Manager will be informed of any Critical Incidents.

### **Reporting Accusations of Abuse**

KRM wants to prevent any incidents of sexual, mental, physical or emotional abuse. In the case of a report or accusation of abuse by a guest or staff member the following steps should be followed:

- Incident report forms are available to all guests upon request.
- Included on our intake form is a paragraph that all residents sign that reads as follows: “I understand that I have the right and obligation to report any abuse of any kind, including sexual, emotional, physical or mental by a staff member or other resident. I can use the incident report form or report directly to any staff member. I understand that such reporting will in no way influence my place at or right to shelter at the Kitsap Rescue Mission”.
- When reported or brought to the attention of a staff member, the staff member should immediately advise the Program Director, or the Executive Director (ED) in the absence of the Program Director.
- A decision team regarding further actions shall be made up of the Program Director, Executive Director, Shelter Support Manager. The Board President shall be apprised by the Executive Director as soon as possible of any possible criminal complaints or accusations.
- If an incident report has not been written up, the Program Director or Executive Director in charge will request that the person making the report fill out an incident report. The Director will continue to ask, in writing, any further questions that need to be asked to ascertain the where, when, what, how and why of an incident as well as note any possible witnesses.
- If a child is involved, all State rules regarding mandated reporting will be followed. KRM is a mandated reporter and should report by phone to our local Office of Children’s Services any reasonable suspicion of child abuse immediately at (800) 562-5624.
- The Directors will attempt to ascertain the facts of the incident, including receiving a complete incident report and using the Security System to try to verify the facts as presented. If there is a criminal complaint involved, it will be reported to the local Bremerton city police at 911, Option 1 (this must be done within 24 hours).
- The victim should also be encouraged and assisted (transportation, phone numbers and the like), in making their own report to the police regarding a possible criminal incident.
- If the alleged incident involves a staff member, the staff member will be put on temporary paid leave until the details of the allegations can be ascertained.
- All contact with the media regarding any alleged incident is to be directed to the Executive Director. The matter will remain confidential.
- The Executive Director will inform the KRM involved staff and guests of updates.

- All staff will protect the confidentiality of guests and the details of the incident.

## **COMMUNITY DONATIONS & PUBLIC SUPPORT**

### **Food donations**

Occasionally, calls are received regarding potential food donations. All calls must be forwarded to Kitsap Food Services.

### **In-kind donations**

KRM does not anticipate accepting or receiving community donations at this shelter facility.

### **Financial donations**

All cash and checks dropped off or mailed to the shelter will be forwarded directly to the Executive Director or Accountant with donor contact information, if available.

## **STAFF DUTIES & RESPONSIBILITIES**

### **Staffing & Shift Coverage**

The KRM shelter is staffed 24 hours each day, 365 days per year.

Three 8-hour shifts are covered by two people, each shift whenever possible.

|               |                   |
|---------------|-------------------|
| Day Shift     | (8 AM - 4:30 PM)  |
| Evening Shift | (4 PM - 12:30 AM) |
| Night Shift   | (12 AM - 8:30 AM) |

The Shelter Support Manager is responsible for scheduling shift assignments for all Shelter Support Staff. The schedule will be maintained at the front desk.

Shift coverage is scheduled in accordance with the needs of the shelter

- Staff must provide coverage of all day, evening, night, and weekend shifts.
- The Program Director will, to the extent possible, coordinate requests for PTO.
- Staff must submit any requests for PTO with no less than 2 weeks' notice whenever possible.
- Staff are responsible for working all assigned shifts regardless of preference.
- A schedule change requires the approval of the Shelter Support Manager who will forward request to the Program Director.

### **Shift Log Reporting Procedures**

Each staff person is responsible for reading the Shift Log from the last shift worked, to the beginning of the current shift. The Shift Log is contained on the KRM Mission Tracker platform. All entries are timestamped and all staff are responsible for reading and initialing the documentation in the shift log as appropriate. All staff are responsible for completing a "Shift Report" during each shift and reviewing it with arriving staff during change of shift.

When writing in the daily shift log, the procedure is as follows:

- A record of the shift events.
- Initials of a person writing the entry.
- Times rounds are made and pertinent information regarding rounds.

- Mention of all guest incidents including the time of the incident and brief description and activities taken by staff to resolve.

The shift log contains confidential information. To ensure guest confidentiality:

- Always ensure that KRM guests are not behind the desk and that the Shift Log and other confidential KRM materials are properly stored.
- When documenting in the log, ensure guests are not standing within view of the entry.

### **Daily Shift Responsibilities**

#### **Shift Changes/Coming on Duty**

1. Communicate with the off going shift staff and find out about any follow-up items or issues that happened on the prior shift or any pressing concerns that you need to be aware of.
3. Read the Shift Log to get up-to-date on the events that happened on the previous shifts.
4. Take control of the master key. Either place it on your wrist or hang it on the master key clip on the side of the filing cabinet. Sign the Master Key Log Book. At no time are guests or volunteers permitted to have the master room key.
5. Start Shift Log. The first entry that the Staff member will make into the Shift Report is an acknowledgement they were briefed by the outgoing Shift Leader, have read the prior shift's report, understood, and clarified any item, and have assumed the duties and responsibilities as Shelter Support staff.
6. End of Shift. Communicate with the oncoming shift staff and update about any follow-up items or issues that happened on the prior shift or any pressing concerns that they need to be aware of.
7. Bed, storage, and locker checks – All Shifts  
Random beds, storage box and locker checks will be done on day and evening shifts. At all times, checks should be facilitated in teams and gender appropriate whenever possible.

Staff will follow these procedures:

- Let the guest know you want to perform a bed, storage, or locker check.
- Give the guest time to get dressed properly.
- If the guest is off the property, consider waiting until the guest returns to do the safety check
- Observe the general area for signs of food hoarding, pests, or for the presence of contraband
- If contraband or drug paraphernalia is found, ask who the items belong to
- Issue the proper verbal warning with a statement about compliance with the Code of Conduct
- If the guest is off site, confiscate the items and secure them in the administrative office. Alert guest upon returning to property that a search was performed.
- If a weapon is found it may be necessary to contact the Kitsap County Sheriff to investigate and remove the weapon.
- Take the appropriate Corrective Action. Discuss with the Shelter Support Manager and/or Program Director.

## **FACILITIES & MAINTENANCE**

The Program Director is responsible for the safety of all guests and for the functional operations of mechanical, electrical, and plumbing systems. Shelter staff will monitor room temperatures, air circulation, odor control, and will oversee maintenance checks on shelter equipment on a routine basis.

The Program Director and shelter staff will keep a Maintenance Log and document maintenance needs and maintenance requests. Staff will contact the Kitsap County Department of Human Services to schedule routine service and repairs on all County owned equipment. The Program Director will contact service vendors for repairs on mechanical, electrical, or plumbing issues caused by guests or service providers.

The Program Director collaborates with Kitsap County Human Services and other Kitsap County Departments to ensure facility and maintenance issues are completed on schedule in a timely manner.

## **GROUNDS & LANDSCAPING**

The Program Director is responsible for scheduling vendors to provide landscaping, lawn mowing service and snow removal services. Maintenance or repairs to the parking lots, trees, fences, gates, lighting systems will be the responsibility of Kitsap County. Sidewalks, parking areas, entry ways, hard surfaces in the North yard will be swept by guests when necessary. The pet sanitation area will be cleaned and maintained by guests and all pet waste will be removed daily. The designated smoking areas will be cleaned and maintained, and the butt can will be emptied on a daily basis into the proper trash receptacles.

## **WASTE MANAGEMENT PROCEDURES**

Staff will work with the Kitsap Public Health District to create procedures for the collection, removal and disposal of trash, recycled materials and pet waste products. Kitsap County Staff has consulted with Waste Management to certify the trash collection facility was properly designed and meets all trash collection requirements. The number and types of trash receptacles and recycle containers along with a proposed schedule for trash collection will be provided in the final facility operations report. Staff intends to use a robust recycling program at the shelter facility and be good stewards of the environment.

## **Appendix A**

### **CHILD ABUSE & NEGLECT POLICY REPORTING PROCEDURES**

KRM staff are mandated reporters and are required to report any suspected child abuse or neglect to Child Protective Services (CPS). The legal definition of Child Abuse and Neglect is:

“Child abuse or neglect” shall mean the injury, sexual abuse, sexual exploitation, or negligent treatment or maltreatment of a child by any person under circumstances which indicate that the child’s health, welfare, and safety are harmed thereby.

In compliance with mandatory reporting requirements, KRM will immediately report all instances of suspected child abuse or neglect by telephone to CPS. A report shall contain the following information whenever possible:

1. The name, address, and age of the child
2. The name and address of the child’s parent, stepparents, guardians, or other persons having custody of the child.
3. The nature and extent of the suspected injuries
4. The nature and extent of the suspected neglect
5. The nature and extent of the suspected sexual abuse
6. Any evidence of previous injuries, including their nature and extent, and
7. Any other information which may be helpful in establishing the cause of the child’s death, injury, or injuries and the identity of the perpetrator or perpetrators.

In turn, CPS shall notify KRM staff of case number within the prescribed time frame following the date of referral to CPS.

## **Appendix B**

### **GUEST GRIEVANCE POLICY & PROCEDURES**

Information about the Guest Grievance Procedure will be displayed in common areas where guests have access. Blank grievance forms should be kept in a file at the front desk.

#### **Grievance Policy**

KRM is committed to maintaining a work environment where all employees and guests are treated with respect and dignity. We also want every KRM employee and shelter guest to know that KRM desires that any issue, complaint, problem, or concern that you may have about: co-workers, supervisors, volunteers, clients, vendors, or the workplace itself be resolved.

All KRM employees are required to exercise due diligence when guests want to report a grievance. KRM's guest grievance reporting policy and procedure are as follows:

#### **Reporting Policy**

- Upon intake, guests will be informed of their right to file a grievance and will be provided with a written copy of the KRM Grievance Procedure
- Prior to submitting a written grievance, guests are encouraged to communicate directly first with the person they are struggling with whenever possible to promote the restorative practice model of communication.
- Guests will be provided with additional grievance forms whenever requested.
- Staff will ensure guest confidentiality related to all grievances.
- The Program Director will receive any and all grievances from guests involving other guests, and Shelter Support or Support Services team members unless the Program Director is indicated directly in the grievance in which case the grievance will be received and reviewed by the Executive Director
- The Program Director will alert the Executive Director and discuss any grievances received.
- The Program Director will research the grievance, talk with all appropriate parties involved, and will make a determination to resolve the grievance within 10 days of receiving the grievance. The final determination of the Program Director will stand as the final decision.

#### **Grievance Procedures**

All KRM guests have the right to a fair and impartial hearing regarding their rights and agency decisions affecting their welfare or status as an individual receiving service. The grievance procedure and process are important concerns of KRM to provide quality in care and ensure individual satisfaction:

- A. A copy of the Grievance Procedure identifying the Program Director as the supervisor responsible for receiving grievances shall be given to KRM guests upon intake.
- B. Guests who want to file a grievance will put their concern in writing indicating the details of the incident related to the grievance i.e., date, concerns, involved parties, how they would like to see the issue resolved.
- C. Grievances will be submitted to the Program Director who will schedule a meeting with the individual



within ten days of receiving the grievance to provide an impartial hearing.

D. The grievance, a description of steps taken to resolve the grievance and the final resolution of the grievance will be documented. Guests will receive a final determination of the grievance and a copy will be given to the guest.

E. If resolved, documentation of resolution shall be initiated and signed by the guest (whenever possible) and the Program Director, and the grievance will be closed. If the grievance is not satisfactorily resolved in the opinion of the guest, they will be informed of the 2<sup>nd</sup> level grievance process.

F. In the case of a formal 2<sup>nd</sup> level grievance, the Program Director will notify the Executive Director in writing that the guest would like to start the 2<sup>nd</sup> level grievance process.

G. KRM staff will ensure individual confidentiality for all grievances and appeals.

H. The written grievance will be given to the Program Director, who will document the grievance and will forward the 2<sup>nd</sup> level grievance to the Executive Director.

I. The Executive Director will follow the above grievance procedure and will provide a determination of resolution within 10 days from the time the 2<sup>nd</sup> level grievance is received.

J. All grievances will be documented to include the grievance, a description of steps taken to resolve the grievance, and a written determination of the grievance. The final determination will be provided to the guest in writing.

K. KRM staff and guests will adhere to all final decisions made by the Executive Director.

L. At no time will any guest or staff member retaliate in any way toward the aggrieved guest in response to the filing of the grievance or the resolution of the grievance.



## STAFF ACKNOWLEDGEMENT

I, \_\_\_\_\_, acknowledge that have received and read the Kitsap Rescue Mission's Standard Operating Procedure Manual. I understand the content of this manual and that it is subject to revision upon the discretion of the Kitsap Rescue Mission Executive Director. I will be notified of any and all revisions. Should I have any questions about the content or procedures outlined in this manual, I will consult with my Supervisor or the KRM Executive Director.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date