

THE ROAD HOME
Security and Resource Center Proposal
September - June 2019

SECURITY 2 24/7 Mens Check-In
 1 24/7 Womens Check-In
 Metal Detectors (including install and shipping)
 Womens
 Midvale
 Miscellaneous Security Expenses

STAFF 1 Shelter Director
 1 Shelter Supervisor
 4 Shelter Staff - Rio Grande
 1 Resident Services Representative
 3 Bathroom Attendants
 10 Case Managers
 3 Shelter Staff - Midvale
 Partner Agency Staff

10 Month Budget		12 Month Budget
The Road Home	Midvale	STH Committee
		\$ 419,328
		\$ 196,560
		\$ 4,440
		\$ 4,440
		\$ 10,000
\$ 88,000		
\$ 59,400		
\$ 110,000		
\$ 44,000		
\$ 75,900		
\$ 363,000		
	\$ 97,500	
\$ 250,000		
\$ 990,300	\$ 97,500	\$ 634,768

EXPENSES Door alarm indicator
 Installed new signage
 Metal Detector at Mens
 Men's Pilot Program
 New exit door system for men's lobby & install
 Re-key of A and Up door locks
 Purchased metal detecting wand for Midvale
 Upgraded Midvale entrance door
 Hired private contract to produce safety assessment at Palmer Court
 Repairs to Palmer Court cameras
 Cut foliage to ensure complete camera views at Palmer Court
 Installed new key code locks on State Street pedestrian gates at Palmer Court
 Installed new door access on all side entrance doors at Palmer Court
 New bike rack for Palmer Court courtyard
 Repair and replace exterior lights
 Installed hydraulic arms on pedestrian gates

\$ 1,000		
\$ 443		
		\$ 4,440
\$ 16,704		
\$ 6,566		
\$ 5,645		
\$ 300		
\$ 2,000		
\$ 2,500		
\$ 2,373		
\$ 2,000		
\$ 1,794		
\$ 9,600		
\$ 716		
\$ 5,763		
\$ 1,787		
\$ 59,191	\$ -	\$ 4,440

Total	\$ 1,049,491	\$ 97,500	\$ 639,208
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The Road Home Ask Amount (80%)	\$ 839,593
The Road Home Midvale Ask Amount (80%)	\$ 78,000
Shelter the Homeless Ask Amount (80%)	\$ 511,367
Total Ask	\$ 1,428,960

The Road Home Safety & Security Plan

Over the last few months, The Road Home has been working diligently with partners and stakeholders to improve safety and security at the Salt Lake Community Shelter and Resource Center (downtown), the Midvale Family Resource Center, and Palmer Court Apartments.

This document reflects the portion of The Road Home's Security Plan for which we are seeking funding to implement.

This plan will result in:

1. A safer facility with increased security officers, staff support and greater law enforcement presence.
2. Staff will be trained, diligent, consistent and vigorous in their work to improve and maintain safety within the building.
3. Greatly improved ability to prevent prohibited items from entering the building and dorm areas.
4. Reconfiguring of space and programming to provide a separated space for individuals who have substance use disorders and have violated shelter expectations as well as a separated space for individuals who are engaged in or seeking treatment and a sobriety supported environment.
5. Consistency in applying all safety and security procedures.
6. Increase in professionalism, support and confidence in TRH shelter staff.
7. An enhanced focus on prevention of rule violations, with a Trauma informed approach.
8. A more informed clientele regarding behavior expectations in the shelter.
9. A more informed stakeholder group including The Road Home Board of Trustees and Shelter the Homeless as well as funders. We will produce a report detailing incidents and measurements of improvement in number and type of violations, effectiveness of the Blue and Green dorms as well as client survey information regarding safety in the building.

See Attachment #1 for the Plan budget.

Salt Lake Community Shelter and Resource Center

We have identified several areas where additional improvements can be made to increase safety and security in the shelter.

Shelter Overnight Entry

- We have supported an increased presence of Utah Highway Patrol (UHP) officers in the men's and women's lobby areas.

- We will implement Guest sign-in books and visitor passes for visitors other than those seeking shelter and client services. Staff, security and law enforcement are not required to sign in. The Road Home staff will wear identifying uniform and/or Name Badge always in the facility. Partners will be asked to wear identifying badges.
- We will re-define shelter advocate roles so that each staff person is specific to either men's or women's shelter. This will allow for a more personalized and trauma informed focus on the specific individuals in that shelter and ensure that staff can offer consistent, individualized support for all shelter guests.
- We will initiate a weekly meeting with representatives from The Road Home, UHP and Kane Security and invite representation from Shelter the Homeless. Review all incident reports and Kane reports from the previous week. The results of these meetings would be reported regularly to the Road Home Board of Trustees and Shelter the Homeless.

See Attachment #2 for the Security Pilot layout

Staffing Changes

- Create and hire for the position of **Security, Staffing & Training Officer**. This new position would oversee security coordination, perform quality checks of security and safety systems, train shelter staff on security and safety procedures and ensure all shifts meet minimum staffing levels. This person will conduct random quality checks for check-in consistency including viewing randomly selected 5-10 minutes of taped check-ins every week. This position would take the lead on reviewing all incident reports and follow-up.
- Create and hire for the position of **Restroom Attendant**. We have identified the restrooms as a particularly challenging location for violations. We propose assigning a staff person (Restroom Safety and Cleanliness Technician) to the men's and women's restrooms full-time. This employee's job description would include maintaining cleanliness of the restrooms and conduct continuous rounds in the restroom areas. Their responsibilities would include reporting any illicit activities to security, while providing greater oversight to help in the prevention of theft, smoking and other negative behavior. The men's shelter has a shower room and a restroom, the women's shelter has two combined restroom areas, for a total of four spaces to cover. Currently, custodial staff cleans these restrooms five times in a 24 hour period. This technician will be able to perform light custodial tasks on a continuous basis in between these cleanings to maintain a higher standard of cleanliness continuously.
- Set **minimum** staffing level for men's entrance at three Road Home staff and two Kane Security. Regular schedule would include four FTE employees during day and swing

shifts to operate the desks and conduct rounds. This minimum level requires that if a scheduled staff person calls off or doesn't show, the supervisor must find a replacement through on-call, overtime, temporary hire or other means.

- Set **minimum** staffing level for women's entrance to two Road Home staff and one Kane Security. Regular schedule will call for three Road Home staff and one Kane Security.
- Set **minimum** staffing level at 200 South/Rio Grande entrance at two Road Home staff and/or combination of staff, volunteers and DWS support from 7 am to 7pm.
- Each entrance will have Guest sign-in books and visitor passes for visitors other than those seeking shelter and client services. Staff, security and law enforcement are not required to sign in. The Road Home staff will wear identifying uniform and/or Name Badge at all times in the facility. Partners will be asked to wear identifying badges.
- These levels are specific to coverage at the entrances only. Other staff members will factor in to a total staff to resident ratio, which will be in compliance with any State licensing requirements which may be implemented in the foreseeable future.
- **Professionalism:** We propose purchasing professional shirts for all shelter staff. Our shelter desk staff members need to exemplify professionalism and a welcoming atmosphere. Our staff needs to serve as secure gatekeepers into the building, while providing services that take into account the severe distress of the people whom we are serving. Our staff must also help our guests to understand that we are committed to helping them to move out of shelter and into housing. Our team members will wear shirts that identify them as working for The Road Home. This will also help our guests, security, and law enforcement more easily recognize Road Home personnel.

Changes to Dorm Structure

We propose designating a *Blue Dorm* for individuals who violate Shelter Expectations and a *Green Dorm* for individuals who are enrolled or seeking treatment for substance use disorders. We will need to provide services including case management and partner treatment and assessment providers onsite. These services will be focused on harm reduction and assessments in the Blue Dorm and assessments sobriety and treatment support in the Green Dorm.

Men: We will initially designate dorm #6 (20 bed capacity) as the Blue Dorm and re-purpose one of our current long-term dorms (16 bed capacity) as the Green Dorm and will adjust based on numbers.

1. Designate certain dorm(s) for staff to assign shelter guests based on their behavior.

2. Revise the staff Procedure for Violation of Expectations to indicate that people found with illegal substances or paraphernalia will be exited for a period of time based on the degree of violation and assigned to the Blue Dorm for future stays.
3. Revise the intake and referral process to take referrals for the Green Dorm from partner agencies and self-referrals, with completed assessments, for individuals who are enrolled or eligible and seeking day treatment or residential treatment.
4. Partner with a behavioral health organization (First Step House for unaccompanied men, Volunteers of America, Utah for unaccompanied women) to have full-time staff on-site to conduct assessments and provide crisis counseling to individuals in the blue and green dorm(s). We have reviewed this plan and have the support of First Step House and Volunteers of America, Utah.

See Attachment 3 for Blue and Green Dorm Summary.

Data Collection and Reporting

The following security data will be collected and summarized (by the new supervisor) in a weekly report to TRH management and a monthly report to The Road Home Board of Trustees and Shelter the Homeless.

- Tracking the number of dorm walkthroughs with goal of every 15 minutes
- Tracking the number of (1) drug (2) weapon related and (3) threats and abusive behavior incidents and sort them into levels of concern – yellow, orange and red
- Number of individuals exited and length of exit
- Baseline and performance goals regarding number and type of incidents and reductions in incidents.
- Effectiveness of the Blue and Green dorms. Tracking number of referrals into the dorms, number of incidents and referrals for assessments and treatment. Track Medicaid enrolled clients and new enrollments.
- Evaluate data collected from client experience/satisfaction input and focus groups.
- Other data will be included as we progress.

See Attachment 4 for Monthly Reporting Template

Midvale Family Resource Center

In addition to the security improvements already implemented, we are proposing:

- Installing camera and intercom with push button opening capability at the parking lot entrance gate. We would put the gate down from dusk to dawn and open for staff and residents or authorized visitors/volunteers only.
- Hiring 3 shelter advocates to assist in the management of the walk-through metal detector during day and swing shifts.

- Seeking onsite partnership for assessments and referral from a treatment provider such as Cornerstone Counseling Center or Odyssey House.

Palmer Court

We have made multiple improvements to Palmer Court security. We may recommend additional security priorities and costs at the completion and review of the recommendations from our professional Security Review.

Actions Already Taken and/or Underway

All Three Facilities:

- Posted anonymous tip line flyers in all three facilities to encourage everyone to report suspected use or any other suspected illegal activities.
- Developed a comprehensive rounding checklist for each of the three facilities, which includes team members signing and initialing the checklist of specific procedures to be performed during rounds. Rounding data will be included as a key performance indicator.
- Working in conjunction with the State of Utah Department of Workforce Services, Department of Public Safety, Shelter the Homeless, and private security, The Road Home has produced a Safety and Security plan and we are working with Shelter the Homeless to seek resources needed for full implementation. The proposal includes the addition of private security to supplement the team of the two security officers who are currently working in the downtown shelter. The additional officers would help with the operation of the metal detectors and oversee The Road Home staff bag checks on an ongoing basis through June 2019.

Salt Lake Community Shelter:

- Developed and implemented the Expectation Protocol.
- All door alarms have been checked and repaired, and door checks are now incorporated into regular building rounds.
- Re-keyed all building entrances and hallways to improve building security.
- Completed the initial re-structuring of the shelter staff and separated the supervision of the shelter desk staff and the shelter maintenance and cleaning staff into two positions. Hired a new Shelter Director to manage the desk and services teams for the men's and women's shelters.
- Implemented our revised procedure for oversight of the bag search and check-in process. Installed an additional security camera to provide more thorough monitoring of activity at the men's bag check and metal detection area.
- Re-trained all staff on bag search procedures and provided corrective action to staff members who did not consistently follow procedures.

- Installed new signage regarding Guest Expectations and Prohibited Items outside the building entrances and in the lobbies.
- Installed walk through metal detector purchased by Shelter the Homeless and began using it on July 11, 2018.
- Conducted a two-week pilot project to test the efficacy of the check-in process portion of our proposed security plan and refine this processes to implement the best process possible.
- Worked with an architect to design a new exit door system for the men's shelter lobby. The new door system is on order and will be installed in August 2018. This new system creates a better barrier to prevent any unauthorized entry or exchanges of non-checked goods that may occur as a result of the current men's lobby design.

Midvale Family Resource Center:

- Developed and implemented the Expectation Protocol.
- Purchased metal detecting wands for use when necessary during safety check at the Midvale facility.
- In addition to searching all belongings of guests who have been identified as bringing in prohibited items, we have implemented weekly random searches of one or more guests who have past violations.
- Implemented a wand and bag search for individuals who enter after curfew or have suspicious behaviors. An example might include a person exhibiting behavioral changes that accompany frequent coming in and going out of the shelter continuously.
- We are upgrading our entrance door, giving staff the ability to lock and buzz in guests when needed in order to have a more controlled entrance. This project is expected to be completed in early August 2018.
- Implemented a frequent walk through of the guest dorm area with the Unified Police Department and/or Department of Public Safety drug sniffing dog(s).
- Met with the Unified Police Department Midvale Division on May 30, 2018 to review our safety and security procedures and discuss the use of a walk through metal detector for Midvale. We have incorporated Unified Police Department Midvale Division's input into our revised procedures.

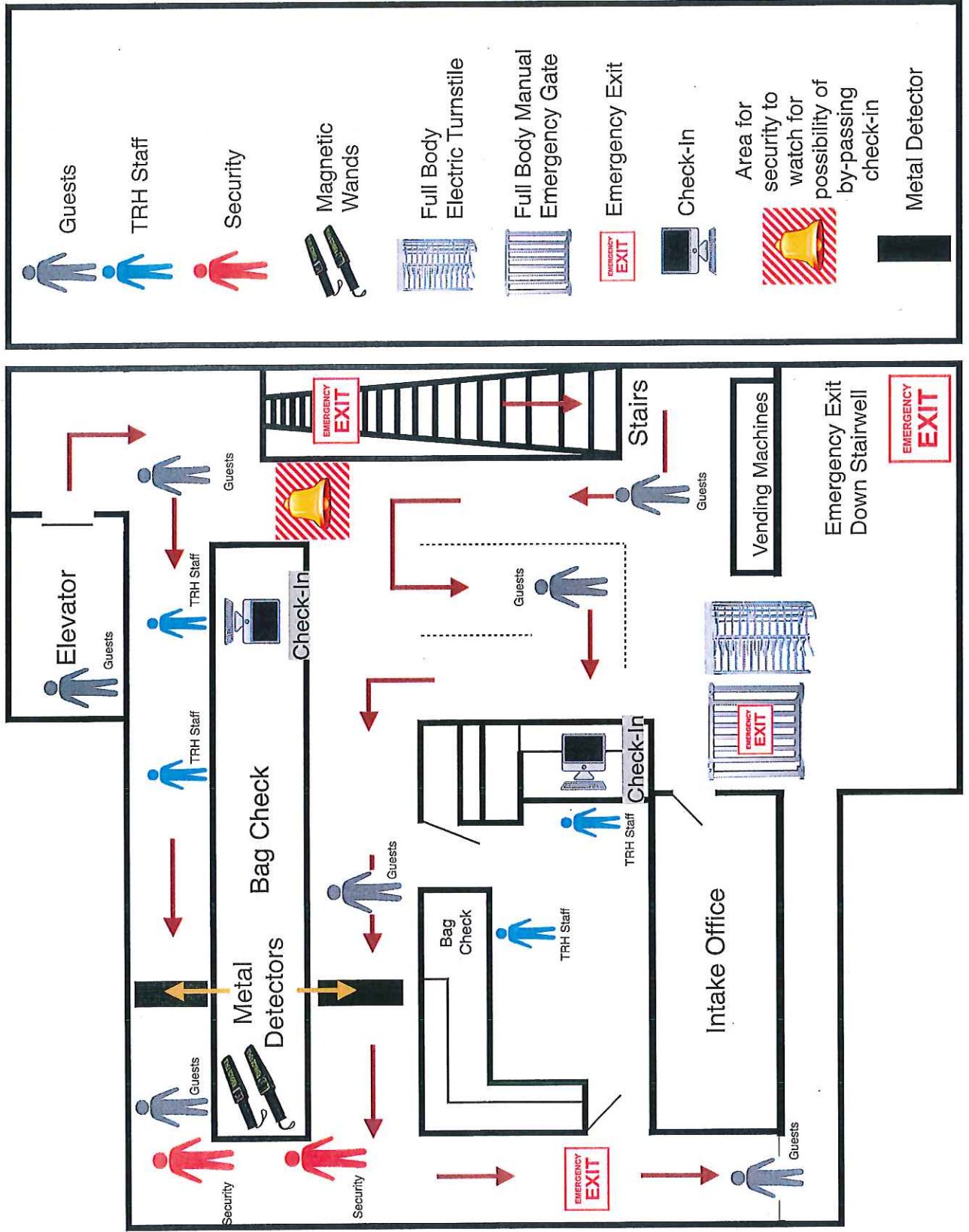
Palmer Court:

- Hired a private contractor to produce a safety assessment of Palmer Court. The assessment will help us identify areas that could be addressed to provide greater safety and security, and we expect to have the assessment and recommendations in early August 2018.
- Revised House Rules and Drug and Alcohol addendum to the lease to reflect current Housing First best practices.
- Developed and implemented the Expectation Protocol with staff instruction for follow-up on violations at Palmer Court.
- Consulted with counsel and revised Companion/Comfort Animal procedure and agreement and Service Animal procedure and agreement.
- Conducted updated analysis of tenants with rent debt. Continue to implement the Rent Collection process for those with back rent.
- Obtained bid on new door system to control access between family (West) and individual (East) side of the building.
- Checked and made any necessary repairs to all cameras. Cut back foliage to ensure complete camera views. Incorporated camera checks into our daily building rounds.
- Cleaned out and removed 5 storage pods located on the east side of the building to allow for better view of the property.
- Installed new key code lock on State Street pedestrian gates.
- Repaired exterior lights around the property.
- Installed new door access on all the side entrance doors. We replaced our card access system for our six exterior side doors on the north and south side of the property. This involved running wiring from all the doors to the new switch controls located in the hallways and communication room. This replaces the wireless system that we had previously. The system runs exactly the same as our other system as far as how the Resident Advocates let people in the side doors with the intercom system and how the computer software works. This change will improve reliability of the side door to control access to the facility.
- Met with the "Powerful Moms Who Care" group. This is a group of women living in Palmer Court who are working with Crossroads Urban Center and learning to become effective advocates. Our team works with this group to learn their safety concerns and how we can work together to address them. We have reviewed their

written list of concerns and recommendations and sent them a written response. We asked to attend an upcoming meeting to explore potential solutions.

- Installed new bike rack in a safe area within the courtyard.

THE ROAD HOME: SALT LAKE COMMUNITY SHELTER CHECK-IN PROTOCOL FOR PEAK TIME MEN'S LOBBY



The Road Home Security and Resource Center Proposal Blue and Green Dorm Summary

The Blue and Green dorms serve as a way for shelter guests displaying a higher level of need due to substance use, behavioral issues, mental health concerns, or other observed or reported barriers to access specialized services. Guests that exhibit behavior violating our Guest Expectations will be prioritized for a bed in the Blue dorm, where they will have access to on-site supportive staff specializing in substance use and mental health. Guests that express an interest for or are currently enrolled in a substance use treatment program will be prioritized for a bed in the Green dorm, where an on-site substance use counselor will offer ongoing support in connecting guests to off-site treatment programs.

The Road Home Salt Lake Community Shelter staff members will manage the day-to-day operations for both dorms. Our plan is to partner with a behavioral health agency to engage in additional and targeted onsite behavioral health services. The Road Home is committed to working with law enforcement regarding all incidents of violent and criminal behavior.

Blue Dorm

Bed Placement Process

Placement in the Blue Dorm will be based on a guest's continued violation of the Shelter Expectations according to the Security and Incident Response Grid. Working together with the Security, Staffing, & Training Officer, Guest Advocate Team Leads will monitor Incident Reports, track violations, and place guests that continually violate expectations into the Blue Dorm according to the following criteria:

Immediate placement into Blue Dorm following any exit served:

- Drug use or possession in the building
- Assault on staff or guest

Placement into Blue Dorm following multiple incidents:

- Threats towards staff or guests
- Smoking tobacco in shelter
- Destruction of property
- Theft

Other exceptions may be made to prioritize guests for a bed in the Blue Dorm by the Shelter Director, Shelter Supervisors, and Guest Advocate Team Leads based on the severity of the guest's needs.

The initial bed assigned to the guest will remain the same for the length of time spent in the Blue Dorm.

Dorm Expectations

If placed in a bed in the Blue Dorm, that will be the only bed option for the guest at that time. The guest has the right to refuse the bed and seek shelter elsewhere. Guests staying in the Blue Dorm will be expected to follow all normal Shelter Expectations, including keeping bed areas clean and organized. No guest will be required to meet with a case manager, counselor, or therapist in order to access shelter, but supportive staff specializing in substance use and behavioral health will be present daily to assertively engage with and offer services to guests.

Length of Stay

Bed placements will be for the amount of time that corresponds with the length of exit the guest received following the rule violation. For a violation that resulted in a 30 day exit from shelter, the guest will then be placed in the Blue Dorm for a period of 30 days upon their return to shelter. In situations where a guest is caught using in shelter but the guest is willing to or interested in entering a treatment program, the length of exit will be left to the Supervisor's discretion and the guest will be transferred into the Green Dorm based upon bed availability.

Dorm Exit Process

Each length of stay in the Blue Dorm will match the length of exit that the guest served prior to Blue Dorm placement. Throughout the guest's time in the Blue Dorm, the guest will be reminded of their exit date from the dorm and will be encouraged to engage with the on-site supports assigned to the Blue and Green Dorms. If the guest is willing to engage in treatment, they will be transferred to a bed in the Green Dorm. If the guest is unwilling to engage in treatment, they will be transferred to a nightly bed upon completion of their stay in the Blue Dorm.

Repeat Placements in Dorm

Guests that are repeatedly placed into the Blue Dorm will be targeted by the appropriate supportive staff (substance use counselors for those using/possessing in shelter; behavioral health counselors for behavioral issues) and continually encouraged to engage in services. No guest will be required to engage in treatment to access shelter despite repeated placements in the Blue Dorm, but supportive staff will engage with guests that continue to return to the dorm more frequently.

Green Dorm

Bed Placement Process

Placement in the Green Dorm will be based on:

- Referral from the on-site Substance Use Counselor
- Referral from an off-site substance use program/provider
- Self-referral from a guest who expresses interest in entering a substance use treatment program

Referral Process

Outside providers that have a client interested in the Green Dorm can make a referral to the on-site Substance Use counselor or directly to the Salt Lake Community Shelter Intake Team. Based on availability, the guest will either be assigned a bed immediately or placed on a waitlist for the next available bed. We will adjust the dorm capacity as needed, within the confines of the existing building occupancy standards.

Guests who come to staff expressing an interest in substance use treatment will be placed in the Green Dorm based on availability and referred to meet with the on-site Substance Use Counselor, who will then determine program eligibility and connect the guest to the appropriate community resource.

Dorm Expectations

If placed in a bed in the Green Dorm, the guest will have the same bed for the length of their stay in the dorm. The guest has the right to refuse the bed and seek shelter elsewhere or in a nightly bed at any point in their stay. Guests staying in the Green Dorm will be expected to follow all normal Shelter Expectations, including keeping bed areas clean and organized. Guests enrolled in a treatment program will be expected to uphold all requirements of the program in order to maintain their placement in the Green Dorm. Guests not enrolled in a treatment program but expressing interest in treatment will be expected to meet with the on-site Substance Use Counselor to determine appropriate program placement in the community.

Length of Stay

Length of stay will be contingent on the guest complying with the requirements of the treatment program and demonstrating progress towards housing. For those already engaged in a treatment program, placement will be for an initial period of 30 days, with extensions based on program compliance. For those not yet engaged in a treatment program, the initial placement will be for 7 days to allow the guest ample time to meet with the on-site Substance Use Counselor.

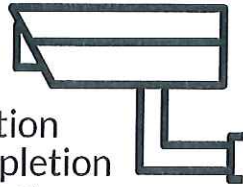
Dorm Exit Process

Guests will be expected to uphold all Shelter Expectations while in the Green Dorm and may be exited from the dorm based on violations of the Expectations. Guests may also be exited from the dorm if not complying with the requirements of their treatment program; the on-site Substance Use Counselor and Intake Team will communicate with off-site treatment personnel to facilitate these exits. Guests exited for noncompliance with a treatment program will still

have access to a nightly bed and can meet with the Substance Use Counselor to discuss placement back in the Green Dorm.

May 2018 Critical Incidents Report - Draft

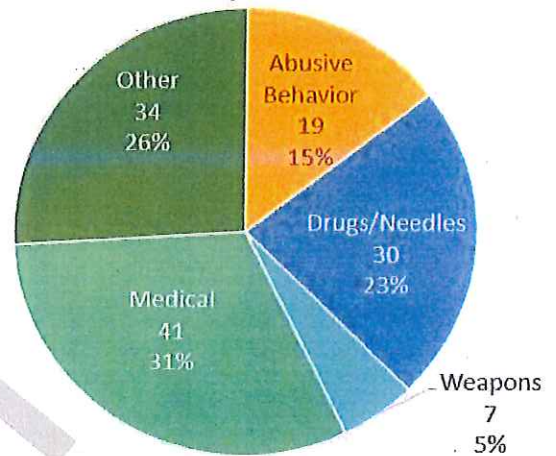
Rounds Tracking - May



Men's Shelter - 92% Completion
 Women's Shelter - 97% Completion
 Housing Desk - 102% Completion
 Overall Shelter - 97% Completion

Critical Incidents

May 2018



Blue/Green Dorm



- Total Guests in Month
 24 - Guests Engaged with Case Management

Medicaid

5 - Total Guests with Medicaid
 14 - Total Guests in Medicaid Application Process
 3 - Total Guests Newly Approved for Medicaid this Month

Other Key Numbers

XX
 Calls to Police

XX
 Mike and Ike Rounds

XX
 Other Stats TBD

Banned List



103 - Total Guests on List
 78 - New Guests Added to List
 66 - Number of those Resolved Through Staff Coordination

Descriptive text for whatever we want to put her for our programs.....

