

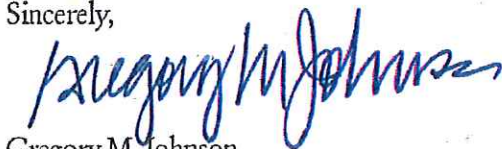
July 31, 2018

Office of the Legislative Fiscal Analyst
House Building, Suite W310
Salt Lake City, Utah 84114

Dear Office of the Legislative Fiscal Analyst:

On behalf of The Road Home's Board of Trustees, please find attached our written report on the status of all recommendations from the Office of the Legislative Auditor General's report, *A Limited Review of Three Facilities Operated by The Road Home*, as requested by the Chairs of the Social Services Appropriations Subcommittee of the Utah State Legislature.

Sincerely,



Gregory M. Johnson
The Road Home Board of Trustees, President-Elect

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Report to the Office of the Legislative Fiscal Analyst

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Report to the Legislative Fiscal Analyst
On the Status of Recommendations from the Legislative Auditor General's
A Limited Review of the Three Facilities Operated by The Road Home
August 1, 2018

On June 23, 2018, the Board of Trustees of The Road Home voted to approve a new process for its adoption of agency policies that guide procedures that staff members follow in each of the agency's programs. The Board also voted to approve a new safety and security plan, and a pilot safety project and voted in a new member of the Board who has experience of homelessness.

Status of the three recommendations provided by the auditors:

1. *We recommend that the Board of Trustees for The Road Home and the Board of Trustees for Shelter the Homeless consider what standards of conduct will be required of those residing in their facilities and how to enforce those standards.*

The Road Home has revised its Guest Expectations in emergency shelter and its House Rules in permanent supportive housing. We have developed Expectation Protocol Matrices for the Salt Lake Community Shelter, the Midvale Family Resource Center, and Permanent Supportive Housing (including Palmer Court). The Expectation Protocol Matrices outline behavior violations and staff responses. Copies of the Expectation Protocol Matrices and Palmer Court House Rules are attached. The Road Home will utilize these documents to ensure standards of conduct and enforcement in each of the facilities that it operates in conjunction with Shelter the Homeless.

The Road Home Board has re-affirmed Low-Barrier Shelter and Housing First as guiding principles of the agency that remove barriers to entry, adopt client-centered service methods, and help families and individuals move quickly into permanent housing. A copy of The Road Home's Guiding Principles are attached.

Low barrier access can and must include important expectations of guests and staff members in order to provide for a safe facility. Our shelters serve as the last best alternative for people who would be otherwise forced to stay outside. Our organization must maintain our standard of helping people into shelter, not screening people out of shelter. When helping people to secure access into shelter, our agency is helping people to gain access to services and begin their journey out of homelessness. By imposing exclusionary policies and procedures, our agency and our community are compromising people's personal safety, health, and wellbeing. Our commitment to helping people gain access into our facilities should not come at the expense of others' personal safety. There are situations when a person is violent that would preclude their ability to stay in one of our facilities. In those cases, our

team will work with security and law enforcement to address the needs of an individual who is behaving in a manner which jeopardizes the safety of others.

The Road Home has prepared standards of conduct and enforcement in each of the facilities that it operates in conjunction with Shelter the Homeless. We have selected members of our board to work on the committee and our Board President reached out to Shelter the Homeless with the goal of establishing working dialogue that results in ongoing policy oversight.

2. *We recommend that the Board of Trustees of The Road Home and its management adopt written policies and procedures for the intake process and ensure all staff follow them.*

The Board of The Road Home has adopted written procedures for the check-in process which include a thorough and consistent bag search, posting new signage, and adopting the Expectation Protocol Matrices which outline actions that staff will take to address guests who are not following expectations such as those found with prohibited items.

Procedures adopted regarding the intake/check-in process are attached in Attachment B and include:

- Bag Search Procedure
- Staff Training and Oversight Procedure
- Barred Guest Procedure

These procedures are written considering our current resources and will be amended as needed if we are successful in obtaining additional funding for full implementation of our Safety and Security Plan.

From July 11 to July 25, 2018, The Road Home, in collaboration with Shelter the Homeless, the Department of Public Safety and the Department of Workforce Services, operated a two-week pilot of the check-in process in the men's shelter to test out that portion of our new Safety and Security Plan. Through resources raised by The Road Home and Shelter the Homeless, we installed a walk-through metal detector and hired two additional Kane Security officers to staff the detector 24 hours a day, 7 days a week. The Road Home staff checked the men in, assigned beds and completed the bag search. The men then emptied their pockets, walked through the metal detector and, if indicated, Kane officers followed up with a wand search.

During the pilot, we saw 26 instances of prohibited items found during the check-in process and 6 instances of prohibited items found in the men's dormitory. We also tracked and analyzed the number of men seeking shelter each night to see if there were changes as a result of the higher security. We saw numbers that were

consistent with normal variation for this time of year. A full report of the pilot is attached.

The Road Home with input from its partners, including Shelter the Homeless, the Department of Workforce Services, and the Department of Public Safety, implemented a number of safety improvements listed in this document, as well as developed a comprehensive safety plan that will need additional resources to implement.

As part of the proposed plan, The Road Home would create spaces within the current facility to separate and provide additional support to (1) individuals who have had multiple substance use related violations and (2) individuals who are engaged in treatment or actively seeking treatment and sobriety support. We recognize that this plan is based on current available options in our system and that the community is addressing the question of how and where to provide resources to those who are turned away from shelter in the future. The Road Home is engaged in these discussions and if funded, would use information from our new program to inform the services in the new Resource Centers in Salt Lake County.

Full implementation of our proposed plan would allow our community to provide options for those who would otherwise be turned away from shelter. On June 23, 2018, The Road Home Board voted to approve a new 12-month process to review and approve all agency policies.

3. *We recommend that the Board of Trustees of The Road Home and its management team define the expectations that they have of residents and staff, adopt clear written policies, and ensure all policies are followed by staff. Policies might include the following:*
 - a. *Standards of cleanliness at Palmer Court Apartments*
 - b. *Conditions that must be met to qualify for a companion animal and the number of companion animals allowed*
 - c. *Measures to be taken when residents are found to be using drugs, selling drugs, or otherwise abusing controlled substances*
 - d. *The response when residents at Palmer Court fail to pay their rent*

The Road Home Board and its management team have revised and approved the Guest Expectations in shelter, the House Rules at Palmer Court, and Expectation Protocols for (1) the Salt Lake Community Shelter, (2) the Midvale Family Resource Center and (3) Permanent Supportive Housing including Palmer Court.
(Attachments – see page 1)

- a. Palmer Court Management maintains a standard of cleanliness throughout the entire complex, including the grounds, the common areas, and each apartment. In order to maintain this standard, Palmer Court property management inspects all

units four times annually. Units that fail inspection are placed on a monthly inspection plan until they meet acceptable cleanliness conditions. The property management and case management teams work with individuals whose disabilities affect their ability to keep their apartment clean by providing assistance with cleaning, contracting with outside cleaners and working with partner agencies. The Board of Trustees will review data and outcomes on a monthly basis. A copy of Palmer Court's Apartment Inspections Procedure and 1 bedroom inspection checklist are attached.

We will measure maintenance of cleanliness standards by tracking the following:

- Number of units passing quarterly inspections
- Number of units passing re-inspection (within 30 days)
- Number of units inspected three times a quarter

b. Our property management team has consulted with legal counsel and ensured that our processes and procedures for service and companion animals are in compliance with the Americans with Disabilities Act and Section 504 of the Fair Housing Act of 1973. Copies of Palmer Court's assistance animal procedure and agreement are attached.

The Road Home will ensure compliance with state and federal laws regarding assistance animals by tracking the following:

- Number of assistance animal agreements signed initially and then monthly
- Number of assistance animals at Palmer Court
- Number of written violations to residents/assistance animal owners

c. We have reviewed and updated Palmer Court documents related to use and selling of illegal substances. Tenants will be given a copy of the revised House Rules and provided with a 30 day notice of changes; the rules will go into effect by the end of August 2018. The updated documents include House Rules, Drug and Alcohol Use Addendum to the Lease Agreement, Substance Use and Suspected Substance Dealing Protocol and Palmer Court-Permanent Supportive Housing Security/Incident Protocol Matrix. A copy of the Drug and Alcohol Use Addendum to the Lease Agreement is attached.

Management will track measures taken in response to substance use by measuring the following:

- Number of disruptive substance use behaviors that result in a substantial lease violation
- Number of behavior contracts issued by case management/property management
- Number of 3-day to comply with lease or vacate notices
- Number of lease terminations due to substance use related issues

The Road Home is committed to keeping drug dealing out of Palmer Court. Management will work proactively in concert with law enforcement to immediately identify any suspected drug dealing. Management will fully support law enforcement in its efforts to apprehend anyone attempting to distribute illegal substances on our property and will track the following:

- Number of police calls/notifications of reported substance dealing
 - Number of lease violations and terminations for substance dealing
- d. The Road Home will ensure that it upholds its responsibility to meet the revenue goals in its annual budget through collecting rents in a manner that maintains a standard of no greater than the annual budgeted rent loss. Staff will work diligently with tenants to overcome any personal barriers that limit their ability to meet their rent obligations and will provide opportunities for tenants in arrears to make up for their shortfalls in order to avoid eviction.

Members of the Board of Trustees have reviewed our documentation regarding response protocol when tenants are behind on rent payments. Applicable documents are attached. Information on past due rents will be included in a monthly report to the Board.

We will track rental revenue at Palmer Court by reporting each month:

- Number of statements issued for failure to pay rent
- Number of residents who pay rent on time
- Number of residents who qualify and participate in rent collection and forgiveness program
- Number of 3-day pay or vacate notices and lease terminations for failure to pay rent

These measures will show improvements in unit cleanliness, arrangements for assistance animals, detection and resolution of substance use, eradication of substance dealing violations, and rent collection.

The Board of Trustees will regularly review a dashboard of key performance indicators to monitor staff compliance with stated procedures and protocols.

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.



Salt Lake Community Shelter and Resource Center

EXPECTATION PROTOCOLS

Purpose: In order to properly classify and respond to incidents occurring within our shelter facilities, the following standards have been set to guide decision making and response by facility staff.

***Supervisor and Situational Discretion:** Supervisors are expected to exercise discretion in handling each situation based on the severity of the issue(s) and circumstances involved. Depending on the seriousness of the issue(s), steps can be repeated or omitted if the facts of the situation warrant it; there may be situations where a guest is exited or barred from a facility without progressing through the steps outlined here. Supervisors are encouraged to work with Case Managers and Human Resources to determine the proper process and response or grievance when applicable. Severe weather conditions may also result in amended responses to ensure undue harm to guests is not inflicted.

Category of Violation	Examples (Not All Inclusive)	Response
Violation A: <ul style="list-style-type: none"> Minor, non-violent rule violation No police call or arrests made No imminent danger present Potentially overturned immediately by supervisors based on severity 	<ul style="list-style-type: none"> Possession of alcohol (Expectation #2 – upholding federal/state laws) Unable to complete Activities of Daily Living (Expectation #3 – maintain personal hygiene) Accessing unauthorized area of shelter (Expectation #4 – threatening behavior towards others) Vandalism (Expectation #4 – threatening behavior towards the facility) Abusive language or behavior (non-threatening) (Expectation #4 – threatening behavior towards others) 	<p>First Violation:</p> <ul style="list-style-type: none"> Loss of bed for night Or, no entry before 10 PM if warranted Meeting with supervisor <p>Second Violation:</p> <ul style="list-style-type: none"> Up to five day exit <p>Third and Subsequent Violations:</p> <ul style="list-style-type: none"> Up to 30 day exit Behavior Contract
Violation B: <ul style="list-style-type: none"> Severe, non-violent rule violation Possible call to police for arrest May result in bar from facility Requires review by supervisor before re-entry to facility 	<ul style="list-style-type: none"> Smoking in the building (Expectation #2 – upholding federal/state laws) Possession of drug paraphernalia (Expectation #2 – upholding federal/state laws) Possession of drugs (personal use) (Expectation #2 – upholding federal/state laws) Destruction of property (Expectation #2 – upholding federal/state laws) Possession of other weapon (Expectation #4 – threatening behavior towards others) Threats against staff (Expectation #4 – threatening behavior towards others) Stealing (Expectation #4 – threatening behavior towards others) 	<p>First Violation:</p> <ul style="list-style-type: none"> 30 day exit <p>Second Violation:</p> <ul style="list-style-type: none"> 90 day exit <p>Third and Subsequent Violations:</p> <ul style="list-style-type: none"> 90 day exit Behavior Contract
Violation C: <ul style="list-style-type: none"> Severe, violent rule violation Required call to police for arrest Immediate bar from facility Requires review by supervisor before re-entry to facility 	<ul style="list-style-type: none"> Possession of drugs (intent to distribute, determined by police) (Expectation #2 – upholding federal/state laws) Possession of firearm (Expectation #4 – threatening behavior towards others) Assault on other guest (Expectation #4 – threatening behavior towards others) Assault on staff (Expectation #4 – threatening behavior towards others) Use of weapon (Expectation #4 – threatening behavior towards others) 	<p>First Violation:</p> <ul style="list-style-type: none"> Immediate exit from shelter, 1 year duration Trespassed from facility/agency Police call <p>Second Violation:</p> <ul style="list-style-type: none"> Open ended exit from facility/agency until reviewed by Executive Director Trespassed from facility Police call



Midvale Family Resource Center EXPECTATION PROTOCOLS

Purpose: In order to properly classify and respond to incidents occurring within our shelter facilities, the following standards have been set to guide decision making and response by facility staff.

***Supervisor and Situational Discretion:** Supervisors are expected to exercise discretion in handling each situation based on the severity of the issue(s) and circumstances involved. Depending on the seriousness of the issue(s), steps can be repeated or omitted if the facts of the situation warrant it; there may be situations where a guest is exited or barred from a facility without progressing through the steps outlined here. Supervisors are encouraged to work with Case Managers and Human Resources to determine the proper process and response or grievance when applicable. Severe weather conditions may also result in amended responses to ensure undue harm to guests is not inflicted.

Category of Violation	Examples (Not All Inclusive)	Response
Violation A: <ul style="list-style-type: none"> Minor, non-violent rule violation No police call or arrests made No imminent danger present Potentially overturned immediately by supervisors based on severity 	<ul style="list-style-type: none"> Possession of alcohol (Expectation #4 – ensuring safety) Unable to complete Activities of Daily Living (Expectation #3 – maintaining good personal hygiene) Accessing unauthorized area of shelter (Expectation #4 – ensuring safety) Vandalism (Expectation #4 – threatening behavior towards the facility) Abusive language or behavior (non-violent) (Expectation #4 – threatening behavior towards others) Child left unattended by adult in shelter (Expectation #2 – upholding federal/state laws) 	<p>First Violation:</p> <ul style="list-style-type: none"> Loss of bed for night for individuals in 2-parent families Meeting with supervisor, director, or shift lead Day-time building exits for single parents with Children DCFS call in cases of child endangerment <p>Second Violation:</p> <ul style="list-style-type: none"> Up to five day exit for individuals in 2-parent families Day-time building exits for single parents with Children DCFS call in cases of child endangerment <p>Third and Subsequent Violations:</p> <ul style="list-style-type: none"> Up to 30 day exit for individuals in 2-parent families Day-time building exits for single parents with children Behavior Contract DCFS call in cases of child endangerment
Violation B: <ul style="list-style-type: none"> Severe, non-violent rule violation Possible call to police for arrest May result in bar from facility Requires review by supervisor before re-entry to facility 	<ul style="list-style-type: none"> Smoking in the building (Expectation #2 – upholding federal/state laws) Possession of drug paraphernalia (Expectation #2 – upholding federal/state laws) Possession of drugs (personal use) (Expectation #2 – upholding federal/state laws) Destruction of property (Expectation #2 – upholding federal/state laws) Possession of other weapon (Expectation #4 – threatening behavior towards others) Threats against staff (Expectation #4 – threatening behavior towards others) Stealing (Expectation #4 – threatening behavior towards others) 	<p>First Violation:</p> <ul style="list-style-type: none"> 30 day exit for individuals in 2-parent families Day-time building exits for single parents with Children DCFS call in cases of child endangerment <p>Second Violation:</p> <ul style="list-style-type: none"> 90 day exit for individuals in 2-parent families Day-time building exits for single parents with Children

Midvale Family Resource Center EXPECTATION PROTOCOLS



<p>Violation C:</p> <ul style="list-style-type: none"> • Severe, violent rule violation • Required call to police for arrest • Immediate bar from facility • Requires review by supervisor before re-entry to facility 		<p>children</p> <p>Third and Subsequent Violations:</p> <ul style="list-style-type: none"> • 90 day exit for individuals in 2-parent families • Behavior Contract • Day-time building exits for single parents with children
	<ul style="list-style-type: none"> • Possession of drugs (intent to distribute, determined by police) (Expectation #2 – upholding federal/state laws AND Expectation #4 – threatening behavior towards others) • Possession of firearm (Expectation #2 – upholding federal/state laws AND Expectation #4 – threatening behavior towards others) • Assault on other guest (Expectation #2 – upholding federal/state laws AND Expectation #4 – threatening behavior towards others) • Assault on staff (Expectation #2 – upholding federal/state laws AND Expectation #4 – threatening behavior towards others) • Use of weapon (Expectation #2 – upholding federal/state laws AND Expectation #4 – threatening behavior towards others) 	<p>First Violation:</p> <ul style="list-style-type: none"> • Immediate exit from shelter, 1 year duration • Trespassed from facility/agency • Police call • DCFS call <p>Second Violation:</p> <ul style="list-style-type: none"> • Open ended exit from facility/agency until reviewed by Executive Director • Trespassed from facility • Police call • DCFS call



Palmer Court – Permanent Supportive Housing EXPECTATION PROTOCOLS

Purpose: In order to properly classify and respond to incidents occurring within our housing facilities, the following standards have been set to guide decision-making and response by facility staff.

Lease and House Rules: All residents sign a lease agreement and House Rules prior to moving in to Palmer Court. These documents outline expected behaviors and behaviors or acts that could result in violations or termination of the lease. Any exceptions will be handled on a case by case basis and in consultation with Property Management and Case Management teams.

***Supervisor and Situational Discretion:** Supervisors are expected to exercise discretion in handling each situation based on the severity of the issue(s) and circumstances involved. Depending on the seriousness of the issue(s), steps can be repeated or omitted if the facts of the situation warrant it; there may be situations where a resident is terminated from the facility without progressing through the steps outlined here. Supervisors are encouraged to work with Case Managers and Human Resources to determine the proper process and response or grievance when applicable. Some conditions may also result in amended responses to ensure undue harm is not inflicted upon residents.

Category of Violation	Examples (Not All Inclusive)	Response
<p>A) Minor Lease Violation:</p> <ul style="list-style-type: none"> • Minor house rule violation • No police call or arrests made • No imminent danger present • Potentially overturned immediately by supervisors based on severity and/or a behavioral contract 	<ul style="list-style-type: none"> • Damage to property • Disturbing or harassing other tenants • Interference with any right, comfort, or convenience of residents or employees • Excessive noise from your apartment • Failure to maintain individual leased space in a clean and sanitary condition • Allowing use of common facilities by nonresident without management consent or presence of approved household member • Installation of appliance (stove, refrigerator, air conditioner, washing machine, locks, etc.) without written consent of Management • Allowing a guest on property without required permission • Failure to allow Landlord or Landlord's Agent to enter the premises • Failure to observe quiet hours • Failure to obey parking regulations at property • Alteration and/or addition to property not authorized by management in writing • Loitering in hallways or common areas • Improper disposal of garbage, trash or other obstructions • Smoking in the building • Poor behavior related to excessive alcohol use • Aggressive or abusive behavior against other residents, staff, guests, etc. 	<ul style="list-style-type: none"> • Property Management and Case Management teams will meet to discuss the violation. Case Management team may follow up with the resident to problem solve the issue. • The individual may be issued a verbal or written warning, depending on severity • Behavioral Health supports may be offered • Four minor lease violations in 12 months may result in lease termination



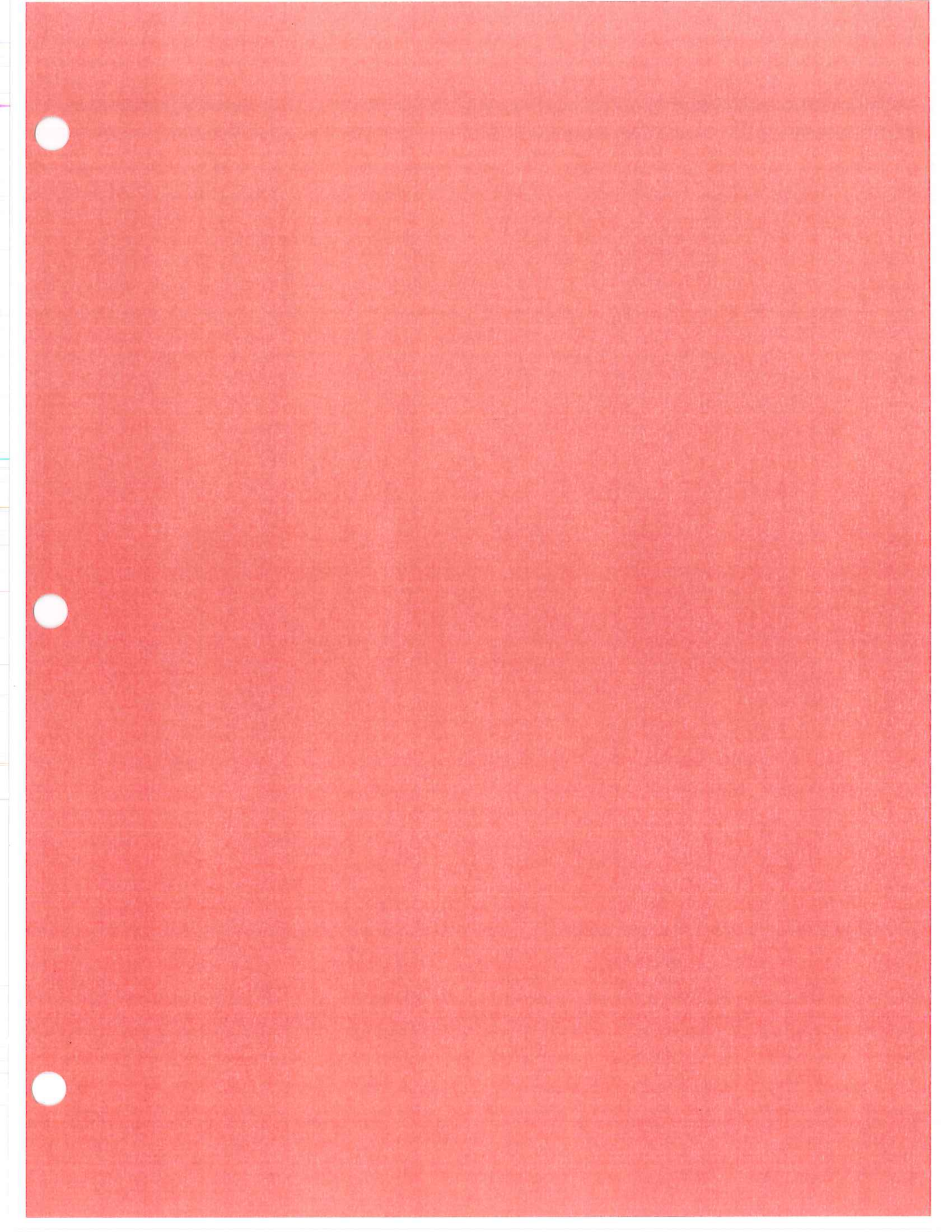
Palmer Court – Permanent Supportive Housing EXPECTATION PROTOCOLS

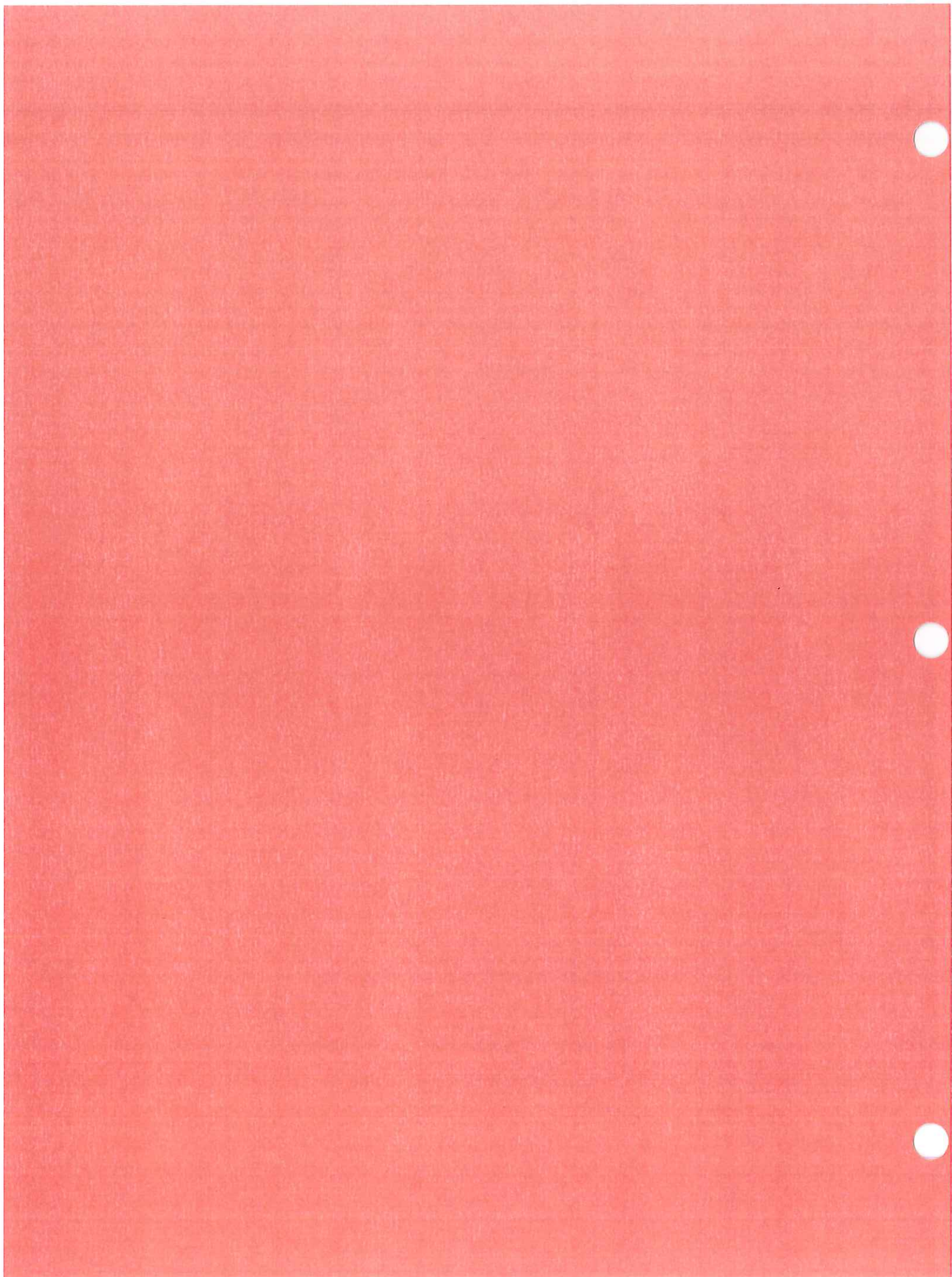
<p>B) Substantial Lease Violation:</p> <ul style="list-style-type: none"> • Severe house rule violation • Possible call to police • Immediate action required by Property Management in serving written notice 	<ul style="list-style-type: none"> • Possession of drugs or drug paraphernalia • Excessive short-term traffic of individuals to the unit • Damage to property • Disturbing or harassing other tenants • Interference with any right, comfort, or convenience of residents or employees • Excessive noise from your apartment • Failure to maintain individual leased space in a clean and sanitary condition • Allowing use of common facilities by nonresident without management consent or presence of approved household member • Installation of appliance (stove, refrigerator, air conditioner, washing machine, locks, etc.) without written consent of Management • Allowing a guest on property without required permission • Failure to allow Landlord or Landlord's Agent to enter the premises • Failure to observe quiet hours • Failure to obey parking regulations at property • Alteration and/or addition to property not authorized by management in writing • Loitering in hallways or common areas • Improper disposal of garbage, trash or other obstructions • Smoking in the building • Poor behavior related to excessive alcohol use • Aggressive or abusive behavior against other residents, staff, guests, etc. • Extreme or ongoing damage to property • Extreme behaviors that threaten that interferes with the rights of other residents to peacefully and properly enjoy their apartments 	<ul style="list-style-type: none"> • Police may be called if necessary. • Property Management and Case Management teams will meet to discuss the violation. Case Management team will follow up with the resident to problem solve the issue. • The individual will be issued a written Notice of Violation. • Behavior contract may be put in place • Behavioral Health supports may be offered • DCFS call in cases of child endangerment • If the violation is in relation to possession of drugs or drug paraphernalia, Property Management will engage in follow-up inspections. Case Management will engage in Harm Reduction strategies and support and encourage treatment options. • One or more substantial lease violations in 12 months may result in lease termination.
<p>C) 3 Day to Comply with Lease or Vacate:</p> <ul style="list-style-type: none"> • Severe house rule violation • Likely required call to police • Immediate action required by Property Management in serving written notice 	<ul style="list-style-type: none"> • Possession of drugs • Excessive short-term traffic of individuals to the unit • Poor behavior related to excessive alcohol use • Violent, aggressive or abusive behavior against other residents, staff, guests, etc. • Extreme or ongoing damage to property • Hoarding that has not been resolved by the resident • Pest infestation that the resident is either contributing to or refuses to resolve • Extreme or ongoing damage to property • Extreme behaviors that threaten that interferes with the rights of other residents to peacefully and properly enjoy their apartments 	<ul style="list-style-type: none"> • Police may be called if necessary. • Property Management and Case Management teams will meet to discuss the violation. Case Management team will follow up with the resident to problem solve the issue. • The individual will be issued a written Notice of Violation • Behavior contract may be put in place • Behavioral Health supports will be offered • DCFS call in cases of child endangerment • If the violation is in relation to possession of drugs or drug paraphernalia, Property Management will engage in follow-up inspections. Case Management will engage in Harm Reduction strategies and support and



Palmer Court – Permanent Supportive Housing EXPECTATION PROTOCOLS

<p>D) 3 Day Nuisance Notice – Lease Termination:</p> <ul style="list-style-type: none"> • Severe house rule violation • Likely required call to police • Immediate action required by Property Management in serving written notice 	<ul style="list-style-type: none"> • Possession of drugs - intent to distribute, determined by police • Threat with a weapon or use of a weapon • Violent assault of a resident, staff, guest, etc. • Extreme or ongoing damage to property • Extreme behaviors that threaten that interferes with the rights of other residents to peacefully and properly enjoy their apartments 	<ul style="list-style-type: none"> • encourage treatment options. • Failure to comply may result in lease termination
<p>D) 3 Day Nuisance Notice – Lease Termination:</p> <ul style="list-style-type: none"> • Severe house rule violation • Likely required call to police • Immediate action required by Property Management in serving written notice 	<ul style="list-style-type: none"> • Possession of drugs - intent to distribute, determined by police • Threat with a weapon or use of a weapon • Violent assault of a resident, staff, guest, etc. • Extreme or ongoing damage to property • Extreme behaviors that threaten that interferes with the rights of other residents to peacefully and properly enjoy their apartments 	<ul style="list-style-type: none"> • Police may be called if necessary. • Property Management and Case Management teams will meet to discuss the violation. Case Management team will follow up with the resident to discuss housing plan and next steps (return to shelter, other housing, etc). • The individual will be issued a written Notice of Violation. • Behavior contract may be put in place to prevent return to homelessness.





House Rules

Palmer Court Supportive Housing

- 1. Welcome to Palmer Court:** These House Rules were created to provide a safe and pleasant environment for you to live in and to ensure that your rights to peaceful enjoyment of the property are respected and maintained. The following is addendum to your lease. Tenants must comply with the House Rules and with any changes adopted in the future as a condition of the lease agreement. Violations will be considered a breach of the lease. Palmer Court will give Tenants notice in writing of any changes adopted. This document should be signed at the same time the lease agreement is signed.
- 2. Rent Policy:** Rent is due on the 1st of the month. If rent is not paid by the 5th of the month, it is considered late. A late charge of \$30.00 may be assessed if your full rent is not paid by the 6th of the month. If you fail to pay your rent by the 6th of the month, eviction proceedings may be initiated. Rent must be paid with a check, money order or credit card. No cash will be accepted. A \$15.00 non-sufficient funds fee may be charged for personal checks that the bank refuses to honor.
- 3. Tenant Conduct:** Tenants must not engage in conduct that interferes with the rights of other Tenants to enjoy their apartments properly and peacefully or cause conditions that are dangerous, hazardous, threatening, unsanitary or otherwise harmful to other tenants and staff in the building. Verbal threats or abusive behavior will not be tolerated. No weapons, fights or violence are allowed. Any harassment of anyone in this building will not be tolerated, including abusive or foul language, exhibiting a combative attitude or acting in an aggressive manner. In consideration of other Tenants, loud or disturbing noises (e.g., loud radio, TV) are not allowed during quiet hours. Quiet hours will be enforced in the West Section from 9:00 p.m. until 7:00 a.m. and in the East Section from 10:00 p.m. until 8:00 a.m.
- 4. Approved People To Reside in Unit:** No one except the designated Tenant as listed on the lease agreement shall occupy the dwelling. Friends and relatives will not be allowed to move in. Visitors are allowed between the hours of 8:00 am and 10:00 pm. Tenants must sign their visitors in and out. All visitors must show a valid picture I.D. at the front desk. Tenants must escort their visitors in and out of the building and must remain with them at all times while they are in the building. Palmer Court Management has the right to ban or limit visits from any person it feels jeopardizes the security and peace of the building. No more than TWO visitors at a time, unless receiving prior approval from Palmer Court Management. Overnight visitors are allowed after receiving prior approval from Palmer Court Management. Overnight approvals must be requested during normal business hours, Monday thru Friday 9:00 to 5:00. Each Resident may have an overnight visitor for 2 nights out of a week (7 day period). Each visitor may only stay 2 nights per week at Palmer Court.
- 5. Drug and Alcohol Use:** Palmer Court Apartments recognizes that legal and illegal drug use is part of the world in which we live, and wishes to minimize the harmful effects of drug use on each individual and the community as a whole. Palmer Court does not condone or condemn drug use; however, the staff is required to respond directly to any unacceptable behaviors, whether or not the behaviors are related to substance use.
Palmer Court respects every individual's right to health and well-being, and acknowledges their ability to take responsibility for their own behavior as it affects them, their loved ones, and the community. We aim to create an environment where individuals can openly discuss substance use without fear of judgment, and navigate their own personal path of choices. This includes discussing one's choices regarding substance use, and supporting one's ability to make decisions regarding their own substance use goals (active use, recovery, abstinence, etc.). If applicable, the staff of Palmer Court Apartments is responsible for engaging tenants in conversations about their use of drugs, alcohol and prescription medications, addressing the effects of substances on the tenant's life and the community

Because some of the behaviors associated with drug and alcohol use can create harm in a community, the Drug and Alcohol policy must be adhered to at Palmer Court Apartments. The Drug and Alcohol policy must be signed at move in and is an addendum to the Lease Agreement.

6. **Smoking:** In accordance with Utah Clean Air Act effective 1995, smoking is prohibited in all enclosed indoor places of public access. Also, smoking is not allowed within 25 feet of building entrances, exits, air intakes, or windows which can not be opened. No congregating or smoking will be allowed at the entrances of the building. Smoking is allowed in the individual apartments/studios.
7. **Property Damage:** Purposeful damage and behavior that results in damage to property or furniture is prohibited. Damage caused by the behavior of a Tenant, or a Tenant's guest, may be repaired at the Tenant's expense.
8. **Telephones:** Each Tenant will be given one telephone, upon move-in. Palmer Court will not exchange/replace this item if it malfunctions. This will be the Tenant's responsibility.
9. **Keys and Access to Apartment:** Tenants may not alter or install a new or modified lock on any door or window. Two apartment key cards and, one mail key will be given to each Tenant. It is the Tenant's responsibility to return these keys at move out. There may be a \$10 replacement charge per each key lost or not returned at move-out.
10. **Apartment Repairs & Maintenance:** Tenants must report all repairs needed to staff at either desk where a work order can be made and submitted to maintenance staff. Tenants are responsible for maintaining a sanitary and hazard-free apartment. Inspections by management are done on a quarterly basis unless determined that more frequent inspections are necessary.
11. **Vehicles:** All motorized vehicles parked in the parking lot at Palmer Court must be registered and licensed as required by law. All vehicles must be registered with Palmer Court Management. No vehicle repairs shall be permitted within the complex. Palmer Court will not be responsible for vehicle theft or damage.
12. **Entry and Inspection:** Palmer Court Management must have reasonable access to all units for the purpose of inspection, pest control, maintenance and repairs. All units will be inspected on a regular basis to determine verification of household composition, housekeeping compliance or for other valid reasons. In non-emergency situations, 24 hours notice will be given. Management has the right to enter your unit without notice only in emergency situations.
13. **Laundry Rooms:** The tenant agrees to use the facility at his/her own risk. Management is not liable for lost, stolen, or damaged items. If the laundry machine you are trying to use does not work, notify management immediately. Tenants should leave the laundry room clean and free from debris. Please monitor laundry carefully and do not leave items in the machines for extended periods of time. Please observe posted laundry room rules. Remember, others are waiting to use the facility so please be courteous.
14. **Signs:** Tenants may not display or hang signs or any article from windows or doors without prior approval from Palmer Court Management. No signs depicting drugs, violence or political perspectives are allowed. No antennae shall be installed on the building or hung from the windows. Nothing shall be swept or thrown from the windows or doors of any dwelling.
15. **Public Appearance:** Tenants must be fully clothed at all times, including shoes, when in common areas. This is for safety and sanitation purposes. Management, maintenance personnel, or repairs contractors will not enter the apartment if a resident is judged dressed inappropriately.
16. **Trash Disposal:** Tenants are responsible for the proper disposal of trash. All trash should be placed in a closed bag and put inside the dumpsters. Young children should be supervised when taking out the trash. No furniture or large items should be placed in the dumpster or the dumpster enclosure. No garbage-including diapers are to be left in the hallways for any amount of time. All common areas, grounds, and parking lots should be kept clean and clear of any trash.

17. **Playground Rules:** Children must be supervised by their parents at all times on the playground. Management is not liable for accident or injury. Bottles or other glass objects are strictly prohibited in playground areas. All toys must be removed from the grounds every night. The playground equipment must be used as it was designed. Anyone playing in a manner that is hazardous to themselves or others may no longer be able to use the playground. Parents are responsible for picking up any litter that their child leaves on the grounds. Please report any hazards to the office immediately.
18. **Rental Insurance:** Palmer Court is not responsible for property belonging to Tenants or their visitors, including bikes. The insurance of the property does not cover your personal items or liability. THEREFORE WE HIGHLY RECOMMEND THAT YOU PURCHASE RENTER'S INSURANCE.
19. **Pets:** NO PETS shall be permitted upon the premises. **EVEN TEMPORARILY.** This shall not apply to animals specially designated and trained to assist the people with disabilities who reside in, or visit, the premises. Assistance animals will be permitted with proper documentation completed.
20. **Visitor Policy:** Tenants will be notified by the front desk of their guests' arrival and are expected to meet their guests at the front desk. All guests must sign-in and out at the front desk. No guest will be permitted to stay in the building, including within a tenant's apartment, unless accompanied by a Tenant. Tenants are fully responsible for the actions and behavior of their guests while the guests are anywhere in the building or grounds. Tenant's guests are required to observe the House Rules. Management reserves the right to ban non-compliant guests and visitors from entering the building who present a risk to the safety and well-being of residents and staff.
21. **Overnight Guests:** A guest is considered an "overnight" guest if they remain in the building beyond 10:00 pm. Front desk logs are reviewed by Management regularly. Tenants must submit a request for extended guests to management.

I have read the above addendum to my lease and I am in agreement with the House Rules of the building.

Tenant Name (print): _____

Tenant Signature: _____

Date: _____

Management Signature: _____

Date: _____



Revised May 23, 2018

The Road Home's Four Guiding Principles

Safety.

Safety is the essential ingredient to providing services to the people turning to our agency for help. In order to maintain safety throughout our facilities, our agency must be able to effectively achieve the following

- Each of the facilities that we operate provides safer refuge than their next best alternative.
- Our teammates have confidence that their workplace is a safe environment in which to work and that management is committed to their personal safety.
- The larger community has a reasonable measure of confidence that our facilities provide safe haven for people experiencing homelessness.
- Fellow providers in the community have confidence that the people they refer to our agency for services will be provided safe refuge.
- That our management team, in concert with our board and where applicable, Shelter the Homeless has effective information to measure the degree to which our agency is providing safe environments throughout our facilities.

Compassion.

Compassion serves as the soul of our organization. As a team, not only must we be aware of our fellow human being's distress, but we must act with our committed efforts to alleviate it. We must utilize every resource available to us in to ease one's suffering immediately and over the long term. We must reach out as broadly as possible to establish a network of caring in order to help ease people's suffering and provide ways off of the streets and out of shelter toward housing, services, and long term solutions to end people's homelessness.

- Toward this end, our agency has committed to becoming completely Trauma Informed throughout all departments.
- The team has committed to a training regimen that will make sure that each team member is adequately educated in trauma, its effects upon people, and how to respond appropriately in situations where trauma is apparent.
- We will create healing environments throughout our facilities that provide a sense of refuge and calm, wherever possible.

Revised May 23, 2018

Access.

Our shelters serve as the last best alternative for people who would be otherwise forced to stay outside. Our organization must maintain our standard of helping people into shelter, not screening people out of shelter. When helping people to secure access into shelter, our agency is helping people to gain access to services and begin their journey out of homelessness. By imposing exclusionary policies and procedures, our agency and our community are compromising people's personal safety, health, and well being. Our commitment to helping people gain access into our facilities should not come at the expense of others' personal safety. There are situations when a person is violent that would preclude their ability to stay in one of our facilities. In those cases, our team will work with security and law enforcement to address the needs of an individual who is behaving in a manner which jeopardizes the safety of others.

Stewardship.

Each day, our agency must earn the trust of the community which has chosen to invest in our mission. Our agency must serve as exemplary stewards of our community's goodwill.

Our stewardship extends into key areas by which we should welcome public scrutiny. These include:

- Financial. Our audited financial statements will be provided directly to key funders and made readily available to the public online.
- Programming. Our team will operate each of our programs in accordance with the spirit and the letter to which we are bound contractually.
- In kind donations. Our agency serves as a vital conduit of the community's intention to help people in need. Our team must maintain systems that allow for the responsible flow of necessary items directly to those who are in need of them. In order to achieve this, we must make sure that we maintain a high level of organization which includes effective inventory management and streamlined outflow of products from our facilities to those who are in need.
- Personal. The most sacred form of stewardship that exists within our agency is at the personal level. It involves the person in her moment of distress entrusting us with her health and safety. We must measure our performance as it relates to this relationship. It is the heart of our mission. Each of the principles listed above culminate in each of the interactions that our team has at this level.



Document Name/Subject: <u>Security Screening for Shelter Residents</u>
Document Unique ID _____
Document Type: <u>Safety and Security Protocol</u>

Department: <u>Salt Lake Community Shelter and Resource Center</u>
Applies to: <u>Staff</u>
Revision Date: <u>7/31/2018</u>
Approved by: <u>SLCSRC Shelter Director</u>
Approval Signature/Date: _____
For questions contact: <u>SLCSRC Shelter Director</u>

I. Background

We strive to manage facilities where all individuals feel safe and welcome.

II. Purpose

The purpose of resident security screenings is to provide the most secure environment possible for all individuals we serve.

III. Related Forms/Policies/Procedures/Work Instructions

- Security Screening Training Protocol
- Security Screening Quality Assurance
- Tools/weapons management
- Personal Property in Shelter

IV. Content

All individuals entering shelter will be subject to a complete security screening process prior to entering the dormitory areas.

As individuals enter the men's/women's shelter, they will be assigned a bed at the check-in desk. If an individual reports they have already received a bed assignment for the day, staff will verify the bed assignment either through HMIS or an updated copy of the bed list. Guests will then proceed to the screening area.

As individuals enter the screening area, they will be asked to:

- Dispose of any prohibited items in the provided secure disposal bins
- Place bags open on screening table
- If bag is full, empty bag content into provided bins and/or onto screening table



- If an individual is unable to physically empty their bag, staff and/or Security Officers will provide adequate assistance to ensure a thorough bag check is performed
- Empty pockets into provided bin
- Remove outerwear
- IN MEN'S SHELTER:
 - Proceed through a walk-through metal detector
 - If deemed necessary after proceeding through the walk-through metal detector, submit to personal security screening, standing with legs apart, palms facing up (explained in detail below)
- IN WOMEN'S SHELTER:
 - Submit to a personal screening, standing legs apart, palms facing up (explained in detail below)

Staff will:

- Search each bag and content utilizing provided tools, including puncture resistant gloves, flashlights, and wooden dowels, as deemed necessary and helpful for performing a thorough bag check
- Check outerwear for additional items
- IN MEN'S SHELTER:
 - Direct each individual through the walk-through metal detector
 - If the walk-through metal detector indicates an individual has additional items on their person, staff will request that the individual check their pockets and walk through again
 - If the walk-through metal detector indicates for a second time, staff will direct the individual to an appropriate location and use a hand-held metal detector up the front and back of the individual's torso and each arm/leg. If detector alerts, individual will be asked to remove items. Staff will investigate without physically touching the individual. Individual will not be allowed entry into shelter until alert can be resolved satisfactorily
- IN WOMEN'S SHELTER:
 - Staff will direct the individual to an appropriate location for a personal screening. Using a hand-held metal detector, staff will check up the front and back of the individual's torso and each arm/leg. If detector alerts, individual will be asked to remove items. Staff will investigate without physically touching the individual. Individual will not be allowed entry into shelter until alert can be resolved satisfactorily

Large tools, weapons, alcohol, drug paraphernalia, and illegal items are not allowed in The Road Home facilities. Tools and weapons (excluding firearms and knives over 6 inches) may be checked in with staff and securely stored during residents stays. Other items will be disposed of in secure disposal bins.

V. Review

This procedure will be reviewed by Director of the Salt Lake Community Shelter and Resource Center annually.



Document Name/Subject: <u>Security Screening Training</u>
Document Type: <u>Safety and Security Protocol</u>
Department: <u>Salt Lake Community Shelter and Resource Center</u>
Applies to: <u>Staff</u>
Revision Date: <u>6/14/2018</u>
Approved by: <u>SLCSRC Shelter Director</u>
Approval Signature/Date: _____
For questions contact: <u>SLCSRC Shelter Director</u>

I. Background

We strive to manage facilities where all individuals feel safe and welcome.

II. Purpose

The purpose of Security Screenings Training protocol is to ensure consistent and standard screening of individuals entering emergency shelter programs, in order to provide the most secure environment possible for all individuals we serve.

III. Related Forms/Policies/Procedures/Work Instructions

- Security Screening Protocol
- Security Screening Training Protocol

IV. Content

All client advocates, resident service advisors, client advocate team leads, client engagement and intake staff and shelter supervisors will be trained in the Salt Lake Community Shelter and Resource Center Security Screening Protocol.

Trainers:

Shift supervisors will hold primary responsibility for ensuring proper training of their teams. Each supervisor will designate a lead Security Trainer for their shift.

New Hires:

Designated shift trainers will conduct one on one trainings with each new hire, demonstrating best practice security screening techniques.



Refresher Training:

Designated shift trainers will conduct quarterly required trainings for all shift staff, demonstrating best practice security screening techniques. Staff will be asked to demonstrate bag search and metal detector techniques. Records of training activities will be kept in employee training records.

Real Time Corrective Training:

Supervisors, Team Lead, and Security Trainers will provide real time corrective instruction anytime incorrect techniques are noted.

V. Review

This procedure will be reviewed by Director of the Salt Lake Community Shelter and Resource Center annually.



Document Name/Subject: Security Screening Quality Assurance
Document Unique ID _____
Document Type: Safety and Security Protocol

Department: Salt Lake Community Shelter and Resource Center
Applies to: Staff
Revision Date: 6/14/2018
Approved by: SLCSRC Shelter Director
Approval Signature/Date: _____
For questions contact: SLCSRC Shelter Director

I. Background

We strive to manage facilities where all individuals feel safe and welcome.

II. Purpose

The purpose of Security Screenings Quality Assurance protocol is to establish a standard for ensuring consistency in following established procedures and protocols for shelter screening and security.

III. Related Forms/Policies/Procedures/Work Instructions

- Security Screening Protocol
- Security Screening Training Protocol

IV. Content

To ensure security screenings are being conducted consistently, the process will be reviewed in a variety of ways:

- Shelter Supervisors will view 10-15 minutes of live footage from their office 3-5 times per shift and log footage watched.
- Shelter Supervisors will review 15-30 minutes of taped footage per week and log footage reviewed.
- Shelter Director will view 10-15 minutes of live footage from their office per week and log footage watched
- Shelter Director will review 15-30 minutes of taped footage per week and log footage reviewed.
- Senior Management (Executive Director, Associate Executive Director, and others) will conduct periodic reviews of live and recorded footage.



If staff are found to be performing security screenings in a manner inconsistent with agency protocols, supervisors will take the following actions:

- Re-training – Supervisors will conduct one-on-one thorough and in-depth trainings on the security screening process.
- Counseling – Supervisors will provide one-on-one counseling around the need for complete and thorough security screenings and work to resolve any presenting barriers.
- Disciplinary Action – If inconsistencies continue after counseling and re-training, disciplinary action, up to and including termination may occur.

V. Review

This procedure will be reviewed by Director of the Salt Lake Community Shelter and Resource Center annually.



Document Name/Subject: <u>Communication and Management of Barred Shelter Guests</u>
Document Unique ID: _____
Document Type: <u>Safety and Security Protocol</u>

Department: <u>Salt Lake Community Shelter and Resource Center</u>
Applies to: <u>Staff</u>
Revision Date: <u>7/27/2018</u>
Approved by: <u>SLCSRC Shelter Director</u>
Approval Signature/Date: _____
For questions contact: <u>SLCSRC Shelter Director</u>

I. Background

Maintaining a current and updated list of all guests serving a bar from shelter will prevent unauthorized entrances and assist in keeping a safe, secure facility for all guests and staff. Internal communication regarding this list will increase staff awareness and ensure unauthorized entrances are prevented.

II. Purpose

To ensure that:

- Salt Lake Community Shelter Resource Center (SLCSRC) teams communicate consistently and efficiently regarding guests that are barred from shelter;
- The list of barred guests is maintained and updated regularly by a dedicated team and through a dedicated process;
- Guests are made aware how long their exit is and how to grieve their exit.

III. Related Forms/Policies/Procedures/Work Instructions

- Security/Incident Protocols
- Exit Procedure
- Client Grievance Procedure
- Rules and Enforcement Procedure
- Shelter Guest Expectations



IV. Content

Maintenance of Current Bar List

- When a guest is instructed to meet with a Shelter Supervisor or Client Advocate Team Lead (in accordance with the policies and procedures mentioned in Section III.), the Supervisor or Team Lead will then add the guest to the Bar List for an amount of time that corresponds with the Shelter Expectation violation as outlined in the Security/Incident Protocols.
- During this conversation, the Supervisor or Team Lead will check if a photograph of the guest is in the Homeless Management Information Systems (HMIS). Photos will be added as necessary.
- The Bar List will be reviewed bimonthly by the Shelter Supervisors to ensure all new bars are set for the appropriate length of time according to the guest's violation of the Shelter Expectations, and to remove any incorrectly placed bars.
- New additions to the Bar List will be discussed during each Shift Change meeting.
- If any staff believes a barred guest is currently in the facility and not for an authorized use of services (meeting with Case Manager, Housing Teams, etc.), Security and the Shelter Supervisor/Team Lead is to be alerted immediately.

Unauthorized Entrances

- If a barred guest is found in shelter, Shelter Supervisors and/or Lead Advocates will review relevant security tape footage to identify what events led to the guest gaining access to the facility without staff's knowledge.
- If an unauthorized entrance is found to be due to staff negligence, appropriate corrective action will be taken with the involved staff.
- If an unauthorized entrance is found to be due to weaknesses in the facility's internal/external security procedures (i.e. frequently unlocked doors, malfunctioning alarm systems, easily manipulated doorways/windows, etc.), the problem areas will be addressed by Shelter Supervisors, Shelter Director, and Maintenance and Custodial Director and corrected immediately to prevent further unauthorized access.
- If a guest inside the facility is found to be aiding in allowing an unauthorized entrance to the facility to a barred individual, that guest will be barred from the facility for a length of time that corresponds with the Security/Incident Protocols.
- Any guest that attempts to or successfully performs an unauthorized entrance to the facility while on a current bar, whether through a weakness in the facility's internal/external security procedures, staff negligence, or by using a false identity, will have additional time added to their length of exit, in accordance with the Security/Incident Protocols.

V. Review

This policy will be reviewed annually by the Shelter Director, Shelter Supervisors, and other relevant staff.



Support and Shelter for Overcoming Homelessness

Salt Lake Community Shelter and Resource Center Two Week Security Pilot Summary

From 10:30 AM on July 11 through 7:00 AM on July 26, The Road Home implemented a 24-hour Security Pilot in the men's shelter focused on decreasing the number of contraband and weapon-related incidents in the dormitories and increasing the overall feeling of safety and security. In addition to the two Kane Security Officers that round the building regularly, an additional two Security Officers were present at all times at the men's check-in desk ensuring bag checks were done thoroughly, operating a new walk-through metal detector, and assisting TRH staff with exiting clients that violated Shelter Expectations.

Week One: July 11 through July 17

Staff found multiple items in some incidents, so the number of items may not equal the number of incidents.

Prohibited items found at check-in: 14

- 8 needles*
- 4 pipes/spoons
- 3 heroin/meth/spice

Prohibited items found inside the facility (after check-in): 4

- 2 needles
- 1 pipe
- 1 spice joint

Week Two: July 18 through July 25

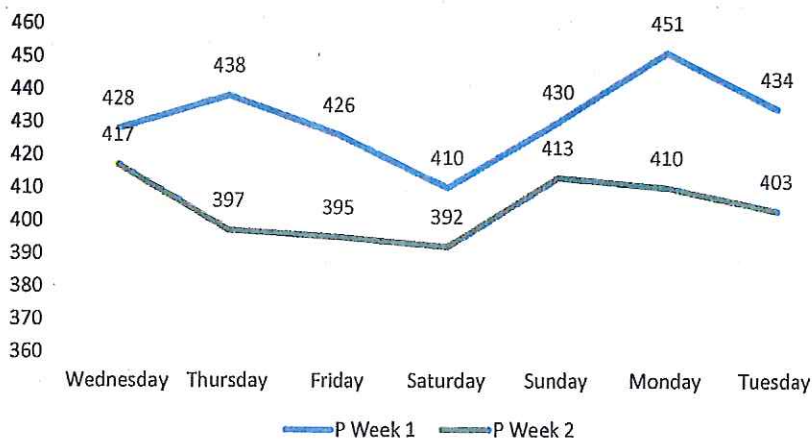
Prohibited items found at check-in: 12

- 6 needles
- 1 pipes/spoons
- 5 heroin/meth/spice

Prohibited items found inside the facility (after check-in): 2

- 1 needle/paraphernalia
- 1 pipe

Pilot Weeks - Daily Men's Count Totals





Support and
Shelter for
Overcoming
Homelessness

Salt Lake Community Shelter and Resource Center Two Week Security Pilot Summary

Average Nightly Men's Shelter Counts:

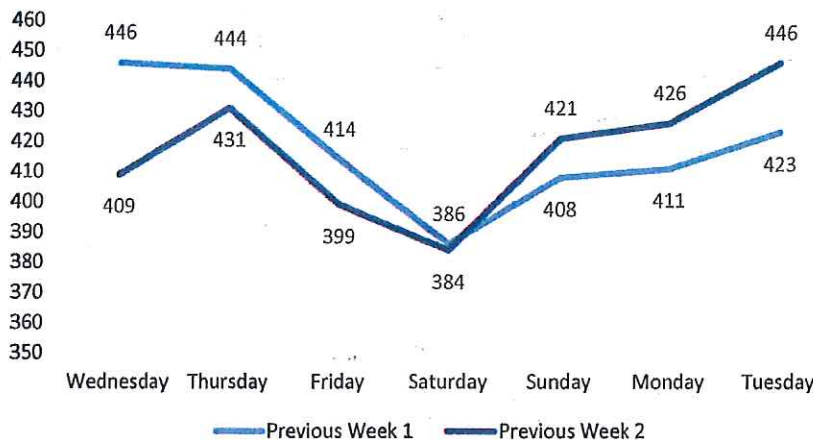
Week 1 (July 11 through July 17) – 431 single men

Week 2 (July 18 through July 25) – 404 single men

Comparison results from previous TWO weeks (June 27 through July 10), prior to implementing new security procedures

- Prohibited items found at check-in: **25**
 - 14 needles
 - 3 pipes
 - 8 heroin/meth/spice
- Prohibited items found inside the facility (after-check-in): **12**
 - 6 needles
 - 2 weapons
 - 2 pipes
 - 2 heroin/meth/spice

2 Weeks Previous to Pilot - Daily Men's Count Totals



Average Nightly Men's Shelter Counts:

Week 1 (June 27 through July 3) – 419 single men

Week 2 (July 4 through July 10) – 419 single men

Guest Survey Results (completed July 19)

Has our new check-in procedure made you want to avoid coming to shelter at all?

31 of 40 – The new procedures did not make me want to avoid coming into the facility due to the inconvenience

Has the environment in the shelter (dorms, bathrooms, hallways, etc.) become safer, less safe, or remained the same over the last week?

21 of 40 – The shelter feels safer



Support and
Shelter for
Overcoming
Homelessness

Salt Lake Community Shelter and Resource Center Two Week Security Pilot Summary

19 of 40 – The shelter feels the same

0 of 40 – The shelter feels less safe

Noteworthy Reflections and Lessons Learned

Positive Feedback

More than half of guests surveyed indicated they felt safer with the increased security measures, and very few guests reported they no longer wanted to stay in the facility despite the slower, more thorough bag check process.

Balancing Low Barrier and a Safe, Welcoming Environment

Early in the Security Pilot, leadership from Kane Security suggested that additional signs be displayed reiterating guests' ability to end the search process at any time with no consequence. This additional reminder, coupled with verbal reminders from staff, led to several instances of guests asking to stop the bag check so they could leave the building for a short time. It is likely that these additional reminders are helping to keep banned items from entering the building.

Fewer Prohibited Items Entering the Building

The addition of two Kane Security Officers offered the capacity to perform qualitatively better rounding throughout the facility. While the number of incidents during check-in remained consistent both before and during the Security Pilot, there was a notable decrease in prohibited items found during regular rounding by TRH and Kane staff, including a major decrease in the number of guests caught smoking. No weapons were found during regular rounding by TRH and Kane Security Officers.

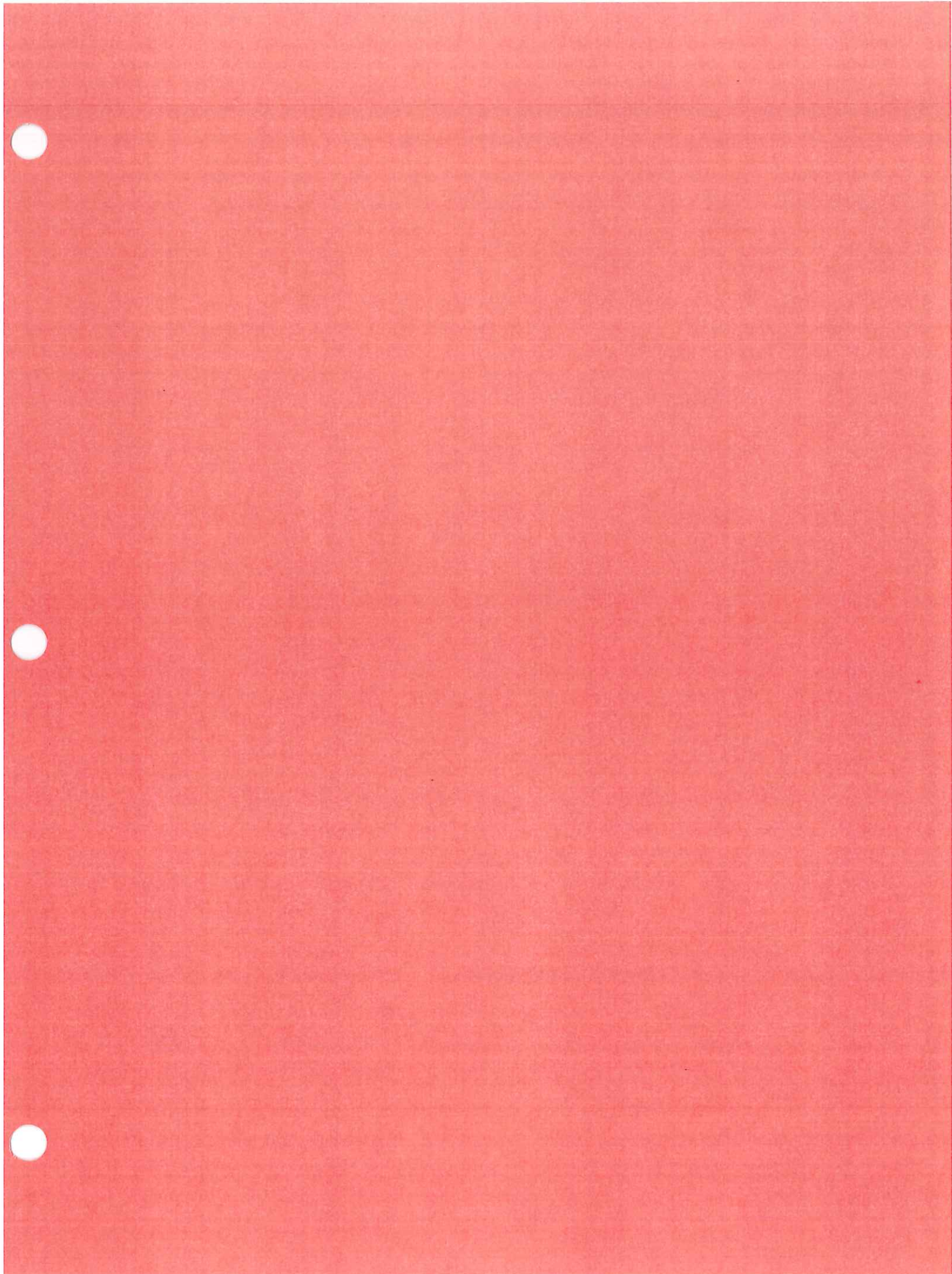
Strong Partnership, Clear Responsibilities

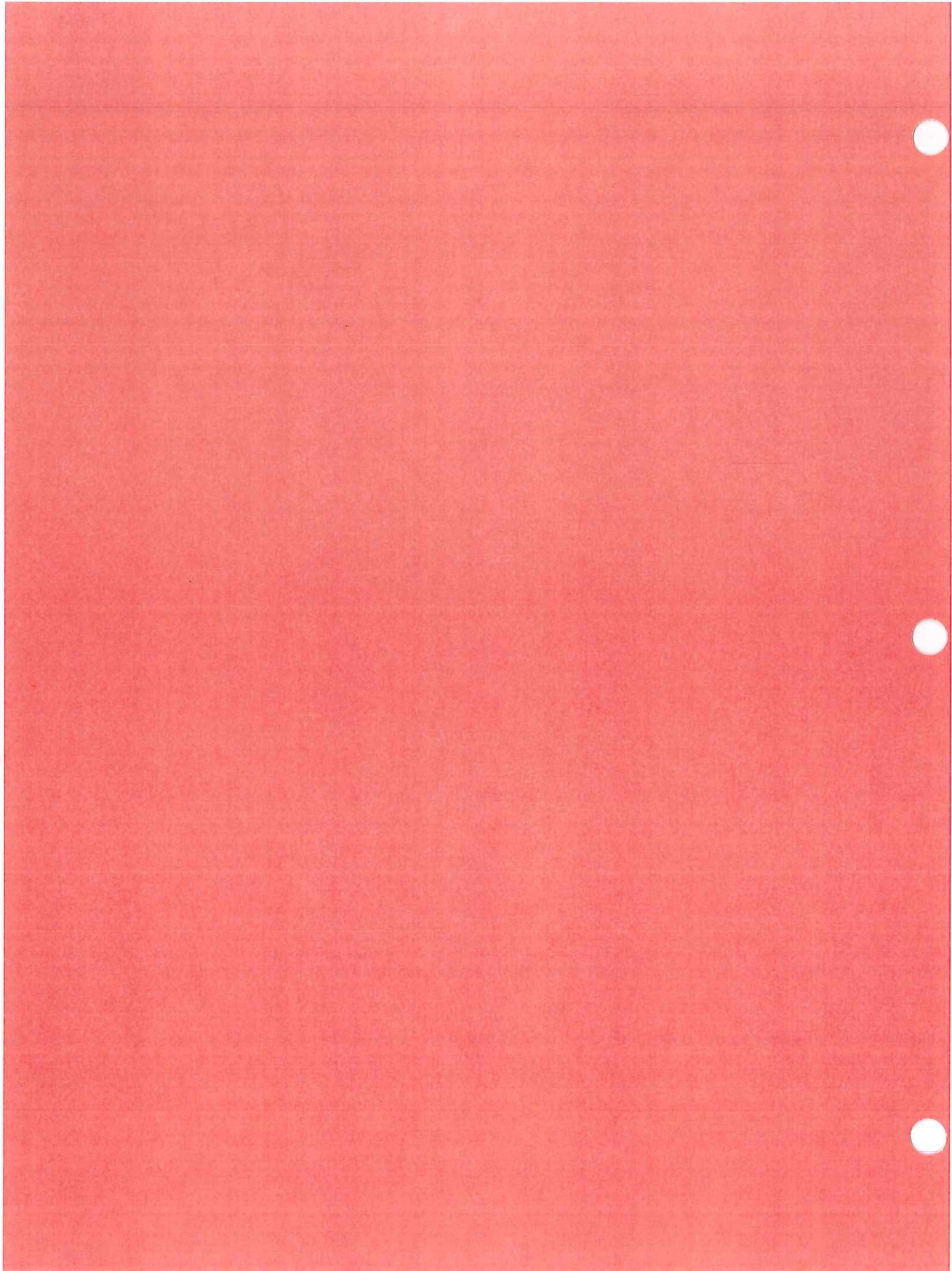
The coupling of the Kane Security Officers working together with TRH Client Advocates and Case Managers brought a more comprehensive service model for the guests we served with shelter. The separation of duties (Security and Guest Services) offered more clearly defined boundaries for each team and allowed the teams to focus on their primary goals.

Final Thought

We believe that the Salt Lake Community Shelter can maintain a welcoming facility that seamlessly blends safety, security, and dignity while also operating in a Low-Barrier fashion, serving all individuals facing homelessness equally.

* It has always been our policy that needles are only allowed with proper documentation reflecting a medical need for needles (most commonly for insulin injection). Guests are prohibited from bringing non-medically verified needles into the building. If needles are found and the guest reports they have a medical need, the needles are still prohibited from entering until the guest can provide proper medical documentation.







Handbook: Department
Department: Palmer Court

Document Name/Subject: Palmer Court Inspection Procedure
Document Unique ID: _____

Revision Date: 7.30.18
Approved by: Matthew M. Minkevitch, Executive Director
Approval Signature/Date: _____
For questions contact Department Director: Karen Grenko

I. Governing Policy

This procedure is governed by The Road Home’s Guiding Principles Policy and Safety Policy.

II. Related Forms/Policies/Procedures/Work Instructions

- Inspection work instructions

III. Content

All units at Palmer Court are inspected on a quarterly basis. If the unit passes the inspection on the quarter then we will not go back into that unit until the next quarter.

If the unit fails inspection at the quarterly inspection then we issue a notice of violation (this could be a minor, substantial or 3 day notice to comply depending on the severity of the condition of the apartment). The unit will be scheduled for re-inspection 30 days after the quarterly inspection with the expectation that all deficiencies in cleanliness are corrected.

If the unit fails the 3rd month of the quarter then we will work with the resident to find ways to help them understand the severity of the situation and talk about steps that need to be taken to get their apartment cleaned and back to an acceptable condition.

If we find any feces on the floor in the apartments during inspection this is an automatic 3 day comply with lease or vacate notice and we will do a follow up within 3 days to check that it has been cleaned up.

Unit Inspection Checklist

One Bedroom

Unit #

Date:

Entry Way	OK	If not OK, describe problems
Entry Door		
Lock		
Smoke Detector		Changed Battery/Replaced
Kitchen	OK	If not OK, describe problems
General Cleanliness		
Walls & Ceiling		
Floor/Carpet		
Sink/Faucet		
Cabinets		
Stove		
Timer		
Fridge		
Light Fixtures		
Microwave		
Outlets/GFI		
Living Room	OK	If not OK, describe problems
General Cleanliness		
Walls / Ceiling		
Floor/Carpet		
Light Fixtures		
Blinds		
Bedroom	OK	If not OK, describe problems
General Cleanliness		
Walls / Ceiling		
Floor/Carpet		
Light Fixtures		
Outlets/GFI		
Toilet		
Shower/Bath		
Bathroom	OK	If not OK, describe problems
General Cleanliness		
Walls / Ceiling		
Floor/Carpet		
Light Fixtures		
Outlets/GFI		
Toilet		
Shower/Bath		
Pest Control		
Shower/Bath		
Overall Condition		Pass / Fail

Assistance Animal Procedure

Palmer Court provides reasonable accommodation requests for persons with disabilities. One type of Reasonable Accommodation is a request for management to allow a resident to have an assistance animals in his or her apartment

The following guidance shall apply to assistance animals.

Assistance animals (as defined by The Department of Housing and Urban Development) are animals that work, provide assistance, or perform tasks for the benefit of a person with a disability, or animals that provide emotional support that alleviates one or more identified symptoms or effects of a person's disability.

Assistance Animals may be referred to as:

- A. Service Animals: According to ADA regulations a "service animal" is only a dog that has been individually trained to do work or perform tasks for an individual with a disability. The task(s) performed by the dog must be directly related to the person's disability. No verification of training is required.
- B. Assistive Animals
- C. Support Animals
- D. Therapy Animals

Such animals perform many disability-related functions, including but not limited to:

- A. Guiding individuals who are blind or have low vision,
- B. Alerting individuals who are deaf or hard of hearing to sounds,
- C. Providing minimal protection or rescue assistance,
- D. Pulling a wheelchair,
- E. Fetching items,
- F. Alerting persons to impending seizures, or
- G. Providing emotional support to persons with disabilities who have a disability-related need for such support.

Some, but not all, animals that assist persons with disabilities are professionally trained. Other assistance animals are trained by the owners themselves and, in some cases, no special training is required. Management must verify whether or not the animal performs the assistance or provides the benefit needed as a reasonable accommodation for a specific disability by the household member with the disability through third-party verification. This process must be completed prior to bringing the animal to the property

As a requirement to live at Palmer Court a person must have a certified disability. This documentation is provided to property management staff prior to moving into Palmer Court. This documentation can be used to approve the reasonable accommodation for an assistance animal and a verbal request for an assistance animal will be considered with this documentation. If necessary Palmer Court Management will utilize the approved verification forms to determine through a health care provider that the household member has a disability where that disability results in the need for the type of Assistance Animal requested.

Resident must sign an approved assistance animal agreement before bringing the animal to the property and the animal owner thereby agrees to all conditions and responsibilities as outlined in the agreement.

A companion animal and/or comfort animal is an assistance animal if it has been substantiated that a disability exists (as defined by Federal Law) and the assistance animal is necessary for the person with the disability to enjoy the opportunity and the use of the residential community equal to that of non-disabled residents.

Request for admittance of an assistance animal will be considered a reasonable accommodation providing the following criteria is verified:

1. The health provider verifies that the resident needs to keep the assistance animal at the site in order to have the same opportunity that a non-disabled or non-handicapped individual has to use and enjoy the property.
2. The resident requesting accommodation adheres to and has the ability or has made arrangements to meet the assistance animal requirements and limits listed below:

Assistance Animal Specifications – Assistance animals must meet the following criteria:

- A. Service animal is defined under the ADA requirements as a dog. There are no requirements for certified training of this type of service dog and can be trained by the dog owner.
- B. NUMBER – one assistance animal only per resident, unless more are specified by healthcare professional.
- C. NO PUPPIES OR KITTENS unless specified by a healthcare professional.
- D. NO ILLEGAL ANIMALS without written exception from the regulating entity.
- E. Assistance Animal Owner will provide management with current picture of service animal.

Assistance Animals not meeting the above criteria (A through E) may not be permitted on the property.

Palmer Court management is compliant to requirements and regulations for Americans with Disabilities Act and Section 504 of the Fair Housing Act of 1973.

The Resident/Assistance Animal Owner must obtain approval of the request for a reasonable accommodation before being allowed to bring an assistance animal onto the property and agree to the following conditions.

1. Agrees to the conditions, rules and regulations listed in the assistance animal agreement and signs the assistance animal agreement (the assistance animal agreement will become an addendum to the tenant's lease).
2. Resident's lease agreement requires all tenants to abide by all federal, state and local laws, therefore we request each assistance animal owner to provide proof of licensing with the City of Salt Lake, have shots/vaccinations as require by Statue or regulation at all times.
3. Resident/Assistance Animal Owner agrees to indemnify, defend and hold owner harmless from and against any and all claims, actions, suits, judgments and demands brought by any other party on account of or in connection with any activity of or damage caused by the resident's service animal.
4. Resident represents that the assistance animal will not disturb other residents and will not be allowed to use any part of the building for depositing waste. Should this occur accidentally, resident will immediately pick up the waste. Animal waste that may accumulate inside a tray inside the unit will be disposed of properly and promptly. The assistance animal will not be allowed to make excessive noise or engage in threatening conduct which might disturb other residents. No assistance animal with a history of aggressive, threatening or violent behavior will be allowed. The Assistance animal will not be allowed out of a residents unit except when under the resident direct contol ie; all dogs will be on a leash and secured by owners hand and authority. The Assistance Animal will not cause any damage or interfere with other resident's use of the premises.
5. Resident/Assistance Animal Owner's liability for damages caused by the assistance animal is not limited to the amount of the tenant's lease deposit and the resident will be required to reimburse the property for the real cost of any and all damages caused by the assistance animal.
6. If necessary, units occupied by an assistance animal will be fumigated upon being vacated. Elimination of infestation of a unit by fleas caused by the assistance animal **may be the responsibility of the Resident/Assistance Animal Owner may be liable for the cost of correcting the infestation.**
7. Complaints and problems concerning an assistance animal or Resident/Assistance Animal Owner will be handled under the terms of the lease of the resident.
8. Resident/Assistance Animal Owner acknowledges that other residents may have chemical sensitivities or allergies related to animals and can be easily frightened by animals. Therefore, the Resident/Assistance Animal Owner agrees to exercise common sense and common courtesy with respect to such other resident's right to peaceful and quiet enjoyment of the premises.

Rules and Regulations

1. A Resident/Assistance Animal Owner must insure that the animal will not be allowed to be in the Head Start Playground area at all.
2. A Resident/Assistance Animal Owner must insure that in the event he/she is not capable of taking care of the assistance animal's needs and/or responsibilities associated with the Assistance animal that they will make arrangements for someone else to take care of the Assistance animal. Palmer Court will notify Animal Control of any neglect or mistreatment of the assistance animal.
3. It is highly recommended that all assistance animals be spayed or neutered.
4. It is recommended that all cats have at least their front claws removed.
5. Assistance animals must be on a leash and kept under the owner's control at all times.
6. Birds must be kept in a cage when unattended.
7. Assistance animals cannot be left outside unattended or tied to any property fixtures.
8. No housekeeping or maintenance will be done in apartments while Assistance animals are unattended or unrestrained.
9. Sanitation:
 - A. Assistance animals waste must be sealed in plastic bags and placed in outside garbage bins. Do not dump service animal waste down the toilet. Resident/Assistance Animal Owner must use dumpster receptacles provided on the property to dispose of waste.
 - B. Litter boxes must be made of plastic material and are to be cleaned at least twice weekly.
 - C. Birdcages must be cleaned daily and waste disposed of as listed in 8 (a).
 - D. Assistance Animal Owners must keep apartments free from odors and in a sanitary condition. Deodorizers will be required if management decides necessary. Any feces found in the unit upon inspection will result in corrective action being taken.
 - E. Staff is not responsible for cleaning up after the assistance animal in the building, apartment, yard areas or parking lot. If management must clean up after the assistance animal, there will be one written warning notice sent to the Resident/Assistance Animal Owner. Failure to address the issue may result in further corrective action.
10. **Assistance Animal Care:**
 - A. Assistance Animal Owner may submit the names, addresses and phone numbers of someone who will be responsible for the assistance animal's care if the owner becomes unable to attend for the assistance animal. These named person(s) will need to sign an agreement accepting responsibility. In the event that there isn't a responsible person available Animal Control may be notified to remove the animal.

11. **Rules Infractions and Violations:**

- A. Any Resident/Assistance Animal Owner receiving a written notice of violation(s) must correct the problem in three (3) days. During that time, the Resident/Assistance Animal Owner can ask to meet with management. If a solution is not reached, management may request removal of the assistance animal, may evict the Resident/Assistance Animal Owner or both.
- B. Nuisance, attack, or threat to the safety health or security of any person, resident, employee or visitor to the project will result in the immediate and permanent removal of the assistance animal from the property.
- C. If any violation to all of the above rules and regulations occur, management has the right to revoke permission to keep the assistance animal on the premises. If there is failure to comply with the rules and regulations of the assistance animal policy and agreement. Palmer Court management also has the right to alert Animal Control if assistance animal becomes a nuisance.

In the event a resident elects to remove an assistance animal from the property on a permanent basis, management will inspect the apartment for health, safety, sanitation and damages that may have been caused by the assistance animal. Such cost to repair the unit will be the responsibility of the Resident/Assistance Animal Owner.

Assistance Animal Agreement

The purpose of the agreement is to authorize you to maintain an animal in your dwelling unit subject to certain conditions and restrictions. Assistance animals are a serious responsibility and risk. If not controlled and cared for properly, these animals can disturb the rights of others and cause costly damages for which you may be held liable. An agreement must be signed for each approved assistance animal.

This agreement entered into this _____ day of _____, 20____, by and between _____ (resident or guest) of apartment # _____, and _____ apartments in consideration of their mutual promises agree as follows:

1. The Resident/ Assistance Animal Owner desires and has received permission from the owner to keep the assistance animal named _____, and described as _____.
2. This document is, by agreement, made a part of the rental agreement and/or lease between the resident and the owner.
3. The resident/assistance animal owner agrees to the following terms, specifications, rules and regulations listed below:

Request for admittance of an assistance animal will be considered a reasonable accommodation providing the following criteria is verified:

1. According to Section 504 and FHA: The resident's handicap or disability has been verified as defined under federal law. (Verification of Request for a reasonable accommodation for an assistance animal of a Qualified Disabled Family Member form has been filled out, appropriately signed and returned to management). According to ADA: In the case of a service dog, no further verification is required.
2. ~~The health provider verifies that the resident needs to keep the assistance animal at the property in order for the person with a disability to enjoy equal opportunity to use and enjoy the property.~~
3. The resident requesting the accommodation adheres to and has the ability or has made arrangements to meet the assistance animal requirements and limits listed below:

Assistance Animal Specifications – Assistance animal must meet the following:

- A. Assistance animal is defined as an animal essential to the resident to carry out day-to-day activities.
- B. NO PUPPIES OR KITTENS unless specified by a healthcare provider.
- C. NO ILLEGAL ANIMALS without written exemption.
- D. Assistance Animal Owner will provide management with current picture of service animal.

Assistance animals not meeting the above criteria (A through D) may not be permitted on the property.

Palmer Court management is compliant to requirements and regulations for Americans with Disabilities Act, Fair Housing Act, and Section 504.

The Resident/Assistance Animal Owner must agree to the following conditions before being allowed to bring a assistance animal onto the property.

1. Agrees to the conditions, rules and regulations listed in the assistance animal policy and signs the service animal agreement (the assistance animal agreement will become an addendum to the tenant's lease).
2. Resident's lease agreement requires all tenants to abide by all federal, state and local laws, therefore we request each assistance animal owner to provide proof of licensing with the City of Salt Lake, have shots/vaccinations as required by Statue or regulation at all times.
3. Resident/Assistance Animal Owner agrees to indemnify, defend and hold owner harmless from and against any and all claims, actions, suits, judgments and demands brought by any other party on account of or in connection with any activity of or damage caused by the resident's service animal.
4. Resident represents that the assistance animal will not disturb other residents and will not be allowed to use any part of the building for depositing waste. Should this occur accidentally, Resident will immediately pick up the waste. Animal waste that may accumulate inside a tray inside the unit will be disposed of properly and promptly. The assistance animal will not be allowed to make excessive noise or engage in threatening conduct which might disturb other residents. No assistance animal with a history of aggressive, threatening or violent behavior will be allowed. The assistance animal will not be allowed out of a residents unit except when under the resident direct control ie; all dogs will be on a leash and secured by owners hand and authority. The assistance animal will not cause any damage or interfere with other resident's use of the premises.
5. Resident/Assistance Animal Owner's liability for damages caused by the assistance animal is not limited to the amount of the tenant's lease deposit and the resident will be required to reimburse the property for the real cost of any and all damages caused by the assistance animal.
6. If necessary, units occupied by an assistance animal will be fumigated upon being vacated. Elimination of infestation of a unit by fleas caused by the assistance animal **shall be the responsibility of the Resident/Assistance Animal Owner who may be liable for the cost of correcting the infestation.**
7. Complaints and problems concerning an assistance animal or Resident/Assistance Animal Owner will be handled under the terms of the lease of the resident.
8. Resident/Assistance Animal Owner acknowledges that other residents may have chemical sensitivities or allergies related to animals and can be easily frightened by animals. Therefore, the Resident/Assistance Animal Owner agrees to exercise common sense and common courtesy with respect to such other resident's right to peaceful and quiet enjoyment of the premises.

Rules and Regulations

1. A Resident/Assistance Animal Owner must insure that the animal will not be allowed to be in the Head Start Playground area at all.
2. A Resident/Assistance Animal Owner must insure that in the event he/she is not capable of taking care of the assistance animal's needs and/or responsibilities associated with the assistance animal that they will make arrangements for someone else to take care of the assistance animal.
3. It is highly recommended that all assistance animals be spayed or neutered.

4. It is recommended that all cats have at least their front claws removed.
5. Assistance animals must be on a leash and kept under the owner's control at all times.
6. Birds must be kept in a cage when unattended.
7. Assistance animals cannot be left outside unattended or tied to any property fixtures.
8. No housekeeping or maintenance will be done in apartments while assistance animals are unattended or unrestrained.
9. Sanitation:
 - A. Assistance animals waste must be sealed in plastic bags and placed in outside garbage bins. Do not dump service animal waste down the toilet. Resident/Service Animal Owner must use dumpster receptacles provided on the property to dispose of waste.
 - B. Litter boxes must be made of plastic material and are to be cleaned at least twice weekly.
 - C. Birdcages must be cleaned daily and waste disposed properly.
 - D. Assistance animal owners must keep apartments free from odors and in a sanitary condition. Deodorizers will be required if management decides necessary. Any feces found in the unit will result in corrective action being taken
 - E. Staff is not responsible for cleaning up after the assistance animal in the building, apartment, yard areas or parking lot. If management must clean up after the assistance animal, there will be one written warning notice sent to the Resident/Service Animal Owner. Failure to address the issue may result in further corrective action.

10. **Rules Infractions and Violations:**

- A. Any Resident/Assistance Animal Owner receiving a written notice of violation(s) must correct the problem in three (3) days. During that time, the Resident/Assistance Animal Owner can ask to meet with management. If a solution is not reached, management may request removal of the assistance animal, may evict the Resident/Assistance Animal Owner or both.
- B. Nuisance, attack, or threat to the safety health or security of any person, resident, employee or visitor to the project will result in the immediate and permanent removal of the assistance animal from the property.
- C. If any violation to all of the above rules and regulations occur, management has the right to revoke permission to keep the assistance animal on the premises. If there is failure to comply with the rules and regulations of the assistance animal policy and agreement. Palmer Court management also has the right to alert Animal Control if assistance animal becomes a nuisance.

In the event a resident elects to remove an assistance animal from the property on a permanent basis, management will inspect the apartment for health, safety, sanitation and damages that may have been caused by the assistance animal. Such cost to repair the unit will be the responsibility of the Resident/Assistance Animal Owner.

- D. Staff is not responsible for cleaning up after the assistance animal in the building, apartment, yard areas or parking lot. If management must clean up after the assistance animal, there will be one written warning notice sent to the Resident/Assistance Animal Owner. Failure to address the issue may result in further corrective action.

11. **Assistance Animal Care:**

- A. The Resident/Assistance Animal Owner when signing the assistance animal agreement authorizes management to have the assistance animal removed at the Resident/Assistance Animal Owner's expense to a Animal Control in the event that neither of the responsible parties listed cannot be reached; and the assistance animal is left unattended for more than eight hours or if the assistance animal is causing a disturbance and the Resident/Assistance Animal Owner is not available.
- B. Assistance animals cannot be left unattended in the apartment for more than eight hours at any one time.

In the event a Resident/Assistance Animal Owner elects to remove an assistance animal from the property on a permanent basis, management will inspect the apartment for health, safety, sanitation and damages that may have been caused by the assistance animal. Such cost to repair the unit will be the responsibility of the Resident/Assistance Animal Owner.

Resident/Assistance Animal Owner has read and agrees to comply with the above assistance animal policy, terms, specifications, rules and regulations which are herein incorporated by reference and agrees to comply with such policies, terms, specifications, rules and regulations as may be reasonably adopted from time to time by owner.

RESIDENT/ASSISTANCE ANIMAL OWNER

RESIDENT/ASSISTANCE ANIMAL OWNER

OWNER-MANAGEMENT

DATE _____

Attach picture of assistance animal to this document.

Drug and Alcohol Use Addendum to the Lease Agreement

Palmer Court Apartments recognizes that legal and illegal drug use is part of the world in which we live, and wishes to minimize the harmful effects of drug use on each individual and the community as a whole. Palmer Court does not condone or condemn drug use; however, the staff is required to respond directly to any unacceptable behaviors, whether or not the behaviors are related to substance use.

Palmer Court respects every individual's right to health and well-being, and acknowledges their ability to take responsibility for their own behavior as it affects them, their loved ones, and the community. We aim to create an environment where individuals can openly discuss substance use without fear of judgment, and navigate their own personal path of choices. This includes discussing one's choices regarding substance use, and supporting one's ability to make decisions regarding their own substance use goals (active use, recovery, abstinence, etc.). If applicable, the staff of Palmer Court Apartments is responsible for engaging tenants in conversations about their use of drugs, alcohol and prescription medications, addressing the effects of substances on the tenant's life and the community.

Because some of the behaviors associated with drug and alcohol use can create harm in a community, the following policy must be adhered to at Palmer Court Apartments. Please read and initial each section below

_____ Drug dealing, distribution or manufacturing is not allowed at Palmer Court Apartments. This includes, but is not limited to, the buying and selling of any illegal drugs or prescription medication on or immediately surrounding the building by tenants and their guests/visitors.

_____ Illegal drugs, alcohol, smoking, and public intoxication are not allowed in the community areas at any time. This includes the lobby, hallways, services area, elevator, or on the property surrounding the outside of the building.

_____ All tenants must respect the rights of other tenants and of staff to the peaceful enjoyment of the premises. Violent or substantially disruptive behavior – whether or not it is related to substance use – will not be tolerated in public or private areas. This includes, but is not limited to, threatening other residents or staff and any other violent behavior towards others, destruction of property, making excessive noise, knocking on tenants' doors to borrow or request money, and having high volume visitor traffic in your unit.

_____ Payment of rent and other financial responsibilities must be met regardless of substance use. Money management is available as a voluntary option.

_____ Tenants are responsible for ensuring that their guests/visitors comply with the above standards.

_____ If a tenant's behavior becomes problematic to the community, or if it appears that substance use is endangering a tenant's housing status, substance use counseling may be arranged through Support Services staff in an effort to prevent the termination of the tenant's subsidy and/or eviction.

I, the undersigned, understand that Federal law prohibits the use, sale, distribution, manufacturing, and possession of illegal drugs and the sale of prescription medication. I understand that violation of any of the rules in this addendum will result in an incident report and/or other action that will endanger my housing status at Palmer Court Apartments.

My signature below indicates that I have read the above rules, understand them, and agree to adhere to them.

Tenant

Date

Palmer Court Property Management Signature

Date



Substance Use and Suspected Substance Dealing Protocol
Permanent Supportive Housing
The Road Home

The Road Home endorses and implements a Housing First philosophy across all programs. Permanent Supportive Housing (PSH) screens in for individuals with disabling conditions, including addiction disorders. As such, the PSH facilities that we operate do not have a zero tolerance policy. Staff are aware of individuals who struggle with addiction disorders and are trained to proactively assist them in accessing the resources and services that will best support their recovery.

Substance Use

From time to time, residents with addiction disorders engage in disruptive behavior that threatens the peace, health, safety and wellbeing of other residents and staff. When this behavior occurs, staff may respond in the following ways:

- We discuss both the behavior and the expected change in behavior with the tenant.
- If the behavior cannot be resolved, we encourage the tenant to return to his/her apartment and assist with the return if needed.
- If the behavior is violent in nature or the disruption continues, police are called.

Residents who demonstrate repetitive disruptive behavior are issued a Substantial Lease Violation or a 3-Day to Comply with Lease or Vacate. These violations are a clear indicator that an individual requires more support. For those individuals that have received these violations, the **Property Management Team** engages in the following:

- Staff sets a meeting with the tenant and the Case Management Team to discuss the behavior and a *Behavior Contract* is generally signed. We explore the link between the disruptive behavior and substance use. We make the tenant aware that continued behaviors of this type may lead to further corrective action, up to and including lease termination.
- Property Management increases the frequency of inspections. Unit inspections are typically conducted quarterly. However, in these instances, Property Management increases the frequency to once per week for a period of four weeks in order to ensure that the disruptive behavior is not adversely affecting the condition of the apartment.
- If the disruptive behavior continues, further consequences, such as lease termination, may occur.

Each tenant at Palmer Court signs a Case Management Agreement. These agreements indicate that engaging in case management services are voluntary in Permanent Supportive Housing. For those individuals that receive the above violations, the **Case Management Team** engages in the following:

- Staff sets a meeting with the tenant and the Property Management Team to discuss the behavior in which a *Behavior Contract* is signed. We explore the link between disruptive behavior and substance use. The tenant is made aware that further behaviors of this type may lead to additional corrective action, up to and including lease termination.
 - A *Behavior Contract* includes an agreement to meet with a Case Manager on a regular basis to provide further support to the tenant.
- We implement Harm Reduction strategies, including:
 - We refer tenants to detox and various other treatment options (inpatient, outpatient, opioid replacement therapy, social support groups, etc.).
 - We transport tenants to treatment appointments.
 - We reach out to service providers in the community to explore further treatment options.
 - We continually seek to bring treatment providers onsite to facilitate direct access to supports for tenants.

Suspected Substance Dealing

Drug dealing is not tolerated at Palmer Court; it is a serious offense and is of great concern to us. Our staff meet regularly with local law enforcement liaisons and pursue the course of action they recommend, including supporting operations they undertake.

Proving that a tenant may be dealing substances is often difficult. However, there are two common signs that raise questions for staff:

- Frequent short-term traffic to a unit
- More than one report of dealing (usually from multiple sources)

When these signs occur, the Property Management and Case Management teams meet with the individual in question to discuss the suspected activity and make it clear that dealing substances will result in termination of the lease. At the recommendation of local law enforcement, staff also report the suspected activity to liaisons within SLCPD and through calling the Drug Hotline. When doing so, they provide as many details as possible, including: tenant and/or guest names, the dates and times of the suspected activity, video footage, and any other pertinent information.

As clear evidence is typically difficult to obtain, tenants are given one opportunity to immediately correct the behavior. If the behavior reoccurs, police are again notified and the lease termination process is initiated.

We encourage and support tenants to make reports to law enforcement when they suspect that another tenant may be involved in dealing drugs. Providing details to the Drug Hotline is encouraged.

Protecting Families at Palmer Court

When families approach staff with concerns about neighbors who may be using or dealing substances, we address the problem according to the above protocols. All tenants are encouraged to report issues and problems to Property Management and police.

There are times when a tenant living near families repeatedly engages in conduct that interferes with the right of other tenants to enjoy their apartments properly and peacefully or cause conditions that are dangerous, hazardous, threatening, unsanitary or otherwise harmful. If these behaviors are linked to a behavioral health disorder, staff have the option, when available, to relocate the household to another area of the building (away from the family that reported the issue). If the issues continue to occur, we engage in termination of the lease.



Handbook: <u>Department</u>
Department: <u>Palmer Court</u>
Document Name/Subject: <u>Palmer Court Rent Collection and Forgiveness</u>
Revision Date: <u>7.30.18</u>
Approved by: <u>Matthew M. Minkevitch, Executive Director</u>
Approval Signature/Date: _____
For questions contact Department Director: <u>Karen Grenko</u>

I. Governing Policy

This procedure is governed by The Road Home’s Guiding Principles Policy and Financial Policy.

II. Related Forms/Policies/Procedures/Work Instructions

- Rent collection and forgiveness work instructions

III. Content

Procedure for rents that are not collected:

- Statements will be given to Residents between the 25th and 30th of each month
- Pay or vacate notices will be delivered to Residents by the 10th of the month.
- If rent has not been paid, the Assistant Property Manager will meet with Resident to find out reason why rent is not paid.
- Assistant Property Manager will consult with Residents Case Manager to talk about options of helping Resident with problems they are having that result in non-payment of rent.

Rent Collection and Forgiveness Program Procedure:

Permanent Supportive Housing generally adopts a somewhat different response to rent collection problems than other housing owners or landlords. Although it is critical that the importance of on-time rental payments be stressed to residents, it is also understood that residents of supportive housing have a number of unique problems that can impede their ability to meet their rental obligations. These can include family crises, medical emergencies, mental health challenges, or relapse to addictive behavior patterns. Although there is a fundamental requirement that residents meet their rental obligations, Palmer Court will often seek recourse through counseling or referral for supportive services or money management prior to commencing eviction proceedings.



Palmer Court payment plans offer the resident an opportunity to avoid legal action. Payment plans are sometimes offered in conjunction with money management services and training to prevent eviction for residents with histories of non-payment. By offering this assistance residents will learn how to better manage their money and they will develop skills critical to their ability to achieve housing stability and not return to homelessness.

The Rent Collection and Forgiveness program identifies those residents that struggle the most to pay rent on a consistent basis.

Property management staff reviews the delinquency report each month to determine who may qualify for this program. This program is offered to our residents who face multiple difficulties and challenges in their lives and without being offered this program would most certainly face homelessness again.

Property management sends out a letter to the resident explaining the seriousness of their delinquent rent and requests a meeting with the resident.

At this meeting the rent collection and forgiveness program is offered and explained to the resident and reasonable expectations are made during the meeting to let the resident know that not paying their rent is a very serious matter and may lead to lease termination if they continue nonpayment of rent.

An agreement is signed at this meeting with the payment pledges and is recorded and monitored monthly by property management staff.

**Palmer Court
999 South Main St
Salt Lake City, Utah 84111
Rent Collection and Forgiveness Program
Payment Agreement**

Date: _____

Resident: _____

I, _____, agree to following payment arrangements:

\$ _____ On Date: _____ 20__

\$ _____ On Date: _____ 20__

\$ _____ On Date: _____ 20__

If I successfully complete the above payment plan, I will be eligible for the rent forgiveness program. As part of that program, I understand that, for every quarter (3 months) that I pay my full, regular rent, of \$ _____ after _____ I will receive a 25% credit off of my back rent balance which is currently \$ _____.

Furthermore, I understand that, if my rent portion is subject to fluctuations based on my income, I am responsible for updating my Housing Authority and Property Management in a timely manner. Additionally, I understand that I am responsible for my full, regular rent even if it is adjusted, up or down, based on income changes.

I understand that if I do not keep the arrangement agreed upon, I may receive a 3-Day Pay or Vacate Notice for the entire balance owed and this may be submitted to the attorney for eviction for non-payment of rent.

Accepted on this day: _____ of, 20__

Resident

Owner/Agent

Resident

Palmer Court Rent Re-Payment Process

If you have been unable to consistently pay your full rental portion, this new program will get you back on track!

✦ It is expected that all tenants pay their rent on time and in full every month ✦

① Meet with property management and supportive services to discuss your rent re-payment plan.

② Begin rent re-payment plan.

Month 1 - 35% of Rent =

Month 2 - 70% of Rent =

Month 3 - 100% of Rent =

③ Successfully complete 3 months of rent payments on time and in full.

BONUS!
Rent Forgiveness
Program Available

For every quarter (3 months) that your household pays your full rental portion on time and in full, Property Management will **forgive 25% of the back rent** that you owe.

If your household is unable to adhere to this payment plan, Property Management may pursue corrective action.

Thank you for your cooperation!

