



Volunteers  
of America®

NORTHERN CALIFORNIA  
& NORTHERN NEVADA

RFQ #030088

CAC Shelter Operations

VOA-NCNN

Proposal Submission

March 18, 2016

**EXHIBIT 1: APPLICATION AND SUPPORTING ATTACHMENTS**

**ATTACHMENT 1: SUPPORTING DOCUMENTS CHECKLIST**

The following documents must be submitted in the order listed below with tabs marking each document. Failure to submit any of these documents in an application will result in the ineligibility of the application.

Note: If you have intentionally left an attachment out of the proposal, please include and insert a piece of paper with the notation "Attachment X Intentionally Left Blank" and the explanation why the attachment is not relevant to your proposal in the appropriate place in your proposal (where the attachment would normally be included).

- ☒ Attachment 1: Supporting Documents Checklist ✓
- ☒ Attachment 2: Project Summary ✓
- ☒ Attachment 3: Civil Rights Law Compliance OK
- ☒ Attachment 4: Proposer Capacity and Experience ✓
- ☒ Attachment 5: Program Design ✓
- ☒ Attachment 6: Integration with CoC Strategic Planning ✓
- ☒ Attachment 7: Proposer Past Performance ✓
- ☒ Attachment 8: CoC HMIS Participation ✓
- ☒ Attachment 9: Budget and Financial Stability (including a CD with Excel Worksheet) ✓
- ☒ Attachment 10: Board Resolution Authorizing Application OK
- ☒ Attachment 11: Signatures and Assurances OK
- ☒ Attachment 12: Letter of Representation OK
- ☒ Attachment 13: Current Proof of IRS 501(c)(3) status OK
- ☒ Attachment 14: Articles of Incorporation, including amendments and by-laws OK
- ☒ Attachment 15: ADA Compliance OK
- ☒ Attachment 16: Memoranda of Understanding (if applicable) ✓
- ☒ Attachment 17: Educational Services ✓

**Attachment 1 – Supporting Documents Checklist**

**Attached**

**Attachment 2 – Project Summary**

**Attached**

**ATTACHMENT 2: PROJECT SUMMARY****A. Lead Proposer Information**

Legal Name Volunteers of America-Northern California/Northern Nevada  
 Executive Director Leo McFarland  
 Executive Director  
 Email Address voaleo@aol.com  
 Board Chair Paul Esch  
 Agency Address 3434 Marconi Avenue  
 City Sacramento State and ZIP CA 95821  
 Agency Phone 916-265-3400 FAX 916-442-1861

**B. Contact Person**

Contact/Title\* Leo McFarland, President/CEO  
 Contact Phone 916-730-0226  
 Contact Fax 916-442-1861  
 Contact Email voaleo@aol.com

*\* Must be a person who is knowledgeable about the proposal and able to respond to any questions or provide additional information.*

**C. Subcontractor Information (please include as applicable)**

Legal Name of  
 Subcontractor: N/A  
 Executive Director \_\_\_\_\_  
 Executive Director \_\_\_\_\_  
 Email Address \_\_\_\_\_  
 Board Chair \_\_\_\_\_  
 Agency Address \_\_\_\_\_  
 City \_\_\_\_\_ State and ZIP \_\_\_\_\_  
 Agency Phone \_\_\_\_\_ FAX \_\_\_\_\_

**D. Contact Person**

Contact/Title\* N/A  
 Contact Phone \_\_\_\_\_  
 Contact Fax \_\_\_\_\_  
 Contact Email \_\_\_\_\_

*\* Must be a person who is knowledgeable about the proposal and able to respond to any questions or provide additional information.*

## Request for Qualifications for 030088

### E. Project Type-Please check the project (s) you are bidding on (check all that apply)

☒ Main shelters; men's, women's family

☒ Overflow Shelter

☒ Resource Center

### F. Homeless Population

Please indicate the primary homeless population your program intends to serve: In the VOA program,  
the primary homeless population we intent to serve are: men, women & families. This includes  
the chronically homeless, those suffering from addiction or mental illness as well as those  
who struggle with dual diagnoses.

If your program's services are not exclusive to one population, please indicate all sub-populations served:

Sub-population	Check all that apply
Chronically homeless	X
Severely mentally ill	X
Chronic substance abuse	X
Families	X
Veterans	X
Persons with HIV/AIDS	X
Other	

### G. Fiscal and Administrative Accountability

Please include contacts for lead agency and any subcontractors

Please list the persons who have legal authority to sign contracts and other legal documents, payment requests, and checks related to this proposed contract. Add lines, if necessary.

Name	Title	Authorized to Sign Documents
Leo McFarland	President/CEO	Yes
Amani Sawires Rapaski	Vice President/COO	Yes
Joel Rusco	Vice President/CFO	Yes

## Request for Qualifications for 030088

### H. Homeless Management Information System (HMIS) Contact

Please list the person(s) in your organization designated to be the contact for the Homeless Management Information System (HMIS). Please include contacts for the lead agency and any subcontractors.

Name	Title	Email Address
Julianna Glock	Grant/Contract Manager	jmayfield@restartreno.org

### I. Americans with Disabilities Act of 1990 and any Amendments Thereto Agency Contact

Please list the person(s) in your organization designated to the Americans with Disabilities Act (ADA) contact. Please include contacts for the lead agency and any subcontractors.

Name	Title	Email Address
Amani Sawires Rapaski	Vice President/COO	amani@voa-sac.org

### J. Project History

Please respond to the following question for the lead agency and any subcontractors: Has your agency ever received funds from the City of Reno, City of Sparks, or Washoe County? Yes

If you answered yes, please list those contracts in Attachment 4, Proposer Experience Chart

**This Section Left Intentionally Blank**

**Attachment 4 – Proposer Capacity and Experience**



#### Attachment 4 – Proposer Capacity and Experience

1. Volunteers of America (VOA) is one of the nation's largest and most comprehensive private, non-profit, 501(c)(3) human service agencies. Our programs are in every part of the homeless Continuum of Care, from emergency shelter to transitional housing to permanent supportive and non-supported housing, and subsidized housing. VOA has operated emergency shelter and transitional housing programs for homeless single men, single women, youth, and families for almost 50 years. The agency currently operates 53 homeless programs in Northern California and Northern Nevada including 15 emergency shelters and 4 transitional housing programs which serve over 1,400 people each day. VOA employs 420 individuals and operates with annual revenues of \$28,000,000. VOA has been serving the Reno community for almost 35 years by providing housing to low income seniors and disabled persons and services to foster families. Over the past 5 years, VOA has successfully operated the Community Assistance Center Shelters as well as the ReStart Programs which offers a myriad of outreach, case management, rapid rehousing, permanent supportive housing, and shelter plus care services to homeless singles, families, veterans, and seniors. All VOA programs are designed to reduce homelessness and increase self-sufficiency.

2. Founded in 1896, VOA's mission is "To Reach and Uplift All People...By Restoring Hope, Dignity, And Self-Reliance to Those in Crisis and Distress." Providing emergency shelter and related support services to help individuals and families experiencing homelessness attain permanent housing is consistent with VOA's mission to restore self-reliance and hope to the individuals we serve. VOA believes that safe, affordable housing is a basic human right and as such is a primary area of focus in all of our programs. Our strategic plan focuses on more closely aligning our agency's programs with the housing first and rapid re-housing principles. For 119 years, VOA's mission has enabled us to assist the hardest to serve without regard to race, ethnicity, culture, sexual orientation, gender identification, religious affiliation, or disability. Our guiding principle is to enable clients at the CAC shelters to regain hope, self-worth and dignity by providing a hand up. VOA's approach is based on these principals.

1. Self Determination – Establishing a partnership with each individual based on mutual respect and the belief that each individual in crisis can define their own solution. We are there to listen carefully to their needs and to respond to their plan. VOA believes that people in crisis need to feel a sense of control and empowerment to actively overcome obstacles and maintain stability. Our programs put a constant emphasis on giving clients a voice in the development of their service plans. The reinforcement of progress towards the client's choices, goals, and preferences are respected to show them that they do have strengths. Natural consequences for poor choices are also allowed to occur.
2. Strength Based – In all core service areas we will approach every aspect of response, placement and stabilization with a strength based approach. Overarching all aspects of our service delivery will be highlighting each household's elements of resiliency to support their dignity of choice.

VOA Case Managers are training in Motivational Interviewing as a means of empowering clients to change their lives by building on each client's strengths. VOA staff create connections with mainstream resources and other community providers in order to offer clients a multi-

disciplinary network of supporters that can assist in ending homelessness. Workforce development and other employment solutions are highly prioritized whenever possible to ensure long term housing affordability.

3. VOA is particularly experienced at providing services to people struggling with multiple barriers to independence such as poverty, homelessness, mental illness, substance abuse, HIV/AIDS, and trauma history. Attaining and maintaining stable housing for households is one of the primary objectives in every program that VOA operates. VOAs supportive services include case management, referral and advocacy, financial literacy and practical life skills education, housing assistance, employment assistance, food, transportation and aftercare services. Connecting clients with mainstream resources and assisting them to attain stable housing are priorities in every program that VOA operates. Staff maintain positive, engaged working relationships with providers of mainstream and private services and work diligently to connect clients. VOA staff conduct weekly housing workshops and assist households to create a housing plan outlining goals for overcoming barriers to housing. Volunteers of America successful experience includes:

- *EMERGENCY SHELTERS* for single adults, neglected and abused seniors, and families offered for over 50 years
- *TRANSITIONAL HOUSING* for emancipated foster youth, homeless adults, homeless families with children, and people with stable disabilities offered for over 30 years
- *PERMANENT SUPPORTED HOUSING* for disabled individuals and families offered for over 25 years
- *SUBSIDIZED HOUSING* for lower income elderly individuals and families offered for over 30
- Residential and outpatient *ALCOHOL AND DRUG TREATMENT* programs for single homeless adults, homeless women with children, homeless families, or incarcerated individuals offered for over 25 years
- *MENTAL HEALTH PROGRAMS* providing street outreach, referral, advocacy and housing programs for homeless mentally ill individuals offered for 35 years
- *CASE MANAGEMENT SERVICES* to elderly and disabled individuals living in low income housing, homeless adults living in shelters or transitional programs, and families in recovery offered for over 50 years
- *TRAINING AND EMPLOYMENT* to formerly homeless adults leaving our shelters in the areas of landscape maintenance and food service offered for over 20 years
- *HOMELESS PREVENTION AND RAPID REHOUSING* to individuals and families offered for over 8 years

Once stably housed, over 80% of clients who receive assistance from VOA remain in housing. The VOA staff have the ability, long-term experience, and proven track record to assist those with multiple barriers to housing, chronically homeless, the first time homeless, and those precariously housed.

#### **4. Organizational Chart for Program (Provided at end of Attachment 4)**

**5. Staffing – (Program Organizational Chart provided at end of Attachment 4)**

**Staffing Positions and Descriptions:**

**Division Director**

Job Responsibilities:

- Point of contact for contract administration
- Monitor program outcomes
- Budget development and administration
- Approval of monthly billings
- Contractual compliance

Job Qualifications:

- Bachelor degree in a related field
- 5 plus years experience in a non-profit field

**Program Director**

Job Responsibilities:

- Oversees staff
- Forms community relationships

Job Qualifications:

- Bachelor degree in a related field.
- 2 plus years experience in a non-profit field

**Operations Manager**

Job Responsibilities:

- Oversees staff
- Contract administration
- Communicates with funding agencies
- Reviews AP and payroll
- Assists with new employee selection and training
- Prepares quarterly and annual reports for contracts

Job Qualifications:

- 2 plus years experience in a non-profit field

**Program Supervisor**

Job Responsibilities:

- Oversees program
- Responsible for case managers/shift monitors

Job Qualifications:

- 2 plus years experience in a non-profit field

**Case Manager**

Job Responsibilities:

- Individual client monthly meetings
- Psycho-social assessments
- Individual service plans for clients
- Referrals to outside resources
- HMIS data input

**Job Qualifications:**

- Bachelor degree in a related field
- 2 plus years experience in Human Services

**Employment Specialist**

**Job Responsibilities:**

- Teaches Ready to Work classes
- Assists clients with preparing resumes, interview skills and locating employment
- Forms relationships with local employers to create future employment opportunities

**Job Qualifications:**

- Bachelor degree in a related field
- 2 plus years experience in Job Development

**Housing Specialist**

**Job Responsibilities:**

- Teaches Ready to Rent classes
- Assists clients with obtaining and maintaining affordable housing
- Forms relationships with landlords

**Job Qualifications:**

- Bachelor degree in a related field
- 2 plus years experience in Job Development
- Real estate experience preferred

**Lead Staff – Resource Center**

**Job Responsibilities:**

- Oversees operations
- Coordinates services provided by volunteers

**Job Qualifications:**

- 2 plus years Human Services experience

**Shift Monitor**

**Job Responsibilities:**

- Assists clients with program rules
- Coordinates meals and bed assignments
- Security checks

**Job Qualifications:**

- Ability to communicate and comprehend oral and written instructions

- Ability to work irregular hours

#### **Security Monitor**

##### Job Responsibilities:

- Provides information to clients
- Enforce campus rules
- Intervene in disturbances
- Assist staff and Reno Police Department as needed

##### Job Qualifications:

- Ability to communicate and comprehend oral and written instructions
- Ability to work irregular hours

#### **Maintenance Tech**

##### Job Responsibilities:

- Performs routine building repairs and maintenance
- Purchases materials for required repairs

##### Job Qualifications:

- 2 plus years experience in General Maintenance

6. Weekly work schedules are posted by the Shelter Supervisor following the staffing pattern that was developed and approved by management during the budgeting process. These patterns were established to provide adequate staff coverage at all times. The posted work schedules are reviewed by the Program Manager on a weekly basis in order to correct any deficiencies in the scheduling. We have a number of employees who are part time or on-call employees that are available to be called into work to cover staff shortages due to employee illness or emergencies.

Weekly staff meetings are held to discuss any issues that may occur and need to be addressed in order to ensure that staff coverage is maintained at required levels. Program directors are provided with payroll reports that detail the amount of sick, vacation and overtime pay that is processed each month. These reports will help to alert the supervising staff of any ongoing or potential problems with the staffing patterns and coverage.

Quarterly and annual reports are reviewed by our Director of Quality Assurance in order to correct any deficiencies that may be indicated by the reported program statistics. The Director of Quality Assurance works closely with the Program Director, Program Manager and Human Resources Manager to facilitate solutions to any programmatic problems in order to make sure that the program is following all contract/program requirements.

7. **On-Site Services** – See attachment 5, #17

## 8. Cultural Competency

Volunteers of America-Northern California/Northern Nevada's (VOA) organization belief system, is based on our mission to **Reach and Uplift All People**. Our agency believes that diversity is present in many areas and our programs are tailored and appropriate for the diverse racial, religious, sexual orientation, ethnicity, cultural, gender and socio-economic needs of the populations we serve. VOA is committed to creating and maintaining an environment that supports "Cultural Competence" by promoting respect and understanding of diverse cultures, social groups, and individuals. To achieve this commitment, we have developed and maintained a high-performing workforce that improves outcomes for clients, delivers culturally responsive services, and reflects the diversity of the communities we serve.

- All employees will make every reasonable effort to make accommodations necessary for the individual to access services regardless of race, ethnicity, age, familial status, socio-economic status, disability, sexual orientation, language barriers, literacy or national origin.
- All employees will respect the cultural differences of the individuals and families who present for services and will provide services in a culturally competent manner.
- Clients will be served in a manner that respects their unique circumstances and needs.
- Clients who require an interpreter will be provided one.
- Additional knowledge and information will be garnered when necessary to provide culturally competent services.

Cultural competence is an on-going process, and a goal VOA strives to achieve. We have developed a staff training component to education all staff in this important area. We have an extensive resource library addressing various cultures and delivery systems which are disseminated to all program directors within the agency. With the assistance of a CLAS (Culturally and Linguistically Appropriate Services) consultant, VOA has created a three-year cultural competency plan that addresses the 15 national CLAS Standards. This plan allows us to review and refine our plan and assure continual improvement.

The principles of cultural competence are integrated into all service delivery and program evaluation. As such, VOA provides equal opportunities to all people in all terms, conditions, and privileges of employment and provision of services. Furthermore, VOA's organizational climate of diversity and strict employment and operational policies on non-discrimination ensure a healthy environment that has its core a culture of helping all people and honoring diversity.

9. A copy of the VOA Board of Directors Roster is attached. VOA serves on several affiliated committees including the Washoe County CoC, Reno Area Alliance to End Homeless (RAAH), Statewide HMIS & Data Steering Committee, Coordinated Entry Committee.

10. Please circle the answers to the questions below. Please explain any "yes" answers below on a separate sheet under this attachment heading. Please answer the questions below for the lead proposer and any subcontractors.

A. In the past ten (10) years has your organization ever had its non-profit status revoked or withheld by the IRS, the Secretary of State, the State Attorney General, or the Franchise Tax board? Yes ☒ No

a. Date of 501(c)(3) status: July 15, 1938

B. Has your organization been sued in the last five (5) years? Yes ☒ No

C. Are any of your managers or staff with fiscal responsibilities involved in litigation presently that has any bearing on fiduciary trust or employee relations? Yes ☒ No

D. Have any unfavorable rulings been handed down by any court against your organization or Executive Director in the last five (5) years? Yes ☒ No

E. Does your organization currently have any unresolved fiscal, reporting, or program issues with any of its current or past funding sources? Yes ☒ No

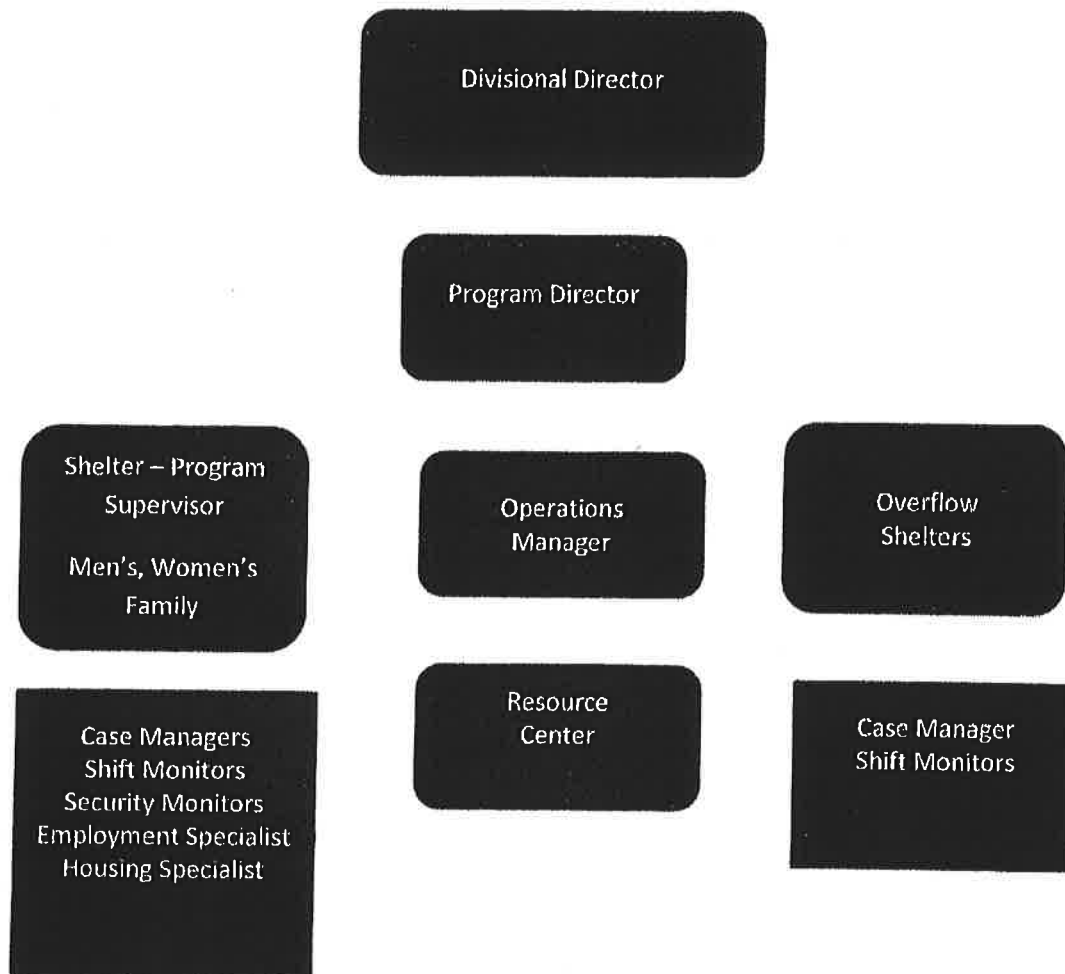
**Proposer Experience Chart**

<b>Program Name</b>	<b>Program Description and Target Population</b>	<b>Year Awarded</b>	<b>Amount of Contract</b>	<b>*Amount Spent to Date</b>
Reno Shelter Men/Women/Family	Homeless/Chronically Homeless Men & Women, Homeless Families	2008	1,675,570	1,155,050
Reno - Overflow	Homeless/Chronically Homeless Men & Women	2008	240,000	156,906
Auburn Shelter	Homeless /Chronically Homeless Men & Women	2015	682,449	282,057
Bannon Family Shelter - Sac	Homeless Families	2009	631,429	368,333
A Street Men's Shelter - Sac	Homeless /Chronically Homeless Men	1976	416,379	242,887
Open Arms – Sac	HIV Positive Homeless Men	2000	440,000	256,666
AB 109 – Sac	Men Released from County Jail	2013	406,000	338,333
Detox - Sac	Serial Inebriates	1976	856,752	571,168
ICP - Sac	Homeless Men/Women discharged from hospital	2015	139,000	34,749
Senior Safe House - Sac	Physically or Financially Abused Seniors	2009	240,000	160,000
Winter Shelter- Sac	Homeless /Chronically Homeless Men & Women during Winter Months	2008	75,000	70,000

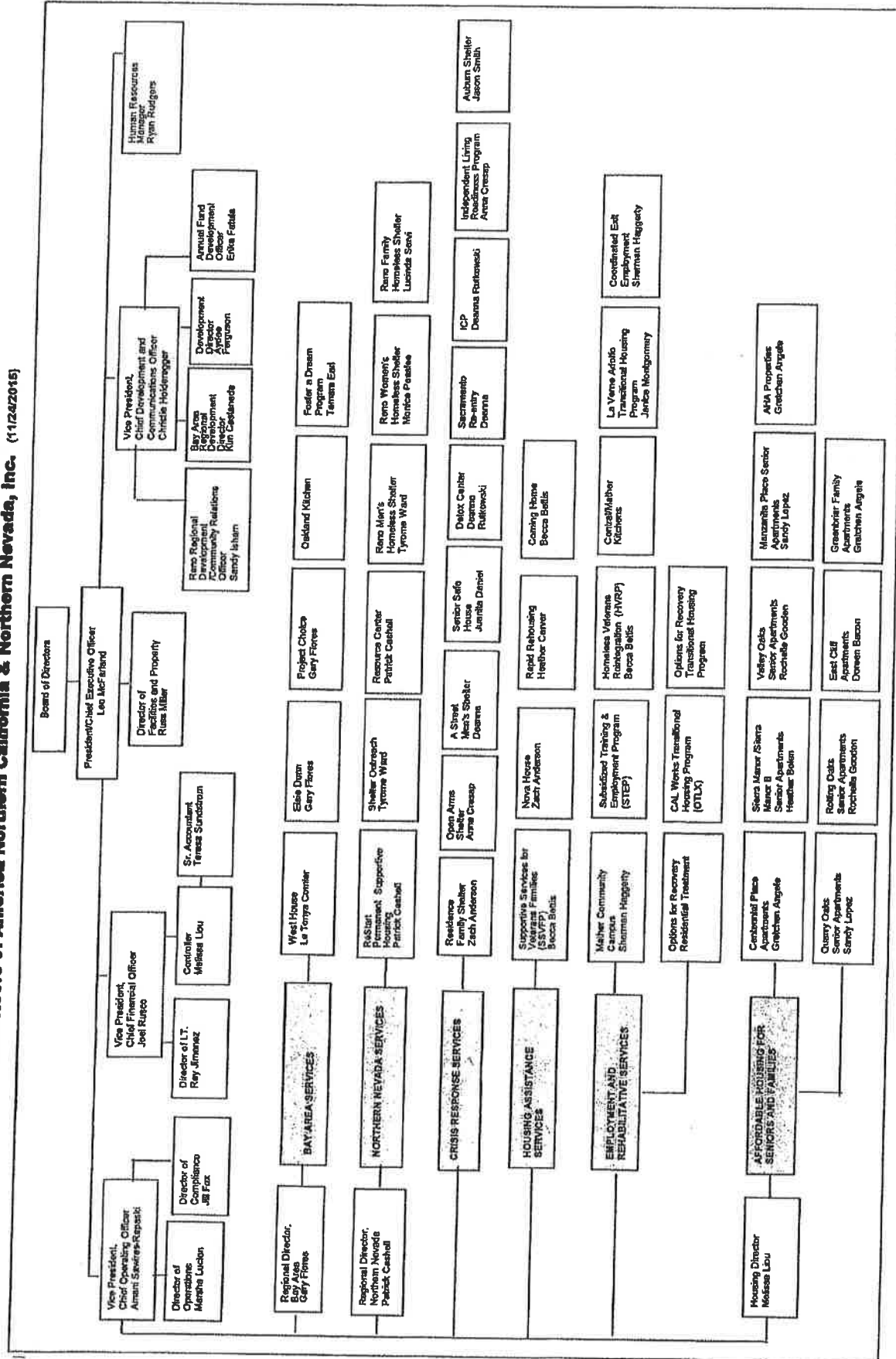
\*Contracts have various fiscal cycles.



## VOA-NCNN Organizational Chart CAC Shelter Operations



# Volunteers of America Northern California & Northern Nevada, Inc. (11/24/2015)



**VOLUNTEERS OF AMERICA  
NORTHERN CALIFORNIA & NORTHERN NEVADA, INC.  
BOARD OF DIRECTORS 2015-2016**

<b>ESCH, PAUL.....(17)</b> <b>CHAIR</b> President CVC Construction 3900 Natoma Avenue Fair Oaks, CA 95628 (916) 852-6030 Cell: (916) 835-6030 Email: pesch@concretevalue.com	<b>IOANIDIS, PAUL.....(15)</b> <b>VICE-CHAIR</b> Owner SIA Security Services 2443 Fair Oaks Blvd. #525 Sacramento, CA 95825 (916) 275-1524 Email: pioanidis@gmail.com	<b>BATTURARO, ORLANDO.....(15)</b> <b>TREASURER</b> District Sales Manager VALIC 841 Robertson Way Sacramento, CA 95818 (916)806-4028 Email: Orlando.Batturaro@metlife.com
<b>RADTKEY-GAITHER, KATHRYN.....(15)</b> <b>SECRETARY</b> Retired 1621 Mendota Way Carmichael, CA 95608 (916) 654-5309 Cell (916) 396-4634 Fax (916) 654-3108 Email: krgaither@aol.com	<b>MCFARLAND, LEO.....(16)</b> <b>PRESIDENT/CEO</b> Volunteers of America 3434 Marconi Avenue Sacramento, CA 95821 (916) 442-3691 Fax (916) 442-1861 Email: voaleo@aol.com	<b>ALIOTTI, MELISSA BLAIR.....(16)</b> Esq., Attorney and Mediator Read and Aliotti, PC 2520 Venture Oaks Way, Suite #100 Sacramento, CA 95833 (916) 929-7645 Cell (916) 215-7645 Email: maliotti@readaliotti.com
<b>BULLARD, BRYAN.....(16)</b> President Bullard Construction 3132 Auburn Blvd. Sacramento, CA 95821 (916) 296-3779 Fax (916) 485-4388 Email: bryan@bullardinc.net	<b>DRYSCH, SCOTT..... (16)</b> Managing Director - Market Manager Wells Fargo Advisors 4012 Errante Drive El Dorado Hills, CA 95762 (916) 787-2125 Fax: 916-787-2105 Email: sdrysch@gmail.com	<b>GREEN, STEVEN .....(16)</b> Steve Green - Consultants 2430 Pavillions Place Lane, Apt. #305 Sacramento, CA 95825 (916) 333-1837 C - (916) 990-1070 Email: stevegreen5703@gmail.com
<b>LEE, TOM.....(17)</b> State of California Department of Social Services 1516 34 <sup>th</sup> Avenue Sacramento, CA 95822-3018 (916) 653-3780 Cell: (916) 425-9205 Fax (916) 323-1833 E-Mail tlee5960@sbcglobal.net	<b>McGARRY, JUDY .....(16)</b> Retired 181 Rock House Circle N. Sacramento, CA 95835 (916) 515-1730 Cell (916) 213-1659 E-Mail: judymcg@pacbell.net	<b>ORR, JOHN.....(16)</b> CAE, Program Consultant North State Building Industry Foundation 1536 Eureka Road Roseville, CA 95661-3055 (916) 751-2772 Cell (916) 870-6259 Fax: (916) 677-5734 Email: johno@northstatebia.org
<b>SADLER, SUE.....(15)</b> Vice President & General Manager, Americas Xtralis 175 Bodwell Drive Avon, MA 02322 (862) 432-8324 Home (775) 229-4897 Email: ssadler@xtralis.com	<b>STANCELL, STAN.....(15)</b> Retired 5872 13 <sup>th</sup> Street Sacramento, CA 95822 (916) 391-2416 Email L.stancell@worldnet.att.net	<b>STINSON, JOE.....(17)</b> Assistant Publisher Sacramento Observer 1518 Zelda Way Sacramento, CA 95822 (916) 452-4781 Fax (916) 452-7744 E-Mail joe.b.stinson@sacobserver.com

**VOLUNTEERS OF AMERICA  
NORTHERN CALIFORNIA & NORTHERN NEVADA, INC  
EMERITUS BOARD**

<b>GAYMAN, PATRICIA</b> Lobbyist-Retired	<b>PARDUN, JAMES</b> Office of County Executive	<b>GRUTCHFIELD, LEE A. Ph.D</b> Industrial Psychologist
<b>KINLOCK, JERROLD</b> Sacramento Credit Union	<b>MCGINNESS, JOHN</b> Sheriff of Sacramento County	<b>MULJAT, MICHAEL</b> Vice President Cornish & Carey Commercial
<b>GRANT, GREG</b> Grand Flooring Designs – Retired	<b>BOWEN, JANICE</b> Freelance Television Producer	<b>LEINEKE, JOEL</b> Systems 3, Inc.
<b>AUGUSTINE-NELSON, DEBBIE</b> President/CEO		

Revised : August 31, 2015





**Attachment 5 – Program Design**

Attachment 5 – Program Design

1. Program Schedule

	<b>Men's Shelter</b>	<b>Women's Shelter</b>	<b>Family Shelter</b>	<b>Overflow Shelter</b>	<b>Resource Center</b>
<b>Security</b>	24/7	24/7	24/7	8pm-6am	8am-5pm
<b>Staffing</b>	See below	See below	See below	See below	See below
<b>Operating hours</b>	24/7 except during cleaning	24/7 except during cleaning	24/7	2pm-10pm Case management & 8pm-6am sleeping	8am-12pm & 1pm-5pm
<b>Wake-up time</b>	5am	6am	Not monitored	4:45 am	N/A
<b>Shelter procedures re: cots, bedding</b>	See below	See below	See below	See below	N/A
<b>Morning Showers</b>	6am-7:30am & 11am – 10pm	6am-7:30am & 10am – 4:30pm	Not Monitored	11am – 4pm Mon, Wed, & Fri.	N/A
<b>Clean-up</b>	8am – 11am daily	8am – 10am daily	Daily - night time hours	5am – 7am daily	8am-9am daily
<b>Doors Close</b>	9pm	9pm	9pm for residents	N/A	5pm
<b>Doors open to clients</b>	10am	10am	10am	8:15pm – when bus drops off	9am
<b>Intake/client sign-in</b>	10am daily until beds are full	10am daily until beds are full	24/7	2pm daily until beds are full	9am-12pm & 1pm-5pm daily
<b>Shower times for non-shelter clients</b>	11am – 4pm on Mon., Wed. & Fri.	10am-4:30pm daily	N/A	N/A	N/A
<b>Information and referral</b>	7am -6pm daily	7am – 6pm daily	8am-5pm Mon – Fri	2pm – 10pm daily	9am-12pm & 1pm-5pm
<b>Transportation</b>	As requested	As requested	As Requested	8pm & 5am	N/A
<b>Case Management</b>	As scheduled between 7am-6pm daily	As scheduled between 7am – 6pm daily	As scheduled 8am – 5pm Mon – Fri	2pm – 10pm Wed – Sun	NA
<b>Counseling</b>	As scheduled	As scheduled	As scheduled	N/A	N/A

## 2. Program Staff

	Men's Shelter	Women's Shelter	Family Shelter	Overflow Shelter
Opening hours 6 – 8 am	1 employee to 79 clients at full occupancy. This number includes 2 shift monitors.	1 employee to 25 clients at full occupancy. This number includes 2 shift monitors.	1 employee to 36 clients at full occupancy. This number includes 2 shift monitors, 1 shelter supervisor	1 employee to 33 clients at full occupancy.
Daytime hours 10 am- 9 pm	1 employee to 17 clients. This number includes 2 shift monitors, 1 supervisor, 4 case managers, 1 housing specialist, 1 employment specialist	1 employee to 12 clients. This includes 2 shift monitors, 1 supervisor and 1 Case manager	1 employee to 22 clients. This number includes 2 shift monitors, 1 shelter supervisor, and 2 case managers	Closed during daytime hours  Case Manager available 2 –10 pm
After "lights out"/ Nighttime 9 pm-6am	1 employee to 79 clients. This number includes 2 shift monitors.	1 employee to 25 clients. This number includes 2 shift monitors.	1 employee to 54 clients including children. This includes 2 shift monitors	1 employee to 33 clients at full occupancy.

## 3. Program Model

VOA will provide Community Assistance Center (CAC) shelter operations including a 158 bed Men's Shelter, a 50 bed Women's Shelter, a 27 unit Family Shelter and a 100 bed Overflow Shelter. A total of 20 beds at are shelters will be utilized for qualified veterans including additional veteran specific groups, intensive counseling, linkages to veterans' services, and additional meal service. The CAC Shelters will serve extremely low income men, women, and families who are homeless and who are most likely to succeed in attaining appropriate housing with the assistance of a temporary shelter stay and concomitant supportive services. VOA will also provide services at the Resource Center. With the exception of the Overflow Shelter, all CAC shelters operate as 24-hour safe, supervised temporary living environments which offer assessment, case management services, housing placement assistance, employment assistance, two meals daily, personal supplies, shower facilities, laundry facilities, transportation, and storage.

Clients who desire to enter the Overflow Shelter will place their name on a list located at the Men's Shelter at 315 Record Street from 2:00 p.m. until the shelter is full. Shelter eligible men and women will be selected based on a first come first served basis and will be told of their status at the time of sign in. Those who have a bed at the Overflow Shelter will be asked to return to the parking lot of the CAC by 6:30pm for staging. Overflow clients who have



belongings will be assisted to store their items in locked, secured PODS located on the grounds. From there, they will board the bus for transportation to the Overflow Shelter site. The first bus will leave the CAC parking lot at 6:45pm with up to 12 individuals on board. Additional bus trips will be made in order to transport all individuals who are waiting. Bus trips will be made back to back until all individuals are at the Overflow. In case of inclement weather, individuals waiting for the bus will be allowed to sit in the Day Rooms of the Men's and Women's Shelter in order to reduce their exposure to the elements.

The Overflow Shelter will be open seven days each week from 7pm until 6am. It will be staffed by a minimum of three monitors at all times. The clients arrive back to the CAC in the morning in the same manner that they were transported. Individuals arriving back to the CAC will have access to a morning meal provided by Reno Sparks Gospel Mission. Additionally, individuals arriving to board the buses to the Overflow Shelter in the late afternoon will have access to the dinner meals provided by the Reno Sparks Gospel Mission and various volunteer groups.

Moving forward, the Overflow Shelter will be used as the triage center and gateway to CAC Shelter entry for the single population whenever possible. One of the primary goals of the Overflow will be to provide *coordinated assessment* which will enable clients to be triaged to and access the most appropriate service in the existing homeless continuum of care or mainstream services. This will be accomplished by assessing each client's needs for services and referring them to appropriate resources to reduce barriers to ending their homelessness. VOA's focus in all CAC shelters will be to identify and stabilize barriers contributing to each client's current episode of homelessness. Coordinated assessment will be done as early as possible upon entry into the shelter system, ideally during the client's stay at the Overflow Shelter (for singles). The first phase of assessment will include the VI-SPDAT for all households in order to correctly target them to the appropriate resource. Once in the CAC Shelters, the singles will also receive a more in depth *Housing, Resource, and Support Services Assessment* which will enable development of an individual plan focused on reduction of barriers to housing.

To provide assessment, the Overflow Shelter will utilize a Case Manager who will be located at the CAC Resource Center from 12pm-8pm daily. If a client can be diverted from shelter based on an identified support system, diversion will be encouraged. For those where diversion is not possible, the Case Manager and the client will develop a short term plan which outlines the steps necessary to get the client connected with appropriate services. Those in need of substance abuse treatment will be referred to WestCare, Reno-Sparks Gospel Mission, or Crossroads for next step housing. Those who are in need of mental health services will be referred to Northern Nevada Adult Mental Health Service, Community Health Alliance, or the VA (for veterans). Those who are in need of health care will be referred to Northern Nevada Hopes, Community Health Alliance, or the VA. These referrals will include not only advocacy for the client but direct connection to the service provider. Clients who are stabilized/stabilizing and in need of housing, income, benefits, and other services will work with the Case Managers to move to housing as quickly as possible. Priority for CAC Shelter entry will be given to those households where substance abuse and mental illness have been mitigated and who have the greatest likelihood of transitioning to appropriate housing. Those qualifying to enter the singles shelters will undergo centralized intake daily at the singles shelters. Men and women are welcome to come to the shelters for intake between the hours of 8:30 am - 4:00 pm. *Housing,*

*Resource, and Support Services Assessment* will be offered to all clients who enter the Men, Women, and Family Shelters and who desire to move into the homeless continuum of care's Rapid Rehousing, PSH, or who simply desire to locate employment and low cost market housing. The assessment focuses on housing needs and preferences; support systems; barriers; resource acquisition (e.g., entitlements, employment, etc); and identification of services needed to sustain housing as well as client's personal strengths and challenges. VOA believes that homeless prevention and rapid re-housing includes bringing mainstream resources to bear for the households whenever appropriate, including benefits and cash assistance, supportive services, health care, job training, and food services. This emphasis helps spread the responsibility of preventing and ending homelessness across the community, reduces duplication of services, and maximizes access to available community services to the clients we serve. The appropriate mainstream systems for the homeless population include, but are not limited to:

- Cash Assistance and TANF Agencies
- Mental Health and Public Health Agencies
- Social Service Agencies
- Employment and Training Agencies

The VOA staff has ongoing strong working relationships with Job Connect, Community Services Agency, and JOIN for employment assessment, referrals, job search, placement, and vocational training for clients. VOA shelter staff routinely work with the Washoe County Social Services, Food Stamps workers and have key relationships established through numerous programs which will allow our clients to access needed services easily to determine eligibility for public benefits, including food stamps and other supportive services. The Case Manager can make referrals, set up point of contact appointments, and facilitate transportation and child care as necessary to assure participants can quickly and easily access mainstream services. If necessary, VOA staff will accompany our clients to assist with completing applications, meeting with points of contact at various agencies, and following through on accessing services. VOA has very strong and well developed relationships with eligibility workers, and providers of homeless services, alcohol and drug treatment, mental health assessment and treatment, transitional housing providers, and employment services. These relationships enable households to get necessary services expeditiously. For services such as residential and outpatient addiction treatment, mental health, legal, income/benefits, employment and training, etc, the Case Manager refers to and advocates for services from mainstream resources and other community providers such as, but not limited to, Northern Nevada Adult Mental Health Services, Bristlecone, Consumer Credit Affiliates, Community Health Alliance, Nevada Legal Services, Join/Job Connect, the Social Security Administration, the Veterans Administration and the VA Medical Center.

Intake for families is conducted by taking an application from the family in order to get them on to the shelter waitlist. The intake application can be taken 24 hours a day. Most families self refer but the shelter also works collaboratively to take referrals from the Reno Police, Child Protective Services, and the Courts. Because the family shelter is always full, a new family may not be able to enter shelter on the day they complete the application, but once they are on the waitlist they are encouraged to keep in contact at least once each week via telephone to keep the staff updated on their situation. Often VOA staff can offer telephone support and refer to other

supportive services while the family waits for an opening at the shelter. For families who complete an application and don't have anywhere to go except the streets, VOA has an emergency motel assistance program for up to 7 days. Families are provided Case Management through 2 Washoe County Social Workers.

The singles shelters for men and women employ 3 Case Managers who work side by side with 2 additional Washoe County Social Workers. By the time a client reaches the singles shelter, they will most likely have undergone the VI-SPDAT. Once in the shelter, clients receive a secondary assessment (*Housing, Resource, and Support Services Assessment*) which takes a more detailed look at personal strengths and challenges in the areas of housing, income status, physical, emotional and mental health, addiction, legal, and financial. Based on the assessment, the Case Manager and the client developed an individual service plan which outlines the steps necessary to get the household connected with *housing placement assistance* including housing location and placement; financial assistance with housing costs (e.g., security deposit, first month's rent, move-in and utilities connection, short- or long-term housing subsidies). Housing placement assistance will be done through the *Housing Specialist* employed in the singles shelters. Case Managers will continue to work with the household as well. Case management services will focus on increasing income through public benefits and employment. In some cases, clients may also be working with mainstream providers for health care, addiction and mental health treatment, and other needed services to reduce barriers to housing. The Case Managers act as service coordinator and liaison with other service providers and mainstream agencies to advocate for the service needs of the individual. The Housing Specialist will offer advocacy and assistance in addressing housing barriers such as poor credit history or debt, prior eviction, criminal conviction. The *Employment Specialist* will provide job related resources such as job training and resume and interview workshops. Job readiness training is available through a 3-5 day series of trainings/workshops prior to being placed or beginning their job search. The training series will provide participants with information and activities to identify career goals, create an employment plan, and receive some one on one life skills coaching. The training/workshop process will include group and one on one services. Participants will be also be assigned Job Coach who will work with them more intensively on the subjects below on an ongoing bases. Training/workshop topics and activities will cover the following:

Workforce Preparation Skills:

- Setting career goals using the "SMART Goals" outline
- Work Ethics/Values,
- Identifying Skills and Strengths
- Getting Organized
- Employment Planning
- Basic computer skills
- Soft skills vs Hard Skills
- Master Applications

Resume Writing:

- What is a resume
- How to create a resume, Do's and Don'ts

Interviewing Skills:

- Elaborating skills and strengths, and finding the language to adequately describe them

- Mock interviewing
  - Do's and Don'ts
  - Dress for Success
- Work and Life Management:
- Time Management
  - Developing a support system
  - Using good judgment
  - Conflict resolution
  - Money management

Shelter households meet one to one with their Case Manager at minimum two times each month to assure that they are working towards meeting the goals of their plan. For most households, the primary goals of the Case Management services is housing, money management, credit repair and brokering mainstream and other social services. To assist households with credit repair the Case Manager works to mitigate debt with the household and the consumer credit repair agencies if necessary. They also work to assure income sustainability by evaluating households existing strengths and assets, provide education on budgeting and money management and refer household to training and employment resources or public benefits as necessary. Because of the large client population, the Case Management staff will conduct some work with the clients in a group setting. A schedule is being developed wherein daily groups are provided to clients. These groups include *"Ready to Rent"* a best practices housing readiness workshop that provides education, guidance and resources to help families and individuals develop the skills necessary to break down leasing barriers and cultivate positive leasing habits, while linking them with landlords and other mainstream services. VOA has utilized this curriculum for several years in other shelters and finds this strategy very useful to achieve greater individual understanding motivation towards seeking housing and employment. The workshop is provided across 10 days, where participants learn to: Repair their credit; Create a workable budget; Develop a housing search plan; Understand the application and rental process; Prioritize housing needs; Communicate effectively with their landlord; Review their rights and responsibilities and those of the landlord; Maintain appropriate housekeeping; Identify negative behavior patterns; Accept responsibility for past rental issues. Other on-site educational groups focus on stress management, conflict resolution, financial literacy, personal hygiene, and recreational activities. These services are provided through the Case Manager, Social Workers, and interns from University of Nevada in Reno and University of Southern California.

Each household will be admitted to the appropriate shelter for 30 days and may request to extend their stay for two additional 30-day increments as long as they are actively working on the goals set out in their service plan to resolve issues that are barriers to their entering transitional and/or permanent housing. Rapid re-housing is a best practice model nationwide and is a priority focus for the Shelter Case Manager. Every effort is made to move households out of shelter in 60-90 days. Families residing in the shelters work with Washoe County Social Workers to provide the same services as outlined above. In addition, families in shelter also receive services to assure the children's physical, emotional, and educational needs are met.

In addition to housing assistance and case management, the VOA Shelters provide support services on-site and refer to off-site supportive services through established relationships with other community-based providers.

Two nutritionally balanced meals, breakfast and dinner, and various snack items are provided daily. Breakfast meals are provided through the Reno-Sparks Gospel Mission. The Reno-Sparks Gospel Mission collaborates with VOA to provide the nightly dinners. All shelter households may make use of the St. Vincent's Dining Room for their lunchtime meals.

All three shelters offer Day Rooms with television, books, puzzles, and games for households to use. A computer and telephone are available to households who have business needs. Assistance with transportation can be provided via an agency van or public transportation for those households who need it. All necessary hygiene/personal care products are provided to households through donations from area stores and private donors. Laundry services are provided to each resident on an assigned day including bed linen, bath linen, and personal clothing. Shelters also provide storage of personal items for clients. Shelter resident also have full access to The Resource Center for telephones, computers, voicemail service and mail service.

VOA has a proven track record in operating programs for individuals making the transition from homelessness to self-sufficiency. More than 82% of VOA households went to housing after leaving our shelters and 85% of those remain housed once they are placed in stable housing. In our transitional programs, more than 80% of the VOA households who leave have successfully completed all goals in their service plan. 76% of VOA households who enroll in vocational training complete it and 60% of those gain employment. 91% of those who gained employment when they left a VOA program still had their jobs a year later. In our residential treatment programs, more than 50% of the households complete their goals and maintain sobriety for at least one year.

All VOA shelter employees are hired with an emphasis on experience working with homeless households who have many barriers to independence. All staff working in VOA programs are required to provide an environment that is non-judgmental and supports each client's strengths. VOA believes that establishing supportive, mutually respectful relationships provides the leverage necessary to empower households to access services and change their lives. VOA staff receive on-going, intensive training in:

- BEST PRACTICES IN ENDING HOMELESSNESS (MOTIVATIONAL INTERVIEWING, RAPID REHOUSING AND HOUSING FIRST)
- DIVERSITY AND CULTURAL SENSITIVITY
- WORKING WITH CHEMICALLY ADDICTED and MENTALLY ILL HOUSEHOLDS
- UNDERSTANDING AND IDENTIFYING DOMESTIC ABUSE
- CHILDREN'S ISSUES IN FAMILY RECOVERY and HOMELESSNESS
- ETHICAL STANDARDS AND PROFESSIONAL CODE OF CONDUCT
- IDENTIFYING AND ADDRESSING STAFF CO-DEPENDENCY ISSUES
- UNDERSTANDING AND ADHERING TO FEDERAL LAWS OF CONFIDENTIALITY

- COMMUNICABLE DISEASE PREVENTION and UNIVERSAL HEALTHCARE PRECAUTIONS

In addition to the training, all employees have the following:

- CRIMINAL BACKGROUND CLEARANCE (currently background checks are being done through a private agency but can be changed to Washoe County Sheriff's Office)
- VALID NEVADA DRIVERS LICENSE/NEVADA STATE ID
- CPR AND FIRST AID CERTIFICATION

VOA management believe that through effective collaboration the likelihood of success for homeless households is significantly improved. Thus, VOA has made significant impact in the communities we serve through development and/or participation in numerous interagency collaborations to provide coordinated, effective systems of care for the households we serve. VOA has successfully sustained continuums of care for homeless adults and homeless families moving towards self-sufficiency, emancipated foster youth seeking education and employment, homeless mentally ill adults in need of treatment, and chemically dependent individuals seeking recovery.

In order to resolve long standing homelessness issues, VOA works with community groups and agencies to provide direct services to consumers. Examples of activities include participation in the Continuum of Care (CoC), Reno Area Alliance for the Homeless (RAAH) Coordinating Committee, City of Reno, City of Sparks, Washoe County Social and Senior Services, Northern Nevada HOPES, Nevada Hispanic Services, Family Resource Center, Crisis Intervention Team, Children's Cabinet, Family Counseling Services, Community Health Alliance, Veteran's Administration, Northern Nevada Adult Mental Health Services, Reno Sparks Gospel Mission, Social Security Administration, the University of Nevada Reno, Reno Police Department, as well as other community agencies. The net result is maximum access to available community services for our consumers.

VOA works tirelessly with the community to develop services to assist individuals in moving out of homelessness and into self-sufficiency. We do so by building collaborative relationships with private and public service agencies as well as with private donors. VOA community collaborations that assist individuals in moving from homelessness include:

- Relationships with hundreds of landlords who take our clients into their rental housing without the rigorous background and credit history requirements that generally keep formerly homeless people out of housing if the agency continues to provide supportive services to keep clients stabilized
- Collaboration with Crossroads which provides addiction treatment services to shelter clients as well as refers their clients to VOA for temporary housing.
- Collaboration with the Women & Children's Center of the Sierra which provides a diaper bank and mental health support, life skills and GED classes, giving priority to shelter clients.
- The Community Health Alliance Medical Outreach Clinic provides basic medical care, dental services, and referrals to physicians to homeless individuals; shelter clients automatically qualify for Community Health Alliance services.



- Reno Sparks Gospel Mission works closely with Volunteers of America, providing food and recovery services to shelter clients. RSGM has supplied breakfast and all evening meals to the residents of the men's, women's and family shelters. Volunteers of America refers shelter residents to the Mission's long-term substance abuse recovery program.
- Carmel of Reno has provided financial support for the Family Shelter and includes all shelter residents in their prayers. The monastery has held two benefit concerts in its chapel for the Family Shelter with the aim of raising not only funds but increasing community awareness for the shelters.
- The local faith based community, including St. Albert's Catholic Community, Adventist Church, Victory Outreach, and Faces of Grace, provides some evening meals at the shelters.
- Pathfinders provides a weekly meal and games and other activities for children in residence at the Family Shelter.
- Good Shepherd's Clothes Closet provides donated clothing free of charge to shelter residents. Volunteers of America staff reciprocates by helping promote awareness of GSCC through social media and word of mouth during Volunteers of America tours. Volunteers of America staff also forwards donations of clothing that cannot be immediately used by shelter clients to GSCC.
- Girl Scouts of the Sierra Nevada offers a Girl Scout troop that meets weekly at the Family Shelter, providing activities designed to help girls build confidence and escape the cycle of poverty.

In Reno, VOA participates in the following leadership forums: Monthly Leadership meetings; Reno Area Alliance for the Homeless Coordinating Committee; participation in the Continuum of Care through RAAH; service and funding collaborations with the City of Reno and City of Sparks. VOA also has the distinct advantage of strong relationships and collaborations with countless mainstream services and community resources throughout Washoe County including, but not limited to:

- VOA collaborates with the City of Reno to ensure smooth resolution of maintenance issues, alerting City staff of building maintenance needs. Volunteers of America has a maintenance technical to provide general maintenance and upkeep, e.g., trash removal, cleaning floors, and disinfecting bathrooms and all other surfaces. Volunteers of America staff also coordinates with the City of Reno Homeless Coordinator on parking and security issues and coordinating meals, meetings, and classes taking place at the shelter facilities.
- VOA collaborates with Washoe County Department of Social Services to provide case management for shelter clients. An intake process includes an application, background screening (at the Family Shelter), and interview with a VOA program coordinator. A case plan is created for each household, assessing strengths and addressing weaknesses. The Washoe County Social Worker and VOA Case Manager jointly review each household's progress and facilitate life skills, education, and orientation groups. VOA clients receive welfare applications from Washoe County on site at the shelters so they may sign up for TANF, food stamps, and Medicaid on one application.
- VOA collaborates with State of Nevada Department of Health and Human Services to ensure that clients receive necessary resources to reach stability and self-sufficiency. HHS staff refers clients to VOA for temporary housing. VOA staff refers clients and advocates to HHS

staff for assistance in priority enrollment of our clients for food stamps, TANF and Medicaid services.

- VOA refers shelter clients to the Reno Housing Authority to apply for permanent housing. The VOA case manager prepares a weekly report on available affordable housing for shelter residents, which is available in a binder for all shelter residents. VOA Case Manager and Washoe County Social Worker provide shelter clients with applications and assist with the application process and with obtaining necessary documentation.
- Collaboration between VOA, Community Health Alliance, and the Reno Police Department to increase street outreach and solidify the agencies' commitment to the Crisis Intervention training that has increased all local police officers (Reno and Sparks PD as well as Washoe County Sheriff's department) knowledge of homelessness and mental health issues.
- The Bridges and Circles program of Food Bank of Northern Nevada provides Getting Ahead classes to shelter residents, who participate in a 16 week group training to learn how to set future goals to move towards prosperity through coaching and facilitation led by VOA'S Resource Center Coordinator. Getting Ahead participants share in the community dialogue about how to better motivate and engage clients toward independence through program design and policy making.
- The Children in Transition program of Washoe County School District provides early childhood education activities and advocacy for children and families residing in the Family Shelter.
- The Washoe County School District New Student and Family Engagement Center will provide parenting classes, dropout prevention and other activities for children and families in the Fourth Street Corridor, where many homeless families live in weekly motels.
- Shelter staff work directly with Social Security Administration District Manager and Assistant District Manager in completing Social Security applications and entitlement services for all qualifying clients.
- VOA works with the Veterans Administration to help homeless vets to secure medical and veteran entitlements. VA case managers regularly visit the Men's Shelter and work in conjunction with Volunteers of America staff and case manager to refer veterans to the VA Medical Center. A specific Volunteers of America case manager assists veterans with individual and group needs. Volunteers of America and VA staff conduct a weekly coordination meeting to address specific client needs. Volunteers of America staff assists veterans in identifying VA benefits and pensions through the VA administration office. One of the smaller dormitory rooms at the Men's Shelter has been designated by Volunteers of America for veterans under a contract with the VA.
- VOA staff refers clients to Catholic Charities of Northern Nevada for emergency assistance, including temporary motel assistance and birth certificates, emergency food supplies, and immigration assistance.
- Reno Sparks Gospel Mission provides a daily breakfast and evening meal to shelter clients. Volunteers of America staff picks up the evening meals and serve on site at the Family Shelter and Men's Shelter. Women's Shelter residents eat the evening meal at the RSGM site. VOA staff also refers clients to RSGM for addiction recovery services.



- VOA partners with Saint Mary's/Kids to Seniors Korner staff to schedule visits from the Take-Care-A-Van for immunizations, health screenings, and well-baby check-ups. Saint Mary's staff has collected and delivered toiletries for Family Shelter clients.
- VOA staff provides transportation to clients in need of mental health assessment to Northern Nevada Adult Mental Health Services (NNAMHS).
- The Reno Police Department responds to calls about substance abuse infractions and out of control behavior at the shelters. Volunteers of America staff assists RPD officers by placing individuals in temporary housing at the shelters.
- VOA coordinates with Community Health Alliance, Nevada Diabetes Association and the University of Nevada, Reno Orvis School of Nursing for primary health services to poor, indigent and homeless clients.

Currently, all households who move into CAC Shelters are tracked through the Homeless Management Information Systems (HMIS) database. Additionally, program specific data will be collected to determine 1) the program's effectiveness and 2) the quality of the services. This data is analyzed quarterly and annually by executive and management staff to assist these agency leaders refine the programs in order to best serve the needs of the households.

The following data elements (along with minimum standards) are utilized by VOA as an internal monitoring and outcome measurement system and will be collected, analyzed and reported monthly to assure that the program is operating effectively. Volunteers of America's shelter program goals will be:

• <b>Increased Self-Sufficiency</b>
• <b>Prevent Continued Homelessness</b>
• <b>Secure Housing (permanent or transitional)</b>
• <b>Increased Community Support and Integration</b>

The specific performance outcomes to be met by the Volunteers of America/ReStart Shelters are as follows:

- Serve 1,100 men; 250 women; and 60 families
- 90% of clients who enter the Overflow Shelter will undergo VI-SPDAT assessment
- 90% of households who enter all shelters will undergo ***Housing, Resource, and Support Services Assessment***
- 100% of clients who enter any CAC shelter will undergo intake
- 75% of households will be referred to appropriate mainstream services
- 60% of the households who are referred to services will access services for which they are referred
- 60% of households will exit to the appropriate housing
- 25% of households will exit with employment income

Volunteers of America Standards to meet these performance outcomes include:

- Assessments are conducted in as timely a manner as possible to determine the needs of the individual served and cover health status, recent housing status and housing readiness, history of homelessness, the potential for domestic abuse or other violence (either by or to the individuals served), employment and education background, substance abuse and mental health history, legal issues, and other information needed to provide services or make referrals.
- Services or referrals are provided as needed for education and employment assistance, crisis intervention, service coordination, emergency and on-going health needs, help in determining public assistance eligibility, and financial and budget management.
- In addition, as appropriate to the participants served, the program provides education related to activities of daily living, preventive health education, substance abuse and mental health counseling, support groups, parenting education, job referral and placement, child care, and transportation
- Strong efforts are undertaken to establish on-going collaborative relationships/agreements with community organizations to improve participant's access to needed community services, particularly those in the areas of health care, mental health, nutrition, developmental disabilities, education, literacy and child care.
- Information is provided to participants, and services are brokered where possible, for available community resources, including eligibility requirements and how they can access these services.
- Participants are assisted in identifying and continually assessing their needs for community services, particularly emergency, health care, health promotion, nutrition, mental health, literacy and employment and training services.
- Services monitoring responds to the changing needs and circumstances of the person served and includes:
  - Confirmation that services has been initiated as scheduled
  - Verification that the service is appropriate and satisfactory
  - Follow-up with immediate response to any complaints or problems that develop in the delivery of service or with the person receiving services.

To assess the quality of services, Volunteers of America/ReStart will determine if households were satisfied with staff and agency responsiveness, respect, and effectiveness. The quality of services will be assessed through an anonymous household satisfaction survey conducted during the shelter stay.

#### **4. Blankets/Sheets**

Clean blankets and sheets are distributed to each participant upon initial entry into any of the shelter programs. To assure the linens are clean and remain free from pests, a laundering scheduled is used and followed by each participant. Although clean bedding is provided more often when requested by the participant, the laundering of bedding is required to be done at a minimum of once per week. At the Women's and Family Shelters the laundering is completed by the participants themselves at the free on-site laundry facilities. Laundry detergent is available at the laundry facility. Because of the sheer volume of linens at the Men's and Overflow shelters,

all bedding is removed from the bed at least weekly by the participant and placed in a contained bin. Fresh linens are then given to the participants to make their beds with. The linens are then picked up and laundered by an outside professional linen service.

#### **5. Overflow Shelter**

The overflow shelter will be offered as the "Front Door" to the adult shelters and as a triage center to ensure appropriate and timely referrals to all the homeless service providers within our community. The overflow shelter may be accessed at the Community Assistance Center Campus daily starting at 2:00pm. Each participant will need to sign up for a bed and complete any intake paperwork required at the campus. Sign-ups will take place daily until every shelter bed is full. Each participant will be required to meet with a case manager upon enrollment into the overflow shelter and weekly thereafter. The Case manager will be available 5 days per week from 2:00pm to 10:00pm. After participants have signed up for a bed, and met with the case manager, dinner will be provided for the residents in the parking lot of the CAC by a variety of food serving groups. The food serving will take place between the hours of 5:00pm to 7:30pm daily. If a participant misses the meal, snacks and emergency meals will be provided at the overflow shelter. Clients will be provided a space to store any personal belongings at the CAC. The client's belongings will be tagged, logged and stored in an outside storage container beginning at 7:00pm each evening. The items must then be picked up the following morning by 7:00am. A continental breakfast will be served in the parking lot of the CAC at 8:00am daily by the Reno Sparks Gospel Mission. In addition to the Case Manager, the Overflow shelter will have three Shift Monitors on site during operating hours.

#### **6. Expansion of Hours**

During the event of a weather related emergency or any inclement weather such as rain, snow or extreme wind, VOA has implemented policies and procedures to ensure the health and safety of all those we serve.

In the event of the rain, snow, high winds, or temperatures under 35 or over 100 degrees, no participants will be asked to leave the shelters anytime during the night or day including during cleaning. In addition, the day rooms of the Men's and Women's shelters will be made available to accommodate more individuals. The capacity of each day room is limited to 66 in the Men's and 45 in the Women's day room per the fire marshal.

#### **7. Client Security**

Volunteers of America utilizes the staff positions of Shift Monitors inside the shelters and Outreach Monitors outside to ensure the safety of all clients, staff, volunteers and other community members at all times. The Shift Monitors and Outreach Monitors are present 24 hours/day and 365 days per year. Each CAC shelter has a minimum of two shift monitors on at all times. In addition to the shift monitors, the Outreach monitors are available when additional assistance is needed indoors. During daytime and early evening hours additional staff members such as the supervisors and case managers are present on campus. The client to monitor ratio varies as follows.

	Men's Shelter	Women's Shelter	Family Shelter	Overflow Shelter
Opening hours 6 – 8 am	1 employee to 79 clients at full occupancy. This number includes 2 shift monitors.	1 employee to 25 clients at full occupancy. This number includes 2 shift monitors.	1 employee to 36 clients at full occupancy. This number includes 2 shift monitors, 1 shelter supervisor	1 employee to 33 clients at full occupancy.
Daytime hours 10 am- 9 pm	1 employee to 17 clients. This number includes 2 shift monitors, 1 supervisor, 4 case managers, 1 housing specialist, 1 employment specialist	1 employee to 12 clients. This includes 2 shift monitors, 1 supervisor and 1 Case manager	1 employee to 22 clients. This number includes 2 shift monitors, 1 shelter supervisor, and 2 case managers	Closed during daytime hours  Case Manager available 2 –10 pm
After "lights out"/ Nighttime 9 pm- 6am	1 employee to 79 clients. This number includes 2 shift monitors.	1 employee to 25 clients. This number includes 2 shift monitors.	1 employee to 54 clients including children. This includes 2 shift monitors	1 employee to 33 clients at full occupancy.

When entering the shelters, clients are advised against bringing anything of value that may be lost or stolen. At the time of intake into the shelter clients are assigned lockers in the dorms, and may store their more valued possessions in the property room where only staff has access. Clients are allowed three bags in the property room.

### 8. Client Duties

VOA does not utilize clients in the operations of any of their programs. Clients may help out by sweeping, wiping tables, emptying trash cans, or other minimal cleaning assignments in which they volunteer to help out with. There is never any compensation, monetary or non-monetary provided for these services.

VOA does participate as a community service provider. Those who have been sentenced with community service for non-violent crimes have the option of fulfilling their court obligations by providing outdoor janitorial work such as cleaning up garbage, sweeping sidewalks or pulling weeds.

### 9. Emergency Plan

All VOA shelters have emergency plans which include:

- Staff training for CPR/First Aid
- Staff training to recognize medical emergencies

- Staff training in mental health and how to respond
- Staff training in de-escalation of highly charged situation
- Protocols for calling medical and police assistance
- Monthly emergency drills

The current procedure in dealing with emergencies is very comprehensive and is an agency-wide program that is tailored to each specific program. The Emergency Procedures Plan includes: Death in Facility, Loss of Heat or Air Conditioning, Chemical Spills, Loss of Electricity, Gas Leak, Loss of Water in a Room or Single Building, Plugged Toilets or Water Leaks, Widespread Loss of Water, Flooding, Loss of Telephone Service, False Alarm, Bomb Threats, Natural Disasters, Criminal Activity. Staff members are trained to directly contact 911 whenever a life threatening emergency situation exists that demands an immediate response. In all emergency situations, staff is required to report incident to the Program Director and complete a written incident report. The reports are sent to the VOA Admin Team. The reports are reviewed and documented to track any trends or incidents that will require additional staff training.

With the recent vandalism of the overflow shelter, it has become apparent that we need a contingency plan for all of the shelters. Moving forward, VOA is going to partner with community organizations, such as the American Red Cross and the Washoe County School District to have a plan in place in the event that the shelters are unavailable due to flooding, vandalism, etc.

#### **10. Intake and Enrollment/Participation in Coordinated Entry**

Each participant of the shelters will go through an intake and enrollment process. The first time a participant comes to one of the shelters, they will be asked to show their Clarity card. If they do not have one, they will complete the demographic information form and the information from the form will be used to create a Clarity card. If they do have one, the card will be scanned and they will be asked to verify the information that is currently in HMIS to ensure accuracy. The participant will be entered into the appropriate program through the Program tab within HMIS. Within the Program, services such as case management, referral, and accessed referrals will be captured. Each night that the participant stays at the shelter, their Clarity card will be scanned into attendance for that shelter to provide the most up to date and live data. Within 24 hours of initial entry into the shelter, the participant will be required to meet with a case manager. During this initial visit the case manager will verify the client has had the VI-SPDAT administered and has been referred to the community queue through HMIS for appropriate housing options and waitlist. If not it will be administered by the trained case managers at that time.

#### **11. Levels of Programming**

VOA offers a variety of programming levels given the diversity of the population we serve. We serve subpopulations within our program that include: children, women fleeing domestic violence, mental and substance abuse, veterans, elderly and LGBTQ. As a result, services for those sub-populations are connected with the appropriate services, either through the VOA staff and the network of referrals we have developed over our many years of serving the community.

## **12. Program Meal Plan**

VOA's Development Officer is charged with the on-going effort to coordinate the faith community, private citizens and other non-profits to provide a regular morning meal for shelter residents. Clients routinely go to St. Vincent's Dining Room for a hot lunch (see attached MOU). Reno Sparks Gospel Mission delivers a well-balanced dinner meal to shelter clients. Local faith congregations provide hot meals and service to all shelters about one time each month.

Overflow/Men's Shelter: Breakfast (5-7 a.m.) is provided through donations from the faith community as well as other philanthropic groups and generally consists of pastries, breakfast sandwiches and drink. Note: Veterans receive a breakfast of cereal, milk and fruit daily; Lunch is provided at the St. Vincent's Dining Room; Dinner (5-6 p.m.) is provided by Reno Sparks Gospel Mission and consists of a protein, vegetable, starch and drink. Snacks consisting of fruit are provided to the veterans.

Women's Shelter: (5-7 a.m.) is provided through donations from the faith community as well as other philanthropic groups and generally consists of pastries, breakfast sandwiches and drink. Note: Veterans receive a breakfast of cereal, milk and fruit daily; Lunch is provided at the St. Vincent's Dining Room; Dinner (5-6 p.m.) is provided by Reno Sparks Gospel Mission and consists of a protein, vegetable, starch and drink. Snacks consisting of fruit are provided to the veterans.

Family Shelter: Families use their food stamps to supplement the same meal schedule as noted for the singles shelters.

## **13. Client Transportation**

Transportation is an important component of the program for the overflow program.

- a. VOA uses a 1997 Super Van and a 2001 Express Van.
- b. All VOA staff that drive are required to take an agency sponsored safe driving practices class which is offered by our insurance company. All staff that drive are also required to provide a copy of a current driver's license. Annual reviews of driving records are checked by the VOA Human Resources Department.
- c. The pick up for the overflow only takes place at the shelter and drop off is a one location which is the overflow shelter. There are no other locations.
- d. The schedules for pick up and drop off occur at the same time every day. There is a set schedule. All clients know the times and plan accordingly. Our staffing pattern also reflects the scheduled transportation time. This ensures that proper number of staff are on-site and available to assist with transportation.

e. The full impact of the pick up and drop off location is at the CAC and Overflow site, since those are the only locations for the shuttle service.

f. There is no need to notify local entities since the only locations for pick up/drop off are the two shelters (CAC and Overflow).

#### 14. Case Management

The singles shelters for men and women employ 3 Case Managers who offer services Monday-Saturday from 8am-8pm. Case Managers work side by side with 2 additional Washoe County Social Workers. By the time a client reaches the singles shelter, they will have undergone the VI-SPDAT as well as a secondary assessment(*Housing, Resource, and Support Services Assessment*) which looks at personal strengths and challenges in the areas of housing, income status, physical, emotional and mental health, addiction, legal, and financial. Based on the assessment, the Case Manager and the client developed an individual service plan which outlines the steps necessary to get the household connected with *housing placement assistance* including housing location and placement; financial assistance with housing costs (e.g., security deposit, first month's rent, move-in and utilities connection, short- or long-term housing subsidies). Housing placement assistance will be done through the Housing Specialist employed in the singles shelters. Case Managers will continue to work with the household as well. Case management services will focus on increasing income through public benefits and employment. In some cases, clients may also be working with mainstream providers for health care, addiction and mental health treatment, and other needed services to reduce barriers to housing. The Case Managers act as service coordinator and liaison with other service providers and mainstream agencies to advocate for the service needs of the individual. The Case Manager also offers advocacy and assistance in addressing housing barriers such as poor credit history or debt, prior eviction, criminal conviction. Shelter households meet one to one with their Case Manager at minimum two times each month to assure that they are working towards meeting the goals of their plan. For most households, the primary goals of the Case Management services is housing, money management, credit repair and brokering mainstream and other social services. To assist households with credit repair the Case Manager works to mitigate debt with the household and the consumer credit repair agencies if necessary. They also work to assure income sustainability by evaluating households existing strengths and assets, provide education on budgeting and money management and refer household to training and employment resources or public benefits as necessary. Because of the large client population, the Case Management staff will conduct some work with the clients in a group setting. A schedule is being developed wherein daily groups are provided to clients. These groups include "*Ready to Rent*" a best practices housing readiness workshop that provides education, guidance and resources to help families and individuals develop the skills necessary to break down leasing barriers and cultivate positive leasing habits, while linking them with landlords and other mainstream services. VOA has utilized this curriculum for several years in other shelters and finds this strategy very useful to achieve greater individual understanding motivation towards seeking housing and employment. The workshop is provided across 10 days, where participants learn to: Repair their credit; Create a workable budget; Develop a housing search plan; Understand the application and rental process; Prioritize housing needs; Communicate effectively with their landlord; Review their rights and responsibilities and those of the landlord; Maintain appropriate housekeeping; Identify negative behavior patterns; Accept responsibility for past rental issues. Other on-site educational groups focus on stress management, conflict resolution, financial literacy, personal hygiene, and recreational activities.



## 15. Rules and Regulations

### Men's Shelter House Rules

- Clients must fill out an intake application, have their picture taken, and be willing to take part in an in-depth interview to stay at the Shelter. The interview is for the purpose of finding out the particular needs of the client to refer him to those agencies that are most fitting for his needs.
- Clients must shower daily, wear clean clothing, make their bed, and keep their bunk area neat and clean. Failure to do so may result in suspension from further services.
- Clients may not have illegal drugs, alcoholic beverages, or weapons of any kind in their possession while on the premises. Failure to abide by this rule will result in an immediate discharge. The staff of Volunteers of America has the right to search any and all property that is brought into the Shelter that includes but not limited to the lockers that have been assigned to the client.
- Clients that become violent or abusive with staff or other clients while in the Shelter will be asked to leave. If you refuse to leave, the Reno Police Department will be called for assistance and you will receive no further services.
- Clients may not loiter at the desk or front area at anytime.
- Registered clients must attend the 6:30 pm house meeting every day. Curfew is 5:00 pm. Dinner is served at 5:00 pm, we only save dinners for those at a verifiable job, and you must bring back proper verification. You must sign-in when you return. If you miss a sign-in you will receive a written notice. On the third write up, you will lose your bed. You cannot leave between 5:00 pm and 4:00 am unless it is work or doctor related. You must have proof and get permission from staff and sign out.
- Registered clients that are working swing or graveyard shifts must provide a verifiable letter listing schedule and stating that the client is working later than the 5:00 pm curfew in order to be retain their bunk for the night, be admitted after curfew, or be put on the day sleeper list.
- All dormitories and lockers are off limits M-F from 8:00 am until opened by staff to everyone except those on the bed rest list or late workers/day sleeper list.
- There is no food or beverages allowed in any dorm area at anytime for any reason.
- The laundry room is opened at 11:00 am and you must sign up for a time slot. You can wash clothes once a week.
- Smoking is allowed out front from 5:00 am until 9:30 pm, after that there will be an hourly smoking break run by staff until 11:00 pm. After that there is no smoking and if you leave the building after 11:00 pm, you cannot come back and will lose your bed.
- If any item is left in, on, or around your bed, you will receive a written warning. On the 3<sup>rd</sup> written warning (for any reason), you will lose your bed. Any item left anywhere in the building unattended will be considered a donation. All property left after 7 days for any reason will be donated.
- The entire building is closed for cleaning between 8:00 am and 11:00 am. This will occur everyday. Nobody is allowed to walk around at that time for any reason. All who are not on the day sleepers or bed rest list, must leave the building during this time.

- You are allowed to stay as a client once every six months. The six month time period starts on the last day of your stay. It does not matter if your stay is one day or 90 days, it is still six months till you can stay again unless you 1) see a case worker your first week and 2) check out when you leave.
- In order to be eligible for an extension, you must meet with a caseworker to develop a service plan and a set of goals within your first week. In order to actually receive the extension you must meet with them a second time within your first 30 days to show active and forward progress on your case plan. For any further extensions you must see them again. The appointment sheet is on the board in the dayroom.
- You will be issued a picture ID/admit-ticket. This ticket is mandatory for all services here. You cannot leave your ticket overnight with us for any reason other than a wake-up call. If you leave the front desk or property room overnight, you will receive a write up.
- You are responsible for all of your medications at all times. You must keep them on you or locked up at all times. You may not let anyone hold or watch them for you. If you leave your medications out, give any to anyone, or sell any to anyone, you will be subject to loss privileges. You must take enough of your medications with you for the day as you will not be permitted to return to your locker during dorm closure hours.
- You must be fully clothed at all times (other than in your bed or the bathroom to shower).
- These are not an all encompassing list of the rules but cover most of the day to day issues. Staff reserves the right to enforce any other situations that become necessary.
- If you lose your bed for any reason (even if you check out), you must file an appeal to get back in. You cannot get back in for a minimum of 14 days from the time you leave.
- If you come into the Shelter impaired, you will be required to sit in the dayroom for your safety until the Staff feels that you are able to go to your bed. You will be given a Client Warning and talked to about it the next morning by the Day Shift Staff. If your behavior continues, you will be discharged.
- If you are caught stealing you will be discharged.
- If you abandon your bed for ONE (1) night you will be discharged.
- The laundry room is open from 11:00 am until 9:00 pm daily. It is on a first come first serve basis. Under no circumstances will laundry machines be used for shoes of any sort.

#### **Women's Shelter House Rules**

- Clients must fill out an intake application, have their picture taken, and are required to maintain compliance with assigned Case Manager.
- Clients who become violent or abusive with staff or other clients will be asked to leave the shelter. If you refuse to leave, the Reno Police Department will be called for assistance and you will receive no further services.
- Clients may not possess illegal drugs, alcoholic beverages, or weapons of any kind while on the premises. Failure to abide by this rule will result in an immediate discharge. The staff of Volunteers of America has the right to search any and all property brought into the Shelter which includes, but not limited to, the lockers that have been assigned to the client.

- If you come into the WS impaired, you will be required to sit in the dayroom for your safety until staff feels you are able to go to your bed. If your behavior continues, you may be exited from program.
- If you are caught stealing, you will be exited from program.
- If you abandon your bed for ONE (1) night, you will be exited from program.
- Curfew for the Women's Shelter is 9pm. If you return after this time, a Client Warning may be issued. Exceptions are made for verifiable work or if in the hospital.
- Only those who are authorized day sleepers and/or those with doctor's excuses stating that they need to have bed rest may be sleeping in dorm during the day. If you do not have a doctor's note, it will be handled on a case-by-case basis.
- The laundry room is open from 10 am until 9pm daily. Please check for your assigned time. Under no circumstances will laundry machines be used for shoes of any sort.
- There are two (2) MANDATORY MEETINGS at the WS and they are as follows: 7:30 am House Meeting on Monday and Women's Life Skills Group on Fridays at 9 am.  
*Clients who miss appointments with their Case Managers or mandatory meetings without verifiable documentation will receive a Client Warning which may lead to exit from the program.*
- Lights out in the dorm is 9pm. After 9pm, there is no access to lockers or bags under your bed. No talking after lights are out.
- When bringing clothes into shelter, they need to be put in dryer for (30) minutes prior to going into dorm or property area. No personal blankets or pillows allowed. NO EXCEPTIONS.
- Clients must shower daily, wash their clothing and bedding on assigned laundry days. All women must be fully clothed at all times in the common areas, and be respectful of open nudity around fellow residents. Clients must make their beds each morning, and keep their bunk areas neat and clean. Shoes, socks, or slippers need to be worn at all times for health reasons. Hair spray, perfumes, body sprays, etc. must be used outside of the facility.
- No food or drinks in the dorm with the exception of one 16 oz. bottle of water.
- Smoking is not allowed inside the Women's Shelter. The smoking area is open from 6am-9am Sunday-Thursday, Friday and Saturday door locks at 11pm.
- No cell phones or electronic devices are to be used in the dorm area. Cell phones must be on vibrate at all times, and checked in at night. If caught on phone in the dorm, you will be asked to leave for the night, no exceptions.
- Clients are allowed a total of 4 bags/suitcases while staying in the women's shelter. You may have 2 small bags in the property room and 2 small bags under your bed. If you get a locker then no bags under your bed.

#### **Overflow Shelter House Rules**

- Clients must fill out an intake application, have their picture taken, and be willing to take part in an in-depth interview to stay at the Shelter. The interview is for the purpose of finding out the particular needs of the client to refer him to those agencies that are most fitting for his needs.
- Clients may not have illegal drugs, alcoholic beverages, or weapons of any kind in their possession while on the premises. Failure to abide by this rule will result in an immediate discharge.

- Clients that become violent or abusive with staff or other clients while in the Shelter will be asked to leave. If you refuse to leave, the Reno Police Department will be called for assistance and you will receive no further services.
- Clients may not loiter at the desk or front area at anytime.
- There is no food or beverages allowed in the sleeping area at any time for any reason.
- Smoking is not allowed at the Overflow shelter.
- Clients must meet with a case manager one time per week to maintain eligible in the Overflow shelter.
- You will be issued a picture ID/Clarity Card. This card is mandatory for all services here. You cannot leave your card overnight with us for any reason other than a wake-up call.
- You are responsible for all of your medications at all times. You must keep them on you at all times. You may not let anyone hold or watch them for you. If you leave your medications out, give any to anyone, or sell any to anyone, you will be subject to loss privileges.
- You must be fully clothed at all times other than in your bed or the bathroom to shower.
- These are not an all encompassing list of the rules but cover most of the day to day issues. Staff reserves the right to enforce any other situations that become necessary.
- If you lose your bed for any reason (even if you check out), you must file an appeal to get back in. You cannot get back in for a minimum of 14 days from the time you leave.
- If you come into the Shelter impaired, you will be required to go to your bed. You will be given a Client Warning and talked to about it the next evening. If your behavior continues, you will be discharged.
- If you are caught stealing you will be discharged.

#### **Family Shelter Rules Attached**

**16. VOA does not require clients to pay program fees or participate in religious services.**



### **Family Shelter Facility Rules**

1. All residents are required to work with a case manager and maintain compliance with their Family Service Plans (FSP's), which includes 20 hours of productivity per week.
2. Residents that enter the shelter with any form of income e.g. TANF, earned income, support of any kind etc. will be required to participate in the savings program with Volunteers of America.
3. Residents agree that large purchases such as a car, computer or gaming systems etc. must be preapproved by the program supervisor and your case manager.
4. Residents who are verbally or physically violent or abusive or threaten any staff or other residents will be asked to leave the shelter. If you refuse to leave the Reno Police Department will be called for assistance.
5. If you move in and the background report comes back with any criminal activity on the report it will be reviewed and you may be asked to leave within 24 hours.
6. Residents may not possess illegal drugs, alcoholic beverages, or weapons of any kind while in the shelter. Residents will not give or sell prescription drugs to other residents. Staff may conduct room searches at any time.
7. If you come into the shelter impaired you will be asked to leave until you speak with your case-manger and the program supervisor.
8. Curfew for the shelter is 9 pm every night except holiday's which include: New Year's Eve, Independence Day, Thanksgiving, Christmas Eve and Christmas Day. The curfew will be 11pm. The apartment curfew is 10:30pm every night. Exceptions will be made for verifiable work.
9. The shelter is a locked facility in order to keep our families safe. No unauthorized persons will be allowed in the shelter. Please do not let anyone into the building for safety reasons.
10. Apartments will have random inspections done.
11. Parents must supervise their children at all times. Children seventh grade and up can be in their room alone as long as the door is open and the parent is in the common area.
12. There is no smoking allowed in the family shelter.

13. There are no open flames, candles, incense, electric skillets, electric grills, toasters, or popping popcorn etc. permitted in the shelter.
14. Residents must comply with the family shelter evacuation plan as required.
15. Four overnight passes will be authorized for children only by the program supervisor. There are no overnight passes for adults.
16. All clothing and other items must be washed prior to taking them back into their units.
17. No running or horseplay is allowed in the family shelter at any time.
18. If a family is in the shelter and the other parent is staying at the men's or women's shelter they are allowed to be in Rotary Alley as a family.

**A violation of these rules *could* jeopardize your housing with the family shelter. They are subject to change with additions or deletions at any time.**

I have read, understand, agree to, and have received a copy of the shelter rules.

\_\_\_\_\_  
Client signature Date

\_\_\_\_\_  
Client signature Date

\_\_\_\_\_  
Staff signature Date

### 17. On-Site Services

<b>Supportive Service</b>	<b>Direct Service Staff (position) and Organization Providing Service</b>
VI-SPDAT/Case Management	Case manager, VOA & Washoe County
Work Development and Employment Assistance	Employment Specialist, VOA Executive Director, Good Sheppard Clothes Closet
Resume Assistance/Ready to Work	Employment Specialist, VOA
Play Group for children	Homeless Liaison, Washoe Co. School District
Mental Health/Counseling Services	Therapist, VOA – ReStart Therapist, Community Health Alliance Therapist, West Care
Mental Health Groups	Therapist, CBA
Medical Care	Nurse Practitioner, Medical Doctor, Community Health Alliance
Medical Detoxification and Triage	Medical Tech, Registered Nurse, Therapist , Community Health Alliance
SNAP Outreach (food stamps)	SNAP Outreach Worker, Nevada State Welfare
Breakfast Meal/Evening/Dinner Meal	Reno Sparks Gospel Mission
Lunch Meal	St. Vincent's Dining Room
School Enrollment and education service for children in the Family Shelter	Case Manager, Washoe County Program Facilitator, VOA
Transportation for children	Washoe County School District
Clothing	Good Sheppard's Clothes Closet
Rapid Re-housing	City of Reno
Permanent Supportive Housing	Case Managers, VOA – ReStart
Housing placement assistance/Ready to Rent	Housing Specialist, VOA
Getting Ahead	Resource Center Coordinator, VOA
Life Skills/SOAR	Case Managers, VOA
Disability Assistance	Advocate, Disability Action Advocates
Financial Coaching	Volunteer, Financial Coach, Charles Swab Bank
Notary Services	Program Facilitator, VOA
Medicaid Sign Ups	Worker
Mobile Food Pantry	The Food Bank
Medical Testing	Hopes Mobile Outreach
Laundry/Public & Resident Showers	VOA
Bus Tickets/Identification Assistance	Case Managers, VOA
Community Outreach	Path Case Mgr, Outreach Monitor, VOA
Immunizations for children	Nurse, Washoe County Health Department

### 18. Off-Site Services

<b>Supportive Service</b>	<b>Direct Service Staff (position) and Organization Providing Service</b>
Permanent Supported Housing	Housing Specialist, Northern Nevada Adult Mental Health
Housing Vouchers and Section 8	Housing Specialist, Reno Housing Authority
Mental Health Services	Therapist, Psychiatrist, Mojave Therapist, Psychiatrist, West Hills Hospital Therapist, Mental Health Worker, Renovation Therapist, Psychiatrist, Northern Nevada Adult Mental Health
Medical Resources	Care Chest
Employment Services	Staff, Join
Child Care Services and assistance	Staff, Children's Cabinet
Legal Aid	Staff, Disability Action Advocates
Detox, and Sober Living	Staff, Crossroads
Mental Health, Detox/Sub Abuse treatment	Staff, West Hills Hospital
Dental Care	Dentist, Community Health Alliance
GED Preparation and Assistance	Northern Nevada Literacy Council/Washoe HS
Resume assistance, job skills building, employment assistance	Staff, Job Connect, Staff, Join
Residential treatment	Staff, Reno Sparks Gospel Mission, Staff, Ridge house
Alcohol and Substance Abuse Treatment	Staff, Bristlecone, Staff, Salvation Army, Staff, Vitality
Veteran's Health Services	Veteran's Hospital
HIV testing, supportive housing, nutrition, medical and mental health Services	Staff, Northern Nevada Hopes
Family law, housing & employment discrimination law, other legal issues	Washoe Legal Services
Gambling addiction support	Gamblers Anonymous
Domestic Violence Shelters	CAAW, Safe Embrace, Nevada Urban Indians
Pregnancy Testing and Care	Renown Pregnancy Center
Credit Repair	Director, Consumer Credit Affiliates
Assistance for the care of pets	Staff, Pets of the homeless
Assistance with household items	Staff, Salvation Army
Legal Assistance	Attorney, Shook And Stone
Vocational Rehabilitation	Worker, Bureau of Vocational Rehab
Senior Employment Services	AARP Foundation



#### 19. Outreach

Over the years that VOA has been operating the shelters located at the CAC, we have established strong working relationships within the community. Through communication and referrals from the Reno Police Department, the Veterans Administration, Washoe County School District, Child Protective Services, Washoe County Department of Social Services, local hospitals, and churches, the shelters have continually remained at capacity. In addition to the referrals we receive from the community, we have representatives that attend meetings within the community or serve on committees that allow us to provide information about our programs and services. Attending these meetings or events such as Project Homeless Connect, informs those who are not aware of our services. Additionally, quarterly meetings with the Fourth Street Neighborhood Businesses will enable VOA to determine if the shelters are providing services that effectively serve the community and if any additional outreach efforts are necessary.

With the Overflow shelter being the 'front door' to the main adult shelters at the CAC all outreach will direct those newly into the service delivery system to the Overflow Shelter to be triaged. Our Outreach Monitors who patrol the campus as well as Record Street out to Fourth Street will direct those individuals who they encounter who are not currently accessing any services to the Men's Shelter to sign up for the Overflow Shelter. In addition to the Outreach Monitors we have Case Managers who partner with other community organizations and go out weekly on street outreach. They go along the river, under bridges, or other areas in the community to locate those who are not currently accessing any services. Upon encounters they will encourage those to sign up for shelter services.

Any participant that signs up for the Overflow shelter will be directed to wait at the CAC to be picked up and transported to the off-site location. Transportation begins at 8:00pm and will continue until everyone has been transported. It is generally completed by 11:00pm. If someone presents after the transportation of the clients is finished, they will be allowed to stay warm in the shelters until the morning at which time they can sign up for that night.

#### 20. Timelines

Volunteers of America-NCNN has been operating the Community Assistance Center shelters since 2008 and has no need to develop an implementation timeline, as all staffing and services are currently operating.

**Referral Network Chart**

Type of Service	Name of Agency	On-site or Off-site Service Provision	Service Site Address (if off-site)	Identified Contact Person	Written MOU (Yes/No)
Mental Health Services	ReStart	On-Site		Pat Cashell	
Mental Health Services	Community Health Alliance	On-Site	335 Record St Reno, NV	Regina Pedersen	No
Mental Health Services	CBA	On-Site		Scott DeSelle	No
Mental Health Services	Northern Nevada Hopes	On-Site Off-Site	467 Ralston St Reno NV	Abigal Polus 775-9977501	No
Mental Health Services	WestCare	On-Site	315 Record St #103 Reno, NV	Lisa Latham	No
Mental Health Services	Renovation Mental Health Services	Off-Site	255 W Moana Lane, Reno, NV 89509	Therapist/Mental Health Worker 775-525-0270	
Mental Health Services	Northern Nevada Adult Mental Health	On-Site Off-Site	480 Galletti Way Sparks, NV 89431	Allan Mandel	
Mental Health Services	Mojave	Off-Site	65 Continental Dr. Reno, NV 89509	Les Gruner	
Mental Health Services	Quest Counseling	Off-Site	3500 Lakeside Dr. Reno, NV 56209	Therapist/Mental Health Worker 775-786-6880	
Mental Health Services	MOST	Off-Site On-Site	480 Galletti Way Sparks NV	Karen J Abel	
Mental Health Services	Alta Vista	Off-Site	900 W. First St Suite 120 Reno NV	Laurence 775-624-8200	
Mental Health Services	West Hills Hospital	Off-Site	1240 E 9 <sup>th</sup> St Reno NV	Intake Worker	
Health Care Resources	Care Chest	Off-Site	7910 N Virginia St, Reno, NV 89506	829-2273	

<b>Health Care</b>	St Mary's	Off-Site	235 W 6th St, Reno, NV 89503	775-770-3000	
<b>Health Care</b>	Renown	Off-Site	1155 Mill St, Reno, NV 89502	775-982-4100	
<b>Mobile Units for Primary Health Services</b>	Northern Nevada Hopes	On-Site 1 Monthly	467 Ralston St Reno NV	Abigal Polus	
<b>Primary Health Services</b>	Community Health Alliance	On-Site		Regina Pedersen	
<b>Mobile Units for Primary Health Services</b>	Washoe County Health Dept.	On-Site		Becky Koster	
<b>Mobile Units for Care of Pets</b>	Nevada Humane Society	On-Site Off-Site	2825 Longley Lane Reno NV	Karen, Stark 775-353-8900	
<b>Mobile Units for Care of Pets</b>	Pets of The Homeless	Off-Site	116 E 7th St #204, Carson City, NV 89701	(775) 841-7463	
<b>Alcohol and Substance Abuse Treatment Programs</b>	WestCare	On-Site	315 Record St #103 Reno, NV	Lisa Latham	
<b>Alcohol and Substance Abuse Treatment Programs</b>	Reno Sparks Gospel Mission	On-Site		Rick Redding	
<b>Detox and Alcohol and Substance Abuse Treatment</b>	West Hills Hospital	Off-Site	1240 E Ninth St. Reno, NV89512	Intake Worker	
<b>Detox and Alcohol and Substance Abuse Treatment</b>	Ridge house	Off-Site	900 West 1 <sup>st</sup> St Suite 200 Reno NV	Ridgehouse.org Treatment Staff	
<b>Detox and Alcohol and Substance Abuse Treatment</b>	Step 2	Off-Site	3700 Safe Harbor Way	Step2reno.org Diaz Dixon	
<b>Alcohol and Substance Abuse</b>	Crossroads	Off-Site	395 Gould St., Reno, NV	Deputy Shawn Marston	Yes

<b>Treatment</b>			89503		
<b>Mainstream Benefits Programs</b>	Snap Out Reach	On-Site	335 Record St	Marisol Martinez 775-331-3663	
<b>Mainstream Benefits Programs</b>	Medicaid Sign Ups	On Site		Jennifer Deleon 775-997-7501	
<b>Mainstream Benefits Program</b>	Social Security Admin	Off-Site	1170 Harvard Way, Reno NV 89502	Staff	
<b>Mainstream Benefits program</b>	WIC	Off-Site	9 <sup>th</sup> & Wells Complex Co. Health Bldg., Reno NV	Staff	No
<b>Employment Services</b>	Join	Off-Site	1201 Terminal Way Reno NV		
<b>Employment Services</b>	AARP Foundation SCSEP	Off-Site On-Site	1135 Terminal Way #102 Reno, NV	Donna 775-323-2243	
<b>Employment Services</b>	Bureau Of Vocational Rehab	Off-Site	1325 Corporate Blvd. Reno, NV	Staff	
<b>Childcare Services</b>	Washoe County School District	On-Site		Katie Morales	
<b>Childcare Services</b>	Children's Cabinet	Off-Site	1090 S. Rock Blvd. Reno, NV 89502	Mike Pomi	
<b>Children's Service</b>	Boys and Girls Club	Off-Site	2680 # 9 <sup>th</sup> St. Sparks NV	Staff	
<b>Childcare Services</b>	Parenting Classes	On-Site Twice Monthly	335 Record St	Appleseed's instructor	
<b>Child Services</b>	Cribs For Kids	On-Site Once Monthly		Jamie Peek 775-657-4675	
<b>Legal Aid Programs</b>	Nevada Legal Services	On-Site – Monthly Off-Site	204 Marsh Ave Ste 101 Reno NV	Mike Palzes 775-284-3491 Ext 234	
<b>Legal Aid Programs</b>	Disability Action	Off-Site	2700 Mill St. #1000, Reno	Yolanda Gorges 1-877-322-1044	

	Advocates		NV 89502		
<b>Legal Aid Programs</b>	Shook And Stone	Off-Site On-Site	200. S Virginia St 8 <sup>th</sup> Floor Reno	Mary Krakora 775-323-2200	
<b>Financial Literacy/Coaching</b>	Financial Guidance Center	Off-Site	3100 Mill STE 111 Reno NV	Alma Deleon 775-337-6363	
<b>Financial Literacy/Coaching</b>	Financial Coach	On-Site		Jamie Peek 775-657-4675	
<b>Financial Literacy/Coaching</b>	Nevada Fiduciary Solutions	On-Site Off-Site	619 S Arlington Ave Reno NV	Amanda Ferrato 775-338-4663	
<b>Veteran's Services</b>	Veterans Resource Center	On-Site Off-Site	419 W. Plumb Lane Reno NV	Bernie Krieg 775-323-9917	
<b>Veteran's Services</b>	Department of Veterans Affairs	On-Site Off-Site	975 Kirman Avenue	Marlyn Scholl 775-326-2962	
<b>Other</b>	Catholic Charities	Off-Site	500 E Fourth Street Reno NV	Anne Schiller 775-322-7073	
<b>Other</b>	Getting Ahead	On-Site Off-Site	550 Italy Drive	Stacey Wittek 775-690-3253 Jamie Peek 775-657-4675	
<b>Other</b>	Salvation Army	Off-Site	1931 Sutro St, Reno, NV 89512	Jose 1562-879-1859	
<b>Other</b>	Computer Class	On-Site	UNR	Jordantice94@gmail.com	
<b>Other</b>	Mobile Food Pantry	On-Site	550 Italy Drive	Jenny Yeager 331-3663 ext. 108	
<b>Other</b>	My Journey Home	Off-Site	1055 W Moana Ln # 204, Reno, NV 89509	775-825-8126	
<b>Other</b>	Casa De Vida	Off-Site	1290 Mill Street Reno, NV	Natalie Potter 775-329-9703	
<b>Other</b>	Good Shepard's	On-Site		Chris Rhodes	
<b>Other</b>	Salvation Army	Off-Site	1931 Sutro St. Reno, NV	Jose	

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			89512		
<b>Housing</b>	Centralized Intake and Coordinated Assessment	On-Site Off-Site	500 E. Fourth St. Reno, NV	Anne Schiller	
<b>Housing</b>	Rapid Re- Housing Deposit Assistance	On-Site		Kristina Nixon 775-334-3809	
<b>Housing</b>	Permanent Supported Housing	On-Site		ReStart Jackie Brown	
<b>Housing</b>	NNAMHS	Off-Site	480 Galletti Way Sparks NV	Brian Buress	

**Attachment 6 – Integration with CoC Strategic Planning**

Attachment 6 – Integration with Continuum of Care (CoC) Strategic Planning

1. The 2015-2019 Consolidated Plan two of the top five priority areas align with VOA's work through our current shelter and resource center operations, including:

- Support organizations that provide supportive services to low income, homeless and special needs residents;
- Assist persons who are homeless or at-risk of homelessness obtain housing;

The following strategic initiatives are aligned with the work VOA is currently operating including:

- Support the operations of nonprofits that provide shelter and supportive services to extremely low income households, residents with special needs and persons who are homeless;
- Assist persons who are homeless find permanent housing ("rapid re-housing").

VOA has implemented all of the services currently being provided in the Men's, Women's, Overflow and Family shelters, including case management, life skills groups and collaboration with the other entities both on and around the CAC. Through supportive services, VOA's staff endeavors to move the clients of the shelters from homelessness to stabilized permanent housing through our ReStart programs and administers the Tom Vetica Resource Center which provides clients of the CAC with access to various services in the community, such as voicemail, computers and mail boxes. Through our services, VOA fills critical need to our community.

2. Throughout the years, VOA together with Restart has formed several formal and informal collaborations in our community to address every need of our target population. Once the individualized need of each person staying in one of the shelters is identified, we are able to quickly coordinate services with other organizations in the Continuum of Care including: the Crisis Intervention Team (CIT), Health Services Network (HSN), Nevada Aids Foundation, Washoe County Social and Senior Services, Northern Nevada HOPES, Nevada Hispanic Services, Family Resource Centers, Children's Cabinet, Family Counseling Services, Community Health Alliance, Veterans Administration, Northern Nevada Adult Mental Health Services, Reno Sparks Gospel Mission, Catholic Charities, Social Security, University of Nevada-Reno, Reno Police Department, Washoe County Sheriff's Department as well as many other community agencies. The net result is maximum access to all available resources for all the clients we serve.

3. VOA's Restart was one of the founding agencies of the Reno Area Alliance to End Homelessness (RAAH). The leadership of VOA continues to participate in RAAH as a member of the leadership council as well as a member of many sub-committees such as the Continuum of Care and the HMIS Steering Committee. The CoC subcommittee meets throughout the year to strategize the HUD grant application and ensure the collaboration of all the services providers throughout Washoe County who receive HUD funding. This committee is also tasked with identifying gaps in services and developing new projects to meet the needs of our area's



homeless population. Through the oversight of ReStart, VOA receives the majority of the funding from the CoC to provide permanent supportive housing to homeless individuals and families with a mental illness. The CoC housing dollars are combined with Projects in Assistance in Transition from Homelessness (PATH) dollars to ensure that a connection is made to homeless individuals and families through outreach. Consumers receive access to the housing they need along with supportive services to assist with maintaining that housing.

VOA has been a lead agency in planning, coordinating and operating the Overflow Shelter. The program is offered year round and offers space to the clients when the Women's and Men's shelters are full. The VOA leadership participates in many other local planning efforts including the 10-year Plan to End Homelessness, Association of Nevada Nonprofits, the Human Services Network and the Statewide HMIS Steering Committee. In addition to the ongoing committees that we serve on, VOA plays a role in planning community events such as the Project Homeless Connect, the PIT count and Veterans Stand-down.

**Attachment 7 – Proposer Past Performance**

Attachment 7 – Proposer Past Performance

Agency Name/ Program Name	Program Type	Target Outcomes Description(s)	Actual Outcomes by Target Item	Explanation of Method Used in Calculating Outcome
VOA	Family Shelter & Men's & Women's Shelter	60% of shelter clients will be transitioned into appropriate housing.	83% of exited families were placed into appropriate housing & and 60% of the adults in the Men's & Women's shelter exited to appropriate housing.	83% = 83 families out of 99 families who exited the Family Shelter between 7/1/14 - 6/30/15 exited to appropriate housing & 1161 of 1939 adults exited between 7/1/14 - 6/30/15 left to appropriate housing
VOA	Family Shelter & Men's and Women's Shelters	90% of households will undergo a intake process	100% of the families who came into the Family Shelter & 100% of the adults received an intake	100% = 126 out of 126 families who entered the Family Shelter from 7/1/14- 6/30/15 & 2060 of 2060 who entered the Adult shelters received a formal intake which is documented in HMIS.
VOA	Family Shelter & Men's and Women's Shelter	80% of households will undergo a needs assessment	97% of the families who entered the Family Shelter & 97% of the adults who entered the shelters received a needs assessment	97% = 123 families out of the 126 families who entered the Family Shelter & 1998 of 2060 adults who entered the shelters - 7/1/14 – 6/30/15 received a needs assessment.
VOA – NCNN	Family Shelter & Men's and Women's shelter	50% of households will exit with income	70% of households who left the Family Shelter left with income & 55% of the adults left with	70% = 69 families out of 99 families who left the Family Shelter left with income and 55% of

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			income	the adults who left the Men's and Women's shelter between 7/1/14 – 6/30/15 left with income
VOA –NCNN	Family Shelter & Men's and Women's Shelter	75% of households will be referred to appropriate mainstream resources	85% of the households who entered the Family Shelter & 90% of the adults were referred to appropriate resources	85%=107 of 126 families & 1868 of 2060 adults who entered shelter services during 7/1/14 – 6/30/15 received referrals to appropriate resources
VOA	Family Shelter & Men's and Women's Shelter	60% of households who are referred to services will access services.	77% of the families & 56% of the adults in the Men's and Women's shelter accessed the services they were referred to.	77% = 83 of 107 families & 56% = 1064 of 1868 adults accessed the services they were referred to

**Attachment 8 – CoC HMIS Participation**

Attachment 8 – Washoe County CoC HMIS Participation

Volunteers of America-Northern California/Northern Nevada (VOA) currently uses the Clarity Card System for every level of client data collection. Client cards are scanned to ensure all services are captured to provide the most current and up to date information to all CoC service providers, thus allowing providers' real time data. Programming as well as income level and housing status upon entry and exit are monitored through the HMIS system. VISPDAT is administered and referred to the community queue for each client. VOA ensures that the all data quality standards are met as well monitors bed availability and confirms that all clients are receiving the proper individual programming. All HMIS information is reviewed for trend forecasting, compliance and quality assurance.

As the original HMIS administrator, we helped implement HMIS in our CoC and trained other providers. We have been a leader since its inception. Finally, VOA leadership has served on several county and statewide committees, such as, the Data Committee and HMIS Statewide Steering Committee. Our willingness to fully participate is unmatched in this area.

**Attachment 9 – Budget and Financial Stability**

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 RENO SHELTER OPERATIONS BUDGET PROPOSAL  
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SALARIES	STAFF	DAYS PR WK	HRS WEEK	FTE	RATE	SALARY
OVERSIGHT						
Division Director	1	5	8	0.2	\$ 43.27	\$ 18,000.32
Program Director	1	5	30	0.75	\$ 36.78	\$ 57,376.80
Operations Manager	1	5	20	0.5	\$ 21.61	\$ 22,474.40
Maintenance Tech	1	5	40	1	\$ 15.30	\$ 31,824.00
Supervisor Men's Shelter	1	5	40	1	\$ 19.38	\$ 40,310.40
Supervisor Women's Shelter	1	5	40	1	\$ 17.85	\$ 37,128.00
Supervisor Family Shelter	1	5	40	1	\$ 17.85	\$ 37,128.00
Case Managers	3	5	120	3	\$ 18.48	\$ 115,315.20
Employment Specialist	1	5	40	1	\$ 18.48	\$ 38,438.40
Housing Specialist	1	5	40	1	\$ 18.48	\$ 38,438.40
DAYS - Monitor Staffing						
Men's Shelter inc 10-6 meal support	2	5	80	2	\$ 10.76	\$ 44,761.60
Women's Shelter	2	5	80	2	\$ 10.76	\$ 44,761.60
Family Shelter	2	5	80	2	\$ 10.76	\$ 44,761.60
AFTERNOONS - Monitor Staffing						
Men's Shelter	2	5	80	2	\$ 10.76	\$ 44,761.60
Women's Shelter	2	5	80	2	\$ 10.76	\$ 44,761.60
Family Shelter	2	5	80	2	\$ 10.76	\$ 44,761.60
NIGHTS - Monitor Staffing						
Men's Shelter	2	5	80	2	\$ 10.76	\$ 44,761.60
Women's Shelter	2	5	80	2	\$ 10.76	\$ 44,761.60
Family Shelter	2	5	80	2	\$ 10.76	\$ 44,761.60
WEEKENDS - Monitor Staffing						
Morning Staff Men's Shelter	2	2	32	0.8	\$ 10.76	\$ 17,904.64
Evening Staff Men's Shelter	2	2	32	0.8	\$ 10.76	\$ 17,904.64
Night Staff Men's Shelter	2	2	32	0.8	\$ 10.76	\$ 17,904.64
Morning Staff Women's Shelter	2	2	32	0.8	\$ 10.76	\$ 17,904.64
Evening Staff Women's Shelter	2	2	32	0.8	\$ 10.76	\$ 17,904.64
Night Staff Women's Shelter	2	2	32	0.8	\$ 10.76	\$ 17,904.64
Morning Staff Family Shelter	2	2	32	0.8	\$ 10.76	\$ 17,904.64
Evening Staff Family Shelter	2	2	32	0.8	\$ 10.76	\$ 17,904.64
Night Staff Family Shelter	2	2	32	0.8	\$ 10.76	\$ 17,904.64
OUTREACH/CAMPUS SECURITY-						
Outreach Monitors	7	5	280	7	\$ 12.24	\$ 178,214.40
TOTAL						\$ 1,178,644.48
Benefits/Taxes/Workers Comp			32%		\$ 377,166.23	
TOTAL SALARIES & BENEFITS						\$ 1,555,810.71

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<b>OTHER COSTS:</b>	
Staff Training	\$ 1,000.00
Client Training Supplies	\$ 2,000.00
Program Supplies	\$ 40,000.00
Food & Beverage ( Food for Vets and Kitchen Contribution)	\$ 21,000.00
Cleaning, Linen & Laundry	\$ 140,000.00
Mileage & Travel, Shelter Vehicle	\$ 4,800.00
Utilities	\$ 113,504.00
Facilities ( taxes, repair and maintenance)	\$ 4,800.00
Office Supplies	\$ 9,700.00
Telephone	\$ 15,000.00
Insurance ( liability and auto)	\$ 6,500.00
Equipment Maint & Rental	\$ 4,000.00
Equipment	\$ 5,000.00
Other Professional Fees , Background Checks	\$ 4,800.00
Childcare Space Rent and Utilities	\$ 12,000.00
Special Assistance to Clients	\$ 30,000.00
<b>OTHER SUPPORT COSTS</b>	<b>\$ 414,104.00</b>
<b>Direct Program Expenses</b>	<b>\$ 1,969,914.71</b>
<b>Admin Allocation</b>	<b>\$196,991.47</b>
<b>TOTAL EXPENSES</b>	<b>\$ 2,166,906.18</b>
<b>In Kind Contributions:</b>	
Volunteer Hours (@ \$18.97 per hour)	\$ 68,292.00
Direct Client Assistance	\$ 31,200.00
Linen	\$ 3,000.00
Program Supplies	\$ 4,500.00
Food	\$ 416,312.00
Subtotal	\$ 523,804.00
<b>Total Expenses</b>	<b>\$ 2,690,210.18</b>
<b>Less In Kind Contributions</b>	<b>\$ (523,304.00)</b>
<b>Total Funding Request</b>	<b>\$ 2,166,906.18</b>

**VOLUNTEERS OF AMERICA, NORTHERN CA AND NORTHERN NV  
RENO SHELTER OPERATIONS BUDGET PROPOSAL  
07/01/2017-06/30/2018**

<b>SALARIES</b>	<b>STAFF</b>	<b>DAYS PR WK</b>	<b>HRS WEEK</b>	<b>FTE</b>	<b>RATE</b>	<b>SALARY</b>
<b>OVERSIGHT</b>						
Division Director	1	5	8	0.2	\$ 44.14	\$ 18,362.24
Program Director	1	5	30	0.75	\$ 37.52	\$ 58,531.20
Operations Manager	1	5	20	0.5	\$ 22.04	\$ 22,921.60
Maintenance Tech	1	5	40	1	\$ 15.61	\$ 32,468.80
Supervisor Men's Shelter	1	5	40	1	\$ 19.77	\$ 41,121.60
Supervisor Women's Shelter	1	5	40	1	\$ 18.21	\$ 37,876.80
Supervisor Family Shelter	1	5	40	1	\$ 18.21	\$ 37,876.80
Case Managers	3	5	120	3	\$ 18.85	\$ 117,624.00
Employment Specialist	1	5	40	1	\$ 18.85	\$ 39,208.00
Housing Specialist	1	5	40	1	\$ 18.85	\$ 39,208.00
<b>DAYS - Monitor Staffing</b>						
Men's Shelter inc 10-6 meal support	2	5	80	2	\$ 10.98	\$ 45,676.80
Women's Shelter	2	5	80	2	\$ 10.98	\$ 45,676.80
Family Shelter	2	5	80	2	\$ 10.98	\$ 45,676.80
<b>AFTERNOONS - Monitor Staffing</b>						
Men's Shelter	2	5	80	2	\$ 10.98	\$ 45,676.80
Women's Shelter	2	5	80	2	\$ 10.98	\$ 45,676.80
Family Shelter	2	5	80	2	\$ 10.98	\$ 45,676.80
<b>NIGHTS - Monitor Staffing</b>						
Men's Shelter	2	5	80	2	\$ 10.98	\$ 45,676.80
Women's Shelter	2	5	80	2	\$ 10.98	\$ 45,676.80
Family Shelter	2	5	80	2	\$ 10.98	\$ 45,676.80
<b>WEEKENDS - Monitor Staffing</b>						
Morning Staff Men's Shelter	2	2	32	0.8	\$ 10.98	\$ 18,270.72
Evening Staff Men's Shelter	2	2	32	0.8	\$ 10.98	\$ 18,270.72
Night Staff Men's Shelter	2	2	32	0.8	\$ 10.98	\$ 18,270.72
Morning Staff Women's Shelter	2	2	32	0.8	\$ 10.98	\$ 18,270.72
Evening Staff Women's Shelter	2	2	32	0.8	\$ 10.98	\$ 18,270.72
Night Staff Women's Shelter	2	2	32	0.8	\$ 10.98	\$ 18,270.72
Morning Staff Family Shelter	2	2	32	0.8	\$ 10.98	\$ 18,270.72
Evening Staff Family Shelter	2	2	32	0.8	\$ 10.98	\$ 18,270.72
Night Staff Family Shelter	2	2	32	0.8	\$ 10.98	\$ 18,270.72
<b>OUTREACH/CAMPUS SECURITY-</b>						
Outreach Monitors	7	5	280	7	\$ 12.48	\$ 181,708.80
<b>TOTAL</b>						\$ 1,202,435.52
Benefits/Taxes/Workers Comp			33%			\$ 396,803.72
<b>TOTAL SALARIES &amp; BENEFITS</b>						\$ 1,599,239.24

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**VOLUNTEERS OF AMERICA, NORTHERN CA AND NORTHERN NV  
RENO SHELTER OPERATIONS BUDGET PROPOSAL  
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<b>OTHER COSTS:</b>	
Staff Training	\$ 1,020.00
Client Training Supplies	\$ 2,040.00
Program Supplies	\$ 40,800.00
Food & Beverage ( Food for Vets and Kitchen Contribution)	\$ 21,420.00
Cleaning, Linen & Laundry	\$ 142,800.00
Mileage & Travel , Shelter Vehicle	\$ 4,896.00
Utilities	\$ 115,775.00
Facilities ( taxes, repair and maintenance)	\$ 4,896.00
Office Supplies	\$ 9,894.00
Telephone	\$ 15,300.00
Insurance ( liability and auto)	\$ 6,630.00
Equipment Maint & Rental	\$ 4,080.00
Equipment	\$ 5,100.00
Other Professional Fees , Background Checks	\$ 4,896.00
Childcare Space Rent and Utilites	\$ 12,240.00
Special Assistance to Clients	\$ 30,600.00
<b>OTHER SUPPORT COSTS</b>	<b>\$ 422,387.00</b>
Direct Program Expenses	\$ 2,021,626.24
Admin Allocation	\$202,162.62
<b>TOTAL EXPENSES</b>	<b>\$ 2,223,788.87</b>

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<b>SALARIES</b>	<b>STAFF</b>	<b>DAYS PR WK</b>	<b>HRS WEEK</b>	<b>FTE</b>	<b>RATE</b>	<b>SALARY</b>
<b>OVERSIGHT</b>						
Division Director	1	5	8	0.2	\$ 45.02	\$ 18,728.32
Program Director	1	5	30	0.75	\$ 38.27	\$ 59,701.20
Operations Manager	1	5	20	0.5	\$ 22.48	\$ 23,379.20
Maintenance Tech	1	5	40	1	\$ 15.92	\$ 33,113.60
Supervisor Men's Shelter	1	5	40	1	\$ 20.17	\$ 41,953.60
Supervisor Women's Shelter	1	5	40	1	\$ 18.57	\$ 38,625.60
Supervisor Family Shelter	1	5	40	1	\$ 18.57	\$ 38,625.60
Case Managers	3	5	120	3	\$ 19.23	\$ 119,995.20
Employment Specialist	1	5	40	1	\$ 19.23	\$ 39,998.40
Housing Specialist	1	5	40	1	\$ 19.23	\$ 39,998.40
<b>DAYS - Monitor Staffing</b>						
Men's Shelter inc 10-6 meal support	2	5	80	2	\$ 11.20	\$ 46,592.00
Women's Shelter	2	5	80	2	\$ 11.20	\$ 46,592.00
Family Shelter	2	5	80	2	\$ 11.20	\$ 46,592.00
<b>AFTERNOONS - Monitor Staffing</b>						
Men's Shelter	2	5	80	2	\$ 11.20	\$ 46,592.00
Women's Shelter	2	5	80	2	\$ 11.20	\$ 46,592.00
Family Shelter	2	5	80	2	\$ 11.20	\$ 46,592.00
<b>NIGHTS - Monitor Staffing</b>						
Men's Shelter	2	5	80	2	\$ 11.20	\$ 46,592.00
Women's Shelter	2	5	80	2	\$ 11.20	\$ 46,592.00
Family Shelter	2	5	80	2	\$ 11.20	\$ 46,592.00
<b>WEEKENDS - Monitor Staffing</b>						
Morning Staff Men's Shelter	2	2	32	0.8	\$ 11.20	\$ 18,636.80
Evening Staff Men's Shelter	2	2	32	0.8	\$ 11.20	\$ 18,636.80
Night Staff Men's Shelter	2	2	32	0.8	\$ 11.20	\$ 18,636.80
Morning Staff Women's Shelter	2	2	32	0.8	\$ 11.20	\$ 18,636.80
Evening Staff Women's Shelter	2	2	32	0.8	\$ 11.20	\$ 18,636.80
Night Staff Women's Shelter	2	2	32	0.8	\$ 11.20	\$ 18,636.80
Morning Staff Family Shelter	2	2	32	0.8	\$ 11.20	\$ 18,636.80
Evening Staff Family Shelter	2	2	32	0.8	\$ 11.20	\$ 18,636.80
Night Staff Family Shelter	2	2	32	0.8	\$ 11.20	\$ 18,636.80
<b>OUTREACH/CAMPUS SECURITY-</b>						
Outreach Monitors	7	5	280	7	\$ 12.73	\$ 185,348.80
<b>TOTAL</b>						\$ 1,226,527.12
Benefits/Taxes/Workers Comp			34%			\$ 417,019.22
<b>TOTAL SALARIES &amp; BENEFITS</b>						\$ 1,643,546.34

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<b>OTHER COSTS:</b>	
Staff Training	\$ 1,040.00
Client Training Supplies	\$ 2,080.00
Program Supplies	\$ 41,610.00
Food & Beverage ( Food for Vets and Kitchen Contribution)	\$ 21,848.00
Cleaning, Linen & Laundry	\$ 145,656.00
Mileage & Travel , Shelter Vehicle	\$ 4,994.00
Utilities	\$ 118,091.00
Facilities ( taxes, repair and maintenance)	\$ 4,994.00
Office Supplies	\$ 10,092.00
Telephone	\$ 15,606.00
Insurance ( liability and auto)	\$ 6,763.00
Equipment Maint & Rental	\$ 4,162.00
Equipment	\$ 5,202.00
Other Professional Fees , Background Checks	\$ 5,000.00
Childcare Space Rent and Utilites	\$ 12,485.00
Special Assistance to Clients	\$ 31,200.00
<b>OTHER SUPPORT COSTS</b>	<b>\$ 430,823.00</b>
<b>Direct Program Expenses</b>	<b>\$ 2,074,369.34</b>
<b>Admin Allocation</b>	<b>\$207,436.93</b>
<b>TOTAL EXPENSES</b>	<b>\$ 2,281,806.27</b>

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**VOLUNTEERS OF AMERICA, NORTHERN CA AND NORTHERN NV**  
**OVERFLOW BUDGET PROPOSAL**  
**07/01/2016-06/30/2017**

<b>SALARIES</b>	<b>STAFF</b>	<b>DAYS PR WK</b>	<b>HRS WEEK</b>	<b>FTE</b>	<b>RATE</b>	<b>SALARY</b>
Program Director	1	5	10	0.25	\$ 36.78	\$ 19,125.60
Case Manager	1	5	40	1	\$ 18.48	\$ 38,438.40
Overflow Monitors - weekdays	3	5	150	3.75	\$ 10.76	\$ 83,928.00
Overflow Monitors - weekends	3	2	60	1.5	\$ 10.76	\$ 33,571.20
						\$ 175,063.20
Benefits/Taxes/Workers Comp			32%			\$ 56,020.22
<b>TOTAL SALARIES &amp; BENEFITS</b>						<b>\$ 231,083.42</b>
<b>Other Costs:</b>						
Program Supplies						\$ 12,000.00
Food and Beverage						\$ 12,000.00
Equipment Expense						\$ 1,500.00
Mileage & Travel , Shelter Vehicle						\$ 6,000.00
Rent and Utilities						\$ 54,000.00
Facilities ( taxes, repair and maintenance)						\$ 3,600.00
Office Supplies						\$ 1,500.00
Telephone						\$ 3,000.00
Insurance ( liability and auto)						\$ 3,600.00
Equipment Maint & Rental						\$ 2,400.00
Cleaning, Linen and Laundry						\$ 42,000.00
<b>OTHER SUPPORT COSTS</b>						<b>\$ 141,600.00</b>
<b>Direct Program Expenses</b>						<b>\$ 372,683.42</b>
<b>Admin Allocation</b>						<b>\$37,268.34</b>
<b>TOTAL EXPENSES</b>						<b>\$ 409,951.77</b>

**VOLUNTEERS OF AMERICA, NORTHERN CA AND NORTHERN NV**  
**OVERFLOW BUDGET PROPOSAL**  
**07/01/2017-06/30/2018**

<b>SALARIES</b>	<b>STAFF</b>	<b>DAYS PR WK</b>	<b>HRS WEEK</b>	<b>FTE</b>	<b>RATE</b>	<b>SALARY</b>
Program Director	1	5	10	0.25	\$ 37.52	\$ 19,510.40
Case Manager	1	5	40	1	\$ 18.85	\$ 39,208.00
Overflow Monitors - weekdays	3	5	150	3.75	\$ 10.98	\$ 85,644.00
Overflow Monitors - weekends	3	2	60	1.5	\$ 10.98	\$ 34,257.60
						\$ 178,620.00
Benefits/Taxes/Workers Comp			33%			\$ 58,944.60
<b>TOTAL SALARIES &amp; BENEFITS</b>						<b>\$ 237,564.60</b>
<b>Other Costs:</b>						
Program Supplies						\$ 12,240.00
Food and Beverage						\$ 12,240.00
Equipment Expense						\$ 1,530.00
Mileage & Travel , Shelter Vehicle						\$ 6,120.00
Rent and Utilities						\$ 54,000.00
Facilities ( taxes, repair and maintenance)						\$ 3,672.00
Office Supplies						\$ 1,530.00
Telephone						\$ 3,060.00
Insurance ( liability and auto)						\$ 3,672.00
Equipment Maint & Rental						\$ 2,448.00
Cleaning,Linen and Laundry						\$ 42,840.00
<b>OTHER SUPPORT COSTS</b>						<b>\$ 143,352.00</b>
<b>Direct Program Expenses</b>						<b>\$ 380,916.60</b>
<b>Admin Allocation</b>						<b>\$38,091.66</b>
<b>TOTAL EXPENSES</b>						<b>\$ 419,008.26</b>

VOLUNTEERS OF AMERICA, NORTHERN CA AND NORTHERN NV  
OVERFLOW BUDGET PROPOSAL  
07/01/2018-06/30/2019

SALARIES	STAFF	DAYS PR WK	HRS WEEK	FTE	RATE	SALARY
Program Director	1	5	10	0.25	\$ 38.27	\$ 19,900.40
Case Manager	1	5	40	1	\$ 19.23	\$ 39,998.40
Overflow Monitors - weekdays	3	5	150	3.75	\$ 11.20	\$ 87,360.00
Overflow Monitors - weekends	3	2	60	1.5	\$ 11.20	\$ 34,944.00
						\$ 182,202.80
Benefits/Taxes/Workers Comp			34%			\$ 61,948.95
<b>TOTAL SALARIES &amp; BENEFITS</b>						<b>\$ 244,151.75</b>
<b>Other Costs:</b>						
Program Supplies						\$ 12,485.00
Food and Beverage						\$ 12,485.00
Equipment Expense						\$ 1,560.00
Mileage & Travel , Shelter Vehicle						\$ 6,242.00
Rent and Utilities						\$ 54,000.00
Facilities ( taxes, repair and maintenance)						\$ 3,745.00
Office Supplies						\$ 1,560.00
Telephone						\$ 3,121.00
Insurance ( liability and auto)						\$ 3,745.00
Equipment Maint & Rental						\$ 2,497.00
Cleaning, Linen and Laundry						\$ 43,697.00
<b>OTHER SUPPORT COSTS</b>						<b>\$ 145,137.00</b>
<b>Direct Program Expenses</b>						<b>\$ 389,288.75</b>
<b>Admin Allocation</b>						<b>\$38,928.88</b>
<b>TOTAL EXPENSES</b>						<b>\$ 428,217.63</b>



**VOLUNTEERS OF AMERICA, NORTHERN CA AND NORTHERN NV  
RESOURCE CENTER BUDGET PROPOSAL  
07/01/2016-06/30/2017**

<b>SALARIES</b>	<b>STAFF</b>	<b>DAYS PR WK</b>	<b>HRS WEEK</b>	<b>FTE</b>	<b>RATE</b>	<b>SALARY</b>
Operations Manager	1	5	2	0.05	\$ 21.61	\$ 2,247.44
Lead Staff	1	5	40	1	\$ 12.75	\$ 26,520.00
						\$ 28,767.44
Benefits/Taxes/Workers Comp			32%			\$ 9,205.58
<b>TOTAL SALARIES &amp; BENEFITS</b>						<b>\$ 37,973.02</b>
<b>Other Costs:</b>						
Staff Training						\$ 500.00
Program Supplies						\$ 3,500.00
Equipment Expense						\$ 3,000.00
Mileage & Travel , Shelter Vehicle						
Utilities						\$ 15,300.00
Facilities ( taxes, repair and maintenance)						
Office Supplies						
Telephone						\$ 4,500.00
Insurance ( liability and auto)						
Equipment Maint & Rental						\$ 2,000.00
Other Professional Fees , Background Checks						\$ 500.00
Equipment Replacement						
<b>OTHER SUPPORT COSTS</b>						<b>\$ 29,300.00</b>
<b>Direct Program Expenses</b>						<b>\$ 67,273.02</b>
<b>Admin Allocation</b>						<b>\$6,727.30</b>
<b>TOTAL EXPENSES</b>						<b>\$ 74,000.32</b>

**VOLUNTEERS OF AMERICA, NORTHERN CA AND NORTHERN NV  
RESOURCE CENTER BUDGET PROPOSAL  
07/01/2017-06/30/2018**

<b>SALARIES</b>	<b>STAFF</b>	<b>DAYS PR WK</b>	<b>HRS WEEK</b>	<b>FTE</b>	<b>RATE</b>	<b>SALARY</b>
Operations Manager	1	5	2	0.05	\$ 22.04	\$ 2,292.16
Lead Staff	1	5	40	1	\$ 13.00	\$ 27,040.00
						\$ 29,332.16
Benefits/Taxes/Workers Comp			33%			\$ 9,679.61
<b>TOTAL SALARIES &amp; BENEFITS</b>						<b>\$ 39,011.77</b>
<b>Other Costs:</b>						
Staff Training						\$ 510.00
Program Supplies						\$ 3,570.00
Equipment Expense						\$ 3,060.00
Mileage & Travel , Shelter Vehicle						
Utilities						\$ 15,606.00
Facilities ( taxes, repair and maintenance)						
Office Supplies						
Telephone						\$ 4,590.00
Insurance ( liability and auto)						
Equipment Maint & Rental						\$ 2,040.00
Other Professional Fees , Background Checks						\$ 510.00
Equipment Replacement						
<b>OTHER SUPPORT COSTS</b>						<b>\$ 29,886.00</b>
<b>Direct Program Expenses</b>						<b>\$ 68,897.77</b>
<b>Admin Allocation</b>						<b>\$6,889.78</b>
<b>TOTAL EXPENSES</b>						<b>\$ 75,787.55</b>

**VOLUNTEERS OF AMERICA, NORTHERN CA AND NORTHERN NV  
RESOURCE CENTER BUDGET PROPOSAL  
07/01/2018-06/30/2019**

<b>SALARIES</b>	<b>STAFF</b>	<b>DAYS PR WK</b>	<b>HRS WEEK</b>	<b>FTE</b>	<b>RATE</b>	<b>SALARY</b>
Operations Manager	1	5	2	0.05	\$ 22.48	\$ 2,337.92
Lead Staff	1	5	40	1	\$ 13.26	\$ 27,580.80
						\$ 29,918.72
Benefits/Taxes/Workers Comp			34%			\$ 10,172.36
<b>TOTAL SALARIES &amp; BENEFITS</b>						<b>\$ 40,091.08</b>
<b>Other Costs:</b>						
Staff Training						\$ 520.00
Program Supplies						\$ 3,640.00
Equipment Expense						\$ 3,120.00
Mileage & Travel , Shelter Vehicle						
Utilities						\$ 15,920.00
Facilities ( taxes, repair and maintenance)						
Office Supplies						
Telephone						\$ 4,682.00
Insurance ( liability and auto)						
Equipment Maint & Rental						\$ 2,080.00
Other Professional Fees , Background Checks						\$ 520.00
Equipment Replacement						
<b>OTHER SUPPORT COSTS</b>						<b>\$ 30,482.00</b>
<b>Direct Program Expenses</b>						<b>\$ 70,573.08</b>
<b>Admin Allocation</b>						<b>\$7,057.31</b>
<b>TOTAL EXPENSES</b>						<b>\$ 77,630.39</b>

**Budget Justification:**

**Division Director:** .2FTE x 43.27 = \$18,000.32

Responsible for contract compliance, program outcomes, contract and budget modifications.  
Bachelor's Degree in related field. 5 plus years non-profit experience.

**Program Director:** 1FTE x \$36.78 = \$76,502.40

Oversees staff. Forms community relationships.  
Bachelor's Degree in related field. 2 plus years non-profit experience.

**Operations Manager:** .55 FTE x \$21.61 = \$24,721.84

Oversees staff and contract administration. Reviews AP and payroll. Assists with selection and training of new employees. Prepares quarterly and annual reports for contracts.  
Bachelor's Degree in related field. 2 plus years Human Services experience.

**Case Managers:** 4 FTE x \$18.48 = \$ 153,753.60

Responsible for monthly client meetings, psycho-social assessments, ISPs for clients and referrals to outside agencies.  
Bachelor's Degree in related field. 2 plus years Human Services experience.

**Maintenance Tech:** 1FTE x \$15.30 = \$31,824.00

Responsible for routine facility maintenance and repair.  
2 plus years general maintenance experience

**Program Supervisor:** 2FTE x \$17.85 = \$ 74,256.00 1FTE x \$ 19.38 = \$40,310.40

Oversees program and responsible for shift monitors.  
2 plus years Human Services experience

**Employment Specialist:** 1FTE x 18.48 = \$38,438.40

Assists clients with obtaining employment. Forms relationships with local employers.  
Bachelor's Degree in related field. 2 plus years Job Development experience.

**Housing Specialist:** 1FTE x 18.48 = \$38,438.40

Assists clients with obtaining housing. Forms relationships with local landlords.  
Bachelor's Degree in related field. 2 plus years Human Services experience.

**Shift Monitors:** 30.45 FTE x 10.76 = \$681,495.36

Assists clients with program rules. Coordinates meals and bed assignments, security checks.  
Able to comprehend oral and written instructions. Available irregular work hours.

**Security Monitors:** 7 FTE x 10.76 = \$178,214.40

Provide information to clients. Enforce campus rules, assist staff and Reno PD as needed.  
Able to comprehend oral and written instructions. Available Irregular work hours.

**Resource Center Lead Staff: 1FTE x 12.75 = \$26,520.00**

Oversees operations of Resource Center.

2 plus year's Human Services experience

**Benefits: \$442,392.03**

Cost includes employee medical, dental, vision, eye, short term disability and Workers Comp insurances. This also includes the employer employment taxes.

**Staff Training: \$1,500.00**

This will include the costs of CPR and First Aid training for employees. Professional trainings for Case Managers, employment skills development trainings will also be offered when available.

**Client Training Supplies: \$2,000.00**

This will include the costs of materials used in the classes offered to Shelter clients. This may include purchased training modules as well as basic classroom supplies (paper, pens, and notebooks). A laptop may be required for instructor use (\$600)

**Program Supplies: \$55,500.00**

This will include the costs of paper products (toilet paper, napkins, tissue, and disposable food serving items) and toiletries in the Shelters. In the Overflow this may include additional beds/cots. In the Resource Center, this will include paper products provided for client use.

**Food and Beverage: \$33,000.00**

This includes the costs of breakfast and lunch provided by the Reno Sparks Gospel Mission (\$15,000), food that is purchased for the clients in the VETS room of the Men's shelter and also will provide snacks and beverages to the Overflow residents (\$12,000)

**Cleaning, Linen and Laundry: \$182,000.00**

This line item includes the costs of sheets, blankets and towels provided to Shelter and Overflow clients. This also includes the costs of cleaning products used to sanitize the facility. These expenses average \$14,900 per month.

**Mileage, Travel, Shelter Vehicle: \$10,800.00**

This will cover the costs of employee reimbursements for job related travel at .54 per mile. This will also cover the expenses of transporting Overflow clients to and from the CAC to the Overflow facility each morning and evening. Included is the cost of maintenance for the vehicle used to transport the clients to and from the Overflow. This is estimated to be \$900 per month.

**Rent and Utilities: \$182,804.00**

This includes the monthly rent for the Overflow location estimated at \$3,000 per month. Also, this line item covers the cost of utilities for the Shelters and Resource Center. This includes waste removal, NV Energy charges, sewer charges and Portable restrooms.

**Facilities (taxes, maintenance and repair): \$8,400.00**

This will cover the costs of routine maintenance for the facilities. This may include painting, floor cleaning, and pest control services as needed.

**Office Supplies: \$11,200.00**

This will cover the costs of supplies needed to keep necessary client files, produce reports and conduct daily business.

**Telephone: \$22,500.00**

This will cover the costs of telephone service and internet for the facilities. This also includes monthly cell phone reimbursement of \$50 to employees who are required to use their cell phones for work, or may be on-call when not scheduled to work.

**Insurance: \$10,100.00**

This will cover the costs of liability and auto insurance. Estimated monthly premium is \$841.

**Equipment Maintenance Rental and Repairs: \$8,400.00**

This will cover the monthly expenses of copier rentals and repairs. \$700 per month.

**Equipment: \$9,500.00**

This will cover the costs of replacement of old equipment as needed. This may include computers, printers, refrigerators, washers and dryers. Also, included are the costs of equipment used by the Outreach staff: walkie talkies, flashlights, cold weather gear.

**Other Professional Fees: \$5,300.00**

This includes the costs of background checks required for new employees and volunteers.

**Childcare Space Rent and Utilities: \$12,000.00**

This will cover the costs of the rental and utilities of the space on the second floor which will be used to provide childcare to children of Shelter clients. \$1,000 per month

**Special Assistance to Clients: \$30,000.00**

This will provide bus passes for clients to enable them to attend appointments (medical, legal, housing and job related). This will also be used to assist clients with obtaining ID cards and birth certificates. This may also be used for hotel vouchers for Families who are waiting for Shelter space.

**Administration: \$240,987.12**

This will be used to cover the costs of indirect program supervision, employee trainings, legal services, Human Resources assistance and accounting required to successfully manage these programs.

Attachment 16 – Memorandum of Understanding (MOU's)

**MEMORANDUM OF UNDERSTANDING BETWEEN CATHOLIC CHARITIES  
AND VOLUNTEERS OF AMERICA NORTHERN CALIFORNIA AND NORTHERN NEVADA, INC.**

THIS MEMORANDUM OF UNDERSTANDING, hereinafter referred to as "MOU" is made and entered into as of this 14<sup>th</sup> day of March, 2016, by and between Catholic Charities hereinafter referred to as "Crossroads" and The Volunteers of America Northern California and Northern Nevada, Inc., hereinafter referred to as "VOA".

**I. PURPOSE**

The purpose of this MOU is to establish a working collaboration between Crossroads and VOA for the purpose of assisting homeless individuals who are navigating Reno's homeless shelter continuum.

To provide prioritized access into Crossroads Transitional Housing resources for graduating residents of the Community Assistance Center (CAC) homeless shelter program.

**II. GOAL OF THIS MOU**

The goal of this MOU is to encourage cooperation, communication and participation between Crossroads and VOA and to clarify the roles and responsibilities of each party.

**III. ROLES AND RESPONSIBILITIES**

VOA desires to receive from Crossroads the provision of priority status for referrals into available transitional housing openings within the Crossroads Transitional Housing Continuum. And in that respect the parties have agreed to perform the following services:

**A. VOA agrees to:**

1. Provide referrals of case managed individuals who, after completion of their 90 day stabilization residency at the Community Assistance Center, are ready to enter into a wrap-around service enriched housing environment that will lead to a more permanent stabilized independent living condition.
2. Provide access and meeting space to Crossroads case management staff for pre-orientation and overview of Crossroads programming opportunities for those CAC shelter residents in the third and final phase of the 90 day shelter program.

**B. Crossroads agrees to:**

1. Provide priority consideration for CAC residents exiting the 90 day shelter program.
2. Provide orientation and pre-screening of transitional housing ready residents completing their third phase of programming from the CAC shelter program,
3. Offer daily nutritious lunchtime meal service at the St. Vincent's Dining Room Program to all residents of the CAC, six days a week.



#### **IV. COMPLIANCE WITH LAWS**

Both parties to this MOU shall observe and comply with all applicable Federal, State, and County laws, regulations and ordinances.

#### **V. TERM**

This Agreement shall be effective and commence as of the date below and remain in force until one or both of the parties determine a close in the relationship.

#### **VI. NOTICE**

Any notice, demand, request, consent, or approval that either party hereto may or is required to give the other pursuant to this MOU shall be in writing and shall be either personally delivered or sent by mail, addressed as follows:

TO Crossroads

Peter Vogel  
Executive Director – Catholic Charities  
500 East 4<sup>th</sup> Street  
Reno, NV 89512

TO VOA

Leo McFarland  
President/CEO  
Volunteers of America  
3434 Marconi Ave  
Sacramento, CA 95821

Either party may change the address to which subsequent notice and/or other communications can be sent by giving written notice designating a change of address to the other party, which shall be effective upon receipt.

#### **VII. MUTUAL INDEMNIFICATION**

1. VOA shall defend, indemnify, and hold harmless Catholic Charities, its officers, directors, agents, employees and volunteers from and against all demands, claims, actions, liabilities, losses, damages, and costs, including payment of reasonable attorneys' fees, arising out of or resulting from the performance of the MOU caused in part by the negligent or intentional acts or omissions of VOA officers, directors, agents, employees or subcontractors.
2. Catholic Charities shall defend, indemnify, and hold harmless VOA, officers, directors, agents, employees, and subcontractors from and against all demands, claims, actions, liabilities, losses, damages and costs, including reasonable attorneys' fees, arising out of or resulting from the performance of the MOU, caused in part by the negligent or intentional acts or omissions of Catholic Charities, its officers, directors, agents, employees, or volunteers.

#### **VIII. NON-DISCRIMINATION IN EMPLOYMENT, SERVICES, BENEFITS AND FACILITIES**

1. Both parties agree and assure that they and any subcontractors shall comply with all applicable federal, state, and local anti-discrimination laws, regulations, and ordinances and to not unlawfully discriminate, harass, or allow harassment against any employee, applicant for employment, employee or agent of either party, or recipient of services contemplated to be provided or provided under this MOU, because of race, ancestry, marital status, color, religious creed, political belief, national origin, ethnic group identification, sex, sexual orientation, age (over 40), medical condition (including HIV and AIDS), or physical or mental disability. Both parties shall ensure that the evaluation and treatment of employees and applicants for employment, any party's agents, and recipients of services are free from such discrimination and harassment.
2. Both parties represent that they are in compliance with and agree that they will continue to comply with the Americans with Disabilities Act of 1990 (42 U.S.C. § 12101 et seq.) and regulations and guidelines issued pursuant thereto.
3. Both parties shall include this nondiscrimination provision in all subcontracts related to this MOU.

**IX. DISPUTES**

In the event of any dispute arising out of or relating to this MOU, the parties shall attempt, in good faith, to promptly resolve the dispute mutually between themselves. If the dispute cannot be resolved by mutual agreement, nothing herein shall preclude either party's right to pursue remedy or relief by civil litigation, pursuant to the laws of the State of Nevada.

**X. TERMINATION**

- A. Either party may terminate this MOU without cause upon thirty (30) days written notice to the other party. Notice shall be deemed served on the date of mailing.

**XIII. ASSIGNMENT**

This MOU is not assignable by any party in whole or in part, without the prior written consent of the other party.

**XIV. AMENDMENT AND WAIVER**

Except as provided herein, no alteration, amendment, variation, or waiver of the terms of this MOU shall be valid unless made in writing and signed by each party. Waiver by either party of any default, breach or condition precedent shall not be construed as a waiver of any other default, breach or condition precedent, or any other right hereunder. No interpretation of any provision of this MOU shall be binding upon either party unless agreed in writing by both parties.


**XV. TIME**

Time is of the essence of this agreement.

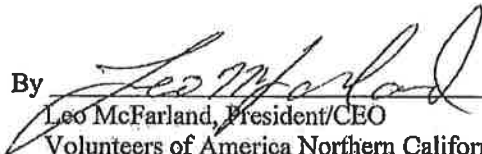
**XVI. INTERPRETATION**

This MOU shall be deemed to have been prepared equally by both of the parties, and the MOU and its individual provisions shall not be construed or interpreted more favorably for any one party on the basis that the other party prepared it.

**IN WITNESS WHEREOF**, the parties hereto have executed this MOU effective as of the above commencement date.

By   
Peter Vogel  
Executive Director Catholic Charities  
Reno Nevada

Date 3-15-2015

By   
Leo McFarland, President/CEO  
Volunteers of America Northern California and  
Northern Nevada, Inc.

Date 3/14/16

**MEMORANDUM OF UNDERSTANDING BETWEEN RENO SPARKS GOSPEL MISSION  
AND VOLUNTEERS OF AMERICA NORTHERN CALIFORNIA AND NORTHERN NEVADA, INC.**

**THIS MEMORANDUM OF UNDERSTANDING**, hereinafter referred to as "MOU" is made and entered into as of this 14<sup>th</sup> day of March, 2016, by and between the Reno Sparks Gospel Mission hereinafter referred to as "RSGM" and The Volunteers of America Northern California and Northern Nevada, Inc., hereinafter referred to as "VOA".

**I. PURPOSE**

To provide access into RSGM's CARE, (Addiction and Recovery Programs) for graduating residents of the Community Assistance Center (CAC) homeless shelter program.

The purpose of this MOU is to establish a working collaboration between RSGM and VOA for the purpose of assisting homeless individuals who are navigating a life style commitment to change.

To support the men, women, and families residing within the CAC program with daily nutritional meal support.

**II. GOAL OF THIS MOU**

The goal of this MOU is to encourage cooperation, communication and participation between RSGM and VOA and to clarify the roles and responsibilities of each party.

**III. ROLES AND RESPONSIBILITIES**

VOA desires to receive from RSGM the opportunity for referrals into available CARE openings within the RSGM Transitional Housing system. And in that respect the parties have agreed to perform the following services:

**A. VOA agrees to:**

1. Provide referrals of case managed individuals who, after completion of their 90 day stabilization residency at the Community Assistance Center, are ready to enter into a wrap-around service enriched housing environment that will lead to a more permanent stabilized independent living condition.
2. Provide monetary support for the daily meals program as resources allow.

**B. RSGM agrees to:**

1. Provide access to the CARE programs for eligible CAC residents exiting the 90 day shelter program.
2. Provide orientation and pre-screening of transitional housing ready residents completing their third phase of programming from the CAC shelter program.
3. Provide daily dinner meal support for residents of the CAC.

**IV. TERM**

This Agreement shall be effective and commence as of the date below and remain in force until one or both of the parties determine a close in the relationship.

**V. NOTICE**

Any notice, demand, request, consent, or approval that either party hereto may or is required to give the other pursuant to this MOU shall be in writing and shall be either personally delivered or sent by mail, addressed as follows:

TO RSGM

Rick Redding M.A.  
Executive Director RSGM  
2115 Timber Way  
Reno, NV 89512

TO VOA

Leo McFarland  
President/CEO  
Volunteers of America  
3434 Marconi Ave  
Sacramento, CA 95821


Either party may change the address to which subsequent notice and/or other communications can be sent by giving written notice designating a change of address to the other party, which shall be effective upon receipt.

**VI. TERMINATION**

- A. Either party may terminate this MOU without cause upon thirty (30) days written notice to the other party. Notice shall be deemed served on the date of mailing.

**IN WITNESS WHEREOF**, the parties hereto have executed this MOU effective as of the above commencement date.

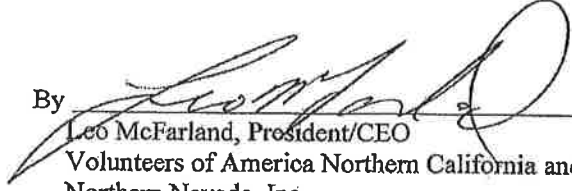
By

  
Rick Redding M.A.  
Executive Director  
Reno Sparks Gospel Mission  
Reno Nevada

Date

3-15-16

By

  
Leo McFarland, President/CEO  
Volunteers of America Northern California and  
Northern Nevada, Inc.

Date

3/14/16

**Attachment 17 – Educational Services**

**Letter and Form Attached**



March 15, 2016

To whom it may concern:

VOA-NCNN is committed to ensuring that all families participate in appropriate school aged activities for their children. This includes early childhood, part C of the Individuals with Disabilities Education Act and McKinney-Vento education services.

VOA has a designated staff member that works with the school district and homeless liaison. The attached form has been developed to document our work with the families related to educational activities.

Very truly,

A handwritten signature in black ink, appearing to read "Leo McFarland".

Leo McFarland  
President/CEO

Volunteers of America - Northern California and Northern Nevada  
3434 Marconi Avenue, Sacramento, CA 95821  
916-265-3400 (phone)/916-442-1861 (fax)  
voa-ncnn.org

## School Aged Children Form

Child:

Parent or Guardian:

Phone:

School

Address

Phone

Case Manager:

Date:

School Contact

Email Address

Phone

Emergency Contact:

Relationship to Child

Phone

Other:

Email Address

Phone

Homeless Liaison:

Email Address

Phone

Other:

Email Address

Phone

### Checklist:

1. Release Form allowing Program Staff to speak to child's school
2. Agreement signed by parent and CM to keep children in school and given access to early-childhood programs (such as Head Start, part C of the Individuals with Disabilities Education Act, and programs authorized under subtitle B of title VII of the Act;). This agreement should be kept in the applicable participant's file and updated annually or at any change, namely school location. The agreement should include language that indicates the following:
  - A plan to ensure children arrive to school on time, every day.
  - A plan to give children access to programs like Head Start and that follow up with be done during CM meetings.

Notes: