

## PROFESSIONAL SERVICES AGREEMENT

### Operator for Emergency Shelter for People Experiencing Homelessness

This Professional Services Agreement for operating the Emergency Shelter for people experiencing homelessness is entered and effective into this \_\_\_\_ of \_\_\_\_, 2022 and between Volunteers of America, Northern California and Northern Nevada, a California Domestic Nonprofit Corporation, (“CONTRACTOR”) and Washoe County (“COUNTY”).

#### WITNESSETH:

**WHEREAS**, COUNTY desires to engage the CONTRACTOR to operate the Emergency Shelter for people experiencing homelessness; and

**WHEREAS**, CONTRACTOR represents it has the knowledge, skills and abilities to perform the duties desired by COUNTY and desires to perform the duties upon the terms described herein;

**WHEREAS**, due to the rapidly growing numbers of unsheltered people experiencing homelessness, the creation and staffing of the Emergency Shelter has been prioritized as an urgent project;

**NOW, THEREFORE**, in consideration of the mutual promises and covenants contained herein and for other good and valuable consideration, the Parties hereto, intending to be legally bound, hereby agree as follows:

- (1) **Employment of CONTRACTOR.** COUNTY agrees to engage the CONTRACTOR and the CONTRACTOR agrees to perform the services described in “Exhibit B” and in their technical proposal, “Exhibit C”, incorporated herein by this reference.
- (2) **Time of Performance.** The services to be performed by the CONTRACTOR shall commence at midnight on July 1, 2022 for a period of two years, with the option to renew for three (3), one-year periods thereafter. COUNTY and/or its authorized representative will provide an approval for the extension in writing no fewer than 30 days prior to the commencement of the contract extension.
- (3) **Compensation.** The total amount to be paid annually for the initial two-year contract period shall not exceed \$6,500,000. A monthly report showing satisfactory progress towards applicable “Monthly Performance Measures” listed in the “Scope of Work” in Exhibit B and Exhibit C must be met for payment to be processed. CONTRACTOR agrees to complete the project and all services for the not to exceed amount.
- (4) **Method of Payment.** Provided the CONTRACTOR submits an invoice and monthly reporting required in Exhibit B, the payments of the contract term shall be paid in evenly distributed monthly installments of \$541,666.67, based on actual expenses accrued by CONTRACTOR as indicated in Exhibit B.

The CONTRACTOR shall bill no less frequently than monthly. Total payments shall not exceed the amount shown in (3) above. COUNTY shall promptly review and pay invoices within thirty (30) days of approval and acceptance by COUNTY.

- (5) **Changes.** COUNTY may from time to time require changes in the scope of services of the CONTRACTOR to be performed. Any changes to the scope of services provided shall be mutually agreed upon and shall be made in writing by the parties. Any resulting change in compensation must be stated in writing.
- (6) **Services and Materials to be Furnished by COUNTY.** COUNTY shall provide adequate staff for liaison with the CONTRACTOR but all services as required by this Agreement shall be provided by the CONTRACTOR.
- (7) **Termination of Agreement.** Either party may terminate this Agreement without cause by written notice. A Notice of Termination will be deemed effective 5 days after personal delivery or 7 days after deposit in the U.S. Mail, postage prepaid. In the event of termination CONTRACTOR shall submit to COUNTY all files, memoranda, documents, correspondence and other items generated in the course of performing this Agreement within 15 days after the effective date of any written Notice of Termination. In the event of any termination, the CONTRACTOR will be paid for all services satisfactorily rendered to the date of such termination but such sums paid hereunder will not be greater than the sum listed in paragraph 3 above.
- (8) **Information and Reports.** The CONTRACTOR shall, at such time and in any form COUNTY may require, furnish such periodic reports concerning the status of the project, such as statements, reports and copies of count sheets, or other information relative to project as may be requested by COUNTY. The CONTRACTOR shall furnish COUNTY, upon request, with copies of all documents and other material prepared or developed in relation with or as part of project.
- (9) **Records and Inspections.** Contractor shall maintain the confidentiality of any and all information obtained during the performance of this Agreement and may release such information only as allowed or required by law or this Agreement. CONTRACTOR shall maintain full and accurate records with respect to all matters covered under this Agreement for a period of three years after the completion of the project. COUNTY shall have free access at all proper times to such records, and the right to examine and audit the same and to make transcripts therefrom, and to inspect all program data, documents, proceedings, and activities.
- (10) **Completeness of Contract.** Except as otherwise provided, this Agreement and any additional or supplementary document(s) that are incorporated by specific reference contain all the terms and conditions agreed upon by the parties. No other agreements, oral or otherwise, predating the subject matter of this contract or any part of it shall have any validity or bind any of the parties. Only properly executed amendments shall alter the content of the Agreement.

- (11) **County Not Obligated to Third Parties.** COUNTY shall not be obligated or liable to any party other than the CONTRACTOR. There are no third party beneficiaries to this Agreement.
- (12) **When Rights and Remedies Not Waived.** In no event shall the making by COUNTY of any payment to the CONTRACTOR constitute or be construed as a waiver by COUNTY of any breach of covenant, or any default which may exist on the part of the CONTRACTOR and the making of any such payment by COUNTY while any such breach or default shall exist in no way impairs or prejudices any right or remedy available to COUNTY in respect to such breach or default.
- (13) **Indemnification and Insurance.** COUNTY has established specific indemnification and insurance requirements for contracts with consultants, to help assure that reasonable insurance coverage is maintained. Indemnification and hold harmless clauses are intended to assure that consultants are aware of and accept responsibility for losses or liabilities related to their activities. All conditions and requirements for insurance and indemnification are set forth in Exhibit A, which is attached and incorporated herein by this reference, and said conditions and requirements shall be completed prior to the commencement of any work pursuant to this Agreement. The indemnity provisions of Exhibit A shall survive termination or expiration of this Agreement.
- (14) **Stolen, Damaged, Misplaced Property Claims:** The CONTRACTOR agrees to defend and indemnify COUNTY from and against any and all claims for stolen, damaged, lost or misplaced property of any kind made by any person during or as a result of the performance of the duties described in this Agreement by CONTRACTOR, CONTRACTOR'S employees, agents, or volunteers.
- (15) **Rights of Title.** All source code, reports, programs, manuals, disks, tapes, and any other material prepared by or worked upon by CONTRACTOR's employees under this Professional Services Agreement shall be the exclusive property of COUNTY, and COUNTY shall have the right to obtain from CONTRACTOR and/or CONTRACTOR's employees, and to hold in COUNTY's name or whatever protection COUNTY may deem appropriate to the subject matter. CONTRACTOR agrees to give to COUNTY all assistance reasonably required to perfect the rights herein above defined.
- (16) **Independent Legal Advice.** Each party hereto represents and warrants that the contents of this Agreement, and the meaning of its covenants, terms and conditions have been explained to them by legal counsel of independent selection and have entered into this Agreement voluntarily and with full knowledge of its legal significance.
- (17) **Independent Contractor:** CONTRACTOR agrees it is an independent contractor, not an employee of COUNTY. Consistent with being an independent contractor:
  - A. CONTRACTOR has the sole right to control and direct the details and methods by which the services required by this Agreement are performed, including the hours of work.

- B. Neither CONTRACTOR nor CONTRACTOR'S staff shall receive any training from COUNTY in the skills necessary to perform the services required by this Agreement.
- C. CONTRACTOR has the right to perform services for others during the term of this Agreement. COUNTY shall not require CONTRACTOR to devote full time to performing the services required by this Agreement.
- D. CONTRACTOR has the right to hire, employ, or use, and the duty to pay and compensate as required by law, employees, assistants, volunteers, subcontractors or others to provide the services required by this Agreement. COUNTY shall not hire, supervise or pay any staff to assist CONTRACTOR.
- E. CONTRACTOR will furnish all equipment and materials used to provide the services required by this Agreement. Unless otherwise provided in this Agreement, CONTRACTOR is responsible for all expenses without reimbursement.
- F. CONTRACTOR shall not be assigned a work location on COUNTY premises, and CONTRACTOR has the right to perform the services required by this Agreement at any place, location, or time.
- G. Neither CONTRACTOR nor any sub-contractors, agents, volunteers, or other persons engaged by CONTRACTOR to perform services pursuant to this Agreement are employees of COUNTY and waive any and all claims to benefits otherwise provided to employees of the COUNTY, including, but not limited to, medical, dental, or other personal insurance, Nevada Public Employees Retirement System (PERS) or other retirement benefits, unemployment benefits, and liability and worker's compensation insurance, all of which shall be the sole responsibility of CONTRACTOR as applicable.
- H. CONTRACTOR agrees to provide COUNTY with a copy of contractor's business license, or with a copy of the notice of exemption from the Nevada Secretary of State. CONTRACTOR must also provide COUNTY with the Employer Identification Number (EIN) issued to the business by the Internal Revenue Service on the required Form W-9. The COUNTY will not accept a social security number in lieu of an EIN.
- I. CONTRACTOR is solely responsible for federal taxes and social security payments applicable to money received for services provided. CONTRACTOR understands that the COUNTY complies with the requirements of the Internal Revenue Service for the reporting of miscellaneous income on Form 1099-MISC, and that amounts paid to CONTRACTOR will be reported to the IRS accordingly.
- J. CONTRACTOR agrees to provide COUNTY with certificates of insurance as listed in the Indemnification and Insurance provisions attached as Exhibit "A" to this Agreement and incorporated by reference.
- K. CONTRACTOR understands and agrees that the Employees' Retirement System of the State of Nevada (PERS), NRS Chapter 286, and PERS official policies limit or prohibit PERS retirees' ability to receive compensation for work performed for public

employers such as Washoe County. PERS official policies require that COUNTY notify PERS of retirees who accept employment or an independent contract. If CONTRACTOR is a PERS retiree, it is CONTRACTOR'S responsibility to seek advice from PERS and/or independent legal counsel regarding earnings restrictions. CONTRACTOR agrees that COUNTY shall not be liable for PERS benefits of any kind which may be lost or forfeited as a result of work performed by Contractor pursuant to this Agreement.

CONTRACTOR is \_\_\_\_ or \_\_\_\_ is not currently a retired member of the PERS \_\_\_\_ (initial here).

L. If previously an employee of Washoe County, I certify that I left the position in good standing and not due to discharge and more than 6 months from the effective date of this agreement. \_\_\_\_\_ (initial here)

(18) **Background Checks:**

All employees of CONTRACTOR shall be subject to a background check. CONTRACTOR will ensure that a background investigation has been completed pursuant to NRS 179A.180, et seq., for all staff members who work, interact with, or have access to Emergency shelter participants.

(19) **Personnel.** The CONTRACTOR has all personnel required to perform the services under this Agreement. All the services required will be performed by the CONTRACTOR or under CONTRACTOR'S supervision, and all personnel engaged in the work shall be qualified to perform such services. CONTRACTOR represents that it has no interest and agrees that it will acquire no interest, direct or indirect, that would conflict in any manner with the performance of the services under this Agreement. CONTRACTOR further agrees that, in the performance of this Agreement, no person having any such interest will be employed. CONTRACTOR also agrees by signing this Agreement to the following:

Consultant, its principals and agents, to the best of its knowledge and belief:

- a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
- b) Have not within a three year period preceding this Agreement been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- c) Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in (ii) above;
- d) Have not within a three-year period preceding this Agreement had one or more public transactions (Federal, State, or local) terminated for cause or default; and

- e) Understand that a false statement on this certification may be grounds for rejection or termination of this Agreement. In addition, under 18 USC Sec. 1001, a false statement may result in a fine of up to \$10,000 or imprisonment for up to 5 years, or both.
- (20) **Assignability.** The parties hereby agree that CONTRACTOR may not assign, convey or transfer its interest, rights and duties in this Agreement without the prior written consent of COUNTY.
- (21) **Notices.** Any notices, bills, invoices, or reports required by this Agreement shall be sufficient if delivered in person or sent by the parties in the United States mail, postage paid, to the addresses noted below. Unless otherwise provided in this Agreement, any notices, bills, etc. shall be deemed delivered upon personal delivery, or three days after deposit in United States mail:
- To COUNTY: Dana Searcy, Manager  
170 S. Virginia Street, Ste 201  
Reno, NV 89501
- To CONTRACTOR: Leo McFarland, CEO  
Volunteers of America, Northern California Northern Nevada  
3434 Marconi Ave  
Sacramento, CA 95821
- (22) **Limited Liability.** COUNTY will not waive and intends to assert available defenses and limitations contained in Chapter 41 of the Nevada Revised Statutes. Contract liability of both parties shall not be subject to punitive damages. Actual damages for COUNTY's breach of this Agreement shall never exceed the amount of funds that have been appropriated for payment under this Agreement, but not yet paid, for the fiscal year budget in existence at the time of the breach.
- (23) **Severability.** If any provision of this Agreement is determined to be illegal, invalid, or unenforceable, the provision shall be deleted and the parties shall, if possible, agree on a legal, valid, and enforceable substitute provision that is as similar in effect to the deleted provision as possible. The remaining portion of the Agreement not determined to be illegal, invalid, or unenforceable shall, in any event, remain valid and effective for the term remaining unless the provision found illegal, invalid, or unenforceable goes to the essence of this Agreement.
- (24) **Governing Law and Venue.** The laws of the State of Nevada shall govern this Agreement and the performance of the duties described herein. All parties consent to the personal jurisdiction of the state courts in Washoe County, Nevada and to the service of process by any means authorized by such court or under the laws of the State of Nevada. The exclusive venue of any action or proceeding arising out of or in connection with this Agreement shall be the State Courts in Washoe County, Nevada.

- (25) **Non-Appropriation Clause.** The COUNTY reasonably believes that funds can be obtained sufficiently to make all payments during the term of this Agreement. If the COUNTY does not allocate funds to continue the function performed by the CONTRACTOR obtained under this Agreement, this Agreement shall be terminated when appropriated funds expire, without penalty, charge or sanction to the COUNTY. The COUNTY may terminate its participation in this Agreement, without penalty, charge or sanction, effective immediately upon receipt by Contractor of written notice on any date specified if for any reason the COUNTY's funding source is not appropriated or is withdrawn, limited, or impaired. The COUNTY will make every reasonable effort to ensure payment for services rendered by the Contractor.
- (26) **Fundraising.** The CONTRACTOR shall not engage in any fundraising related to the Emergency Shelter without prior written approval by Washoe County for any fundraising efforts. For any Emergency Shelter related fundraising efforts, all fundraising costs must be accounted for and reported to COUNTY quarterly and used exclusively to benefit the project.
- (27) **Storage.** Facilitate the placement and retrieval of clients' possessions in and out of the COUNTY provided storage space. Washoe County will identify the storage space however the CONTRACTOR will be charged with providing staffing for putting participant possessions into storage and retrieving such possessions when needed. Clients will have their own limited storage space but assistance may be needed with additional storage needs.
- (28) **Survival of Terms.** All sections of this Agreement which by their nature should survive termination will survive termination, including, without limitation, accrued rights to payment, confidentiality obligations, warranty disclaimers, and limitations of liability.

**Debarment & Suspension**

- (1) This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the contractor is required to verify that none of the contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).
- (2) The contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
- (3) This certification is a material representation of fact relied upon by COUNTY. If it is later determined that the contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to COUNTY, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.

- (4) The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

#### Termination

In addition to other provisions of this Agreement, COUNTY has the right to terminate the Agreement without cause at any time upon giving Contractor seven (7) day's written notice. In the event the Agreement is terminated by COUNTY in accordance with this provision, COUNTY agrees to pay Contractor for all work satisfactorily completed.

#### Compliance with Clean Air Act

- (1) The contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq.
- (2) The contractor agrees to report each violation to the COUNTY and understands and agrees that the COUNTY will, in turn, report each violation as required to assure notification to the federal funding agency, and the appropriate Environmental Protection Agency Regional Office.
- (3) The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance.

#### Federal Water Pollution Control Act

- (1) The contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.
- (2) The contractor agrees to report each violation to the COUNTY and understands and agrees that the COUNTY will, in turn, report each violation as required to assure notification to the federal funding agency, and the appropriate Environmental Protection Agency Regional Office.
- (3) The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance.

#### Legal/Contractual/Administrative remedies for breach of contract

Either Party may terminate this Agreement by written notice to the other Party if the other Party is in material breach or default of any provision of this Agreement and does not remedy such breach or default, or provide satisfactory evidence that such default will be expeditiously remedied, within thirty (30) days after being given such notice. In the event of such termination, County shall pay Consultant for all Services satisfactorily performed to the date of termination.



County, in its sole discretion, shall have the right to terminate this Agreement or suspend performance thereof for County's convenience upon written notice to CONTRACTOR, and CONTRACTOR shall terminate or suspend performance of services within thirty (30) days on a schedule acceptable to County. In the event of termination or suspension for County's convenience, County shall pay Consultant for all Services performed in accordance with the terms of this Agreement.

This contract may be amended to extend past the initial term stated in Article 2 by executing an amendment signed by both Parties.

In the event that the County's governing body fails to appropriate or budget funds for the purposes specified in this Agreement, or that the County's governing body has been required, in its sole judgment, to amend previous appropriations or budgeted amounts to eliminate or reduce funding for the purposes of this Agreement, this Agreement shall be terminated without penalty, charge, or sanction.

#### Procurement of Recovered Materials

- a. In the performance of this contract, the Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired-
  - Competitively within a timeframe providing for compliance with the contract performance schedule;
  - Meeting contract performance requirements; or
  - At a reasonable price.
- b. Information about this requirement, along with the list of EPA-designated items, is available at EPA's Comprehensive Procurement Guidelines web site, <https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program>.
- c. The Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act."

#### Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352 (as amended)

Contractors who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

ANTI- LOBBYING CERTIFICATION

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.
4. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.
5. The Contractor, \_\_\_\_\_, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

\_\_\_\_\_  
Signature of Contractor's Authorized Official

\_\_\_\_\_  
Name and Title of Contractor's Authorized Official

\_\_\_\_\_  
Date

Equal Employment Opportunity

During the performance of this contract, the contractor agrees as follows:

- (1) The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following:

Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

- (2) The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.
- (3) The contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the contractor's legal duty to furnish information.
- (4) The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- (5) The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.

- (6) The contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- (7) In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- (8) The contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance:

Provided, however, that in the event a contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

The applicant further agrees that it will be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work: *Provided*, That if the applicant so participating is a State or local government, the above equal opportunity clause is not applicable to any agency, instrumentality or subdivision of such government which does not participate in work on or under the contract.

The applicant agrees that it will assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of contractors and subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it will furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and that it will otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance.

The applicant further agrees that it will refrain from entering into any contract or contract modification subject to Executive Order 11246 of September 24, 1965, with a contractor debarred from, or who has not demonstrated eligibility for, Government contracts and federally assisted construction contracts pursuant to the Executive Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon contractors and subcontractors by the administering agency or the Secretary of Labor pursuant to Part II, Subpart D of the Executive Order. In addition, the applicant agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part this grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the applicant under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such applicant; and refer the case to the Department of Justice for appropriate legal proceedings.

Compliance with the Contract Work Hours and Safety Standards Act

- (1) *Overtime requirements.* No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.
- (2) *Violation; liability for unpaid wages; liquidated damages.* In the event of any violation of the clause set forth in paragraph (b)(1) of this section the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (b)(1) of this section, in the sum of \$26 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (b)(1) of this section.
- (3) *Withholding for unpaid wages and liquidated damages.* The Federal funding agency, shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (b)(2) of this section.

- (4) *Subcontracts.* The contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (b)(1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (b)(1) through (4) of this section.

#### Access to Records

Access to Records. The following access to records requirements apply to this contract:

- (1) The Contractor agrees to provide the, COUNTY, and the United States Department of Housing and Urban Development, Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
- (2) The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
- (3) The Contractor agrees to provide the United States Department of Housing and Urban Development, authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.

Contract Changes or Modifications- Must be agreed upon in writing and signed by both parties.

#### Compliance with Federal Law, Regulations, and Executive Orders

This is an acknowledgement that Federal financial assistance will be used to fund all or a portion of the contract. The contractor will comply with all applicable Federal law, regulations, executive orders.

#### No Obligation by Federal Government

The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-Federal entity, contractor, or any other party pertaining to any matter resulting from the contract.

#### **Fraud and False or Fraudulent Statements Or Related Acts**

The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.

**Boycott Certification.** Pursuant to NRS 332.065, By signature of this contract, all parties acknowledge, agree, and certify that no party is currently engaged in a boycott of Israel; and further, all parties agree not to engage in any form of boycott of Israel for the duration of the contract period and any subsequent contract renewals, if applicable.

**Vietnam Veterans.** The CONTRACTOR agrees to comply with Section 402-Affirmative Action for Disabled Veterans and Veterans of the Vietnam Era Act.

**Americans with Disabilities Act.** The CONTRACTOR agrees to comply with any federal regulations issued pursuant to the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973, as amended.

**Hatch Act.** Neither CONTRACTOR program nor the funds provided therefore, nor the personnel employed in the administration of the program shall be in any way or to any extent engaged in the conduct of political activities in contravention of Chapter 15 of Title 5, United States Code.

**Drug-Free Workplace Requirements.** CONTRACTOR agrees to conform to the guidelines set forth in the certification regarding Drug-Free Workplace Requirements. PROVIDER certifies that it will provide a drug-free workplace by:

- a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
- b. Establishing a drug-free awareness program to inform employees about:
  1. The dangers of drug abuse in the workplace;
  2. The grantee's policy of maintaining a drug-free workplace;
  3. Any available drug counseling, rehabilitation, and employee assistance programs; and
  4. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
- c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (1);
- d. Notifying the employee in the statement required by paragraph (1) that, as a condition of employment under the grant, the employee will:
  1. Abide by the terms of the statement; and
  2. Notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction;
- e. Notifying the agency within ten days after receiving notice under subparagraph (4) (b) from an employee or otherwise receiving actual notice of such convictions;
- f. Taking one of the following actions, within 30 days of receiving notice under subparagraph (4) (b), with respect to any employee who is so convicted;
  1. Taking appropriate personnel action against such employee, up to and including termination; or

Nevada Cares Campus Operator Professional Services Agreement

2. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
- g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (1), (2), (3), (4), (5) and (6).

**IN WITNESS WHEREOF**, COUNTY and the CONTRACTOR have executed this Agreement as of the date first written above.

WASHOE COUNTY PURCHASING AND CONTRACTS MANAGER	CONTRACTOR
By:	By:
Title:	Title:
Date:	Date:



## **Exhibit A**

# **INSURANCE, HOLD HARMLESS AND INDEMNIFICATION REQUIREMENTS FOR OPERATING NEVADA CARES CAMPUS**

## **INTRODUCTION**

Washoe County has established specific insurance and indemnification requirements for nonprofit organizations contracting with the County to provide services, use County facilities and property, or receive funding. Indemnification and hold harmless clauses and insurance requirements are intended to assure that a nonprofit organization accepts and is able to pay for a loss or liability related to its activities.

## **INDEMNIFICATION AGREEMENT**

CONTRACTOR agrees to hold harmless, indemnify, and defend COUNTY, its officers, agents, employees, and volunteers from any loss or liability, financial or otherwise resulting from any claim, demand, suit, action, or cause of action based on bodily injury including death or property damage, including damage to CONTRACTOR'S property, caused by the omission, failure to act, or negligence on the part of CONTRACTOR, its employees, agents, representatives, or Subcontractors arising out of the performance of work under this Agreement by CONTRACTOR, or by others under the direction or supervision of CONTRACTOR.

In the event of a lawsuit against the COUNTY arising out of the activities of CONTRACTOR, should CONTRACTOR be unable to defend COUNTY due to the nature of the allegations involved, CONTRACTOR shall reimburse COUNTY, its officers, agents, and employees for cost of COUNTY personnel in defending such actions at its conclusion should it be determined that the basis for the action was in fact the negligent acts, errors or omissions of CONTRACTOR.

## **GENERAL REQUIREMENTS**

COUNTY requires that CONTRACTOR procure, and maintain the following insurance conforming to the minimum requirements specified below against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work here under by CONTRACTOR, its agents, representatives, employees or Sub-contractors. The cost of all such insurance shall be borne by CONTRACTOR.

## **INDUSTRIAL INSURANCE**

It is understood and agreed that there shall be no Industrial Insurance coverage provided for CONTRACTOR or any Sub-contractor by COUNTY. CONTRACTOR agrees, as a precondition to the performance of any work under this Agreement and as a precondition to any obligation of

the COUNTY to make any payment under this Agreement to provide COUNTY with a certificate issued by an insurer in accordance with NRS 616B.627 and NRS 617.210.

CONTRACTOR shall provide proof of worker's compensation insurance meeting the statutory requirements of the State of Nevada, including but not limited to NRS 616B.627 and NRS 617.210 or provide proof that compliance with the provisions of Nevada Revised Statutes, Chapters 616A-D and all other related chapters is not required. Employer's Liability limits shall not be less than \$1,000,000 each accident for bodily injury by accident and \$1,000,000 each employee for bodily injury by disease.

CONTRACTOR waives all rights against COUNTY, its officials, officers, employees, volunteers and agents, for recovery of damages to the extent these damages are covered by the workers compensation and employer's liability or commercial umbrella liability insurance obtained by Tenant pursuant to this Agreement. CONTRACTOR shall obtain an endorsement equivalent to WC 00 03 13 to affect this waiver.

If CONTRACTOR or Sub-contractor is a sole proprietor, coverage for the sole proprietor must be purchased and evidence of coverage must appear on the Certificate of Insurance. Such requirement may be waived for a sole proprietor who does not use the services of any employees, subcontractors, or independent contractors and completes an Affirmation of Compliance pursuant to NRS 616B627.

Should CONTRACTOR be self-funded for Industrial insurance, CONTRACTOR shall so notify COUNTY in writing prior to the signing of any Agreement. COUNTY reserves the right to approve said retentions and may request additional documentation, financial or otherwise for review prior to the signing of any Agreement.

### **COMMERCIAL GENERAL LIABILITY INSURANCE**

CONTRACTOR shall procure and maintain, during the term of this Agreement, occurrence commercial general liability, and, if necessary, commercial umbrella insurance, for limits of not less than Two Million Dollars (\$2,000,000) for bodily injury and property damage per occurrence. and Four Million Dollars (\$4,000,000) general aggregate. If such CGL insurance contains a general aggregate limit, it shall apply separately to this location or project. Coverage shall be written on an occurrence form at least as broad as an unmodified ISO occurrence form CG 00 01 04 13 (or a substitute form providing coverage at least as broad )and shall cover liability arising from premises, operations, independent contractors, products and completed operations, personal and advertising injury, civil lawsuits, and liability assumed under an insured contract (including the tort liability of another assumed in a business contract).

Coverage shall not be subject to any exclusions for injury or damage arising out of actual or alleged sexual, physical or emotional abuse or molestation by Contractors, including its staff, volunteers, subcontractors or other representatives.

Additional Insureds: COUNTY, its officials, agents, officers, volunteers, employees and any other Indemnitees included under this Agreement shall be included as insureds under the CGL, using ISO additional insured endorsement CG 20 10 07/04 or CG 20 33 07/04 or a substitute providing equivalent coverage, and under the commercial umbrella, if any. CONTRACTOR shall also include additional insured coverage for its products and completed operations exposures if applicable to this Agreement. The coverage shall contain no special limitations on the scope of protection afforded to the additional insureds, nor shall the rights of the additional insured be affected by the insured's duties after an accident or loss.

Primary Insurance: This insurance shall apply as primary insurance with respect to any other insurance or self-insurance programs afforded to COUNTY or any other Indemnitees under this Agreement. Any insurance or self-insurance maintained by COUNTY, its officers, agents, employees or volunteers shall be excess of CONTRACTOR'S insurance and shall not contribute with it in any way.

Waiver of Subrogation: CONTRACTOR waives all rights against COUNTY, its agents, officers, directors and employees and any other Indemnitees listed in this this Agreement for recovery of damages to the extent these damages are covered by the commercial general liability or commercial umbrella liability insurance maintained pursuant to this Agreement. CONTRACTOR's insurer shall endorse CGL policy to waive subrogation against COUNTY with respect to any loss paid under the policy.

## **BUSINESS AUTOMOBILE LIABILITY INSURANCE**

CONTRACTOR shall procure and maintain, during the term of this Agreement, business automobile liability and, if necessary, commercial umbrella insurance in the amount of not less than One Million Dollars (\$1,000,000) per occurrence for bodily injury and property damage. Such insurance shall cover liability arising out of any auto, including owned, non-owned and hired vehicles. Business auto coverage shall be written on any of the unmodified ISO forms (CA 00 01, CA 00 05, CA 00 12, CA 00 25), or a substitute form providing coverage at least as broad. If necessary, the policy shall be endorsed to provide contractual liability coverage equivalent to that provided in the 1990 and later editions of CA 00 01.

If CONTRACTOR does not have any owned or leased automobiles, COUNTY may agree to accept Hired & Non-Owned Auto Liability Coverage included under the CONTRACTOR's Commercial General Liability.

If CONTRACTOR is an individual person that only uses their personal vehicle(s) in the performance of services under this Agreement, COUNTY may accept evidence of personal automobile liability with limits of insurance acceptable to COUNTY.

Waiver of Subrogation: CONTRACTOR waives all rights against COUNTY, its agents, officers, directors and employees and any other Indemnitees listed in the Indemnification section of this

Agreement for recovery of damages to the extent these damages are covered by the business auto liability or commercial umbrella liability insurance obtained by CONTRACTOR pursuant to this Agreement.

### **PROFESSIONAL LIABILITY/ERRORS & OMISSIONS LIABILITY INSURANCE**

CONTRACTOR shall maintain professional liability insurance applying to liability for a professional, error, act, or omission arising out of the scope of the CONTRACTOR services provided under this Agreement. Limits shall be not less than Two Million Dollars \$2,000,000 each claim and annual aggregate.

Medical Professional Liability: CONTRACTOR shall maintain medical professional liability insurance applying to liability for a professional error, act or omission arising out of the scope of any medical professional services provided under this Agreement. Limits shall be not less than Two Million Dollars \$2,000,000 each claim and annual aggregate.

CONTRACTOR shall maintain professional liability insurance during the term of this Agreement and, if coverage is provided on a “claims made” or “claims made and reported” basis, shall maintain coverage or purchase an extended reporting period for a period of at least three (3) years following the termination of this Agreement. If coverage is written on a “claims made” or “claims made and reported” basis, any applicable retroactive or pending and prior litigation exclusion dates must precede the effective date of this Agreement.

### **NETWORK SECURITY AND PRIVACY LIABILITY**

Contractor shall maintain network security and privacy liability insurance insuring against loss resulting from (1) privacy breaches [liability arising from the loss or disclosure of confidential information] (2) system breach (3) denial or loss of service (4) introduction, implantation, or spread of malicious software code (5) unauthorized access to or use of computer systems and (6) system failure. Coverage shall be provided with a limit of not less than \$1,000,000 per claim and annual aggregate.

CONTRACTOR shall maintain such insurance during the term of this Agreement and, if coverage is provided on a “claims made” or “claims made and reported” basis, shall maintain coverage or purchase an extended reporting period for a period of at least three (3) years following the termination of this Agreement. If coverage is written on a “claims made” or “claims made and reported” basis, any applicable retroactive or pending and prior litigation exclusion dates must precede the effective date of this Agreement.

### **DEDUCTIBLES AND SELF-INSURED RETENTIONS**

Any deductibles or self-insured retentions must be declared to and approved by the COUNTY Risk Management Division prior to the start of work under this Agreement. COUNTY reserves

the right to request additional documentation, financial or otherwise prior to giving its approval of the deductibles and self-insured retention and prior to executing the underlying Agreement. Any changes to the deductibles or self-insured retentions made during the term of this Agreement or during the term of any policy must be approved by the COUNTY Risk Manager prior to the change taking effect.

### **POLICY CANCELLATION OR NON-RENEWAL**

CONTRACTOR or its insurers shall provide at least thirty (30) days' prior written notice to COUNTY prior to the cancellation or non-renewal of any insurance required under this Agreement. An exception may be included to provide at least ten (10) days' written notice if cancellation is due to non-payment of premium. CONTRACTOR shall be responsible to provide prior written notice to COUNTY as soon as practicable upon receipt of any notice of cancellation, non-renewal, reduction in required limits or other material change in the insurance required under this Agreement.

### **OTHER INSURANCE PROVISIONS**

The policies are to contain, or be endorsed to contain, the following provisions:

- 1) Any failure to comply with reporting provisions of the policies shall not affect coverage provided to COUNTY, its officials, officers, agents, employees or volunteers.
- 2) CONTRACTOR'S liability insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

### **ACCEPTABILITY OF INSURERS**

Each insurance policy shall be (i) issued by licensed and admitted insurance companies authorized to do business in the State of Nevada or that meet any applicable state and federal laws and regulations for non-admitted insurance placements and acceptable to COUNTY. and (ii) currently rated by A.M. Best as "A, X" or better. COUNTY with the approval of the Risk Manager may accept coverage with carriers having lower A.M. Best's ratings upon review of financial information concerning CONTRACTOR and insurance carrier.

### **VERIFICATION OF COVERAGE**

Prior to the commencement of any work or services under this Agreement and thereafter upon renewal or replacement of each required coverage, CONTRACTOR shall furnish COUNTY with certificates of insurance and with original endorsements affecting coverage required by this exhibit. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. The certificates are to be on forms

approved by COUNTY. *All certificates and endorsements are to be addressed to the specific COUNTY contracting department and be received and approved by COUNTY before work commences.* COUNTY reserves the right to require complete, certified copies of all required insurance policies, at any time.

## **SUB-CONTRACTORS**

CONTRACTOR shall include all Subcontractors under its coverage or shall contractually require all of its Subcontractors to procure, maintain and provide evidence of insurance with coverage and limits no less than those required herein. When Subcontractors provide separate coverage, they shall include COUNTY as an additional insured under the applicable liability policies without requiring a written contract or Agreement between COUNTY as the additional insured and Subcontractor. CONTRACTOR shall require its Subcontractors provide appropriate certificates and endorsements from their own insurance carriers naming CONTRACTOR and COUNTY as additional insureds. Sub-contractor shall be subject to all of the requirements stated herein.

## **MISCELLANEOUS CONDITIONS**

1. CONTRACTOR shall be responsible for and remedy all damage or loss to any property, including property of COUNTY, caused in whole or in part by CONTRACTOR, any Sub-contractor, or anyone employed, directed or supervised by CONTRACTOR.
2. Nothing herein contained shall be construed as limiting in any way the extent to which CONTRACTOR may be held responsible for payment of damages to persons or property resulting from its operations or the operations of any Sub-contractors under it.
3. In addition to any other remedies COUNTY may have if CONTRACTOR fails to provide or maintain any insurance policies or policy endorsements to the extent and within the time herein required, COUNTY may, at its sole option:
  - a. Order CONTRACTOR to stop work under this Agreement and/or withhold any payments which become due CONTRACTOR here under until CONTRACTOR demonstrates compliance with the requirements hereof;
  - b. Terminate the Agreement.
4. Any waiver of CONTRACTOR's obligation to furnish such certificate or maintain such insurance must be in writing and signed by an authorized representative of COUNTY. Failure of COUNTY to demand such certificate or other evidence of full compliance with these insurance requirements or failure of COUNTY to identify a deficiency from evidence that is provided shall not be construed as a waiver of CONTRACTOR's obligation to maintain such insurance, or as a waiver as to the enforcement of any of these provisions at a later date.

**Exhibit B: Scope of Work:  
Cares Campus Operator--Scope of Work**

**1. Program Background**

The number of individuals experiencing homelessness in Washoe County increased significantly due to the COVID-19 pandemic, rapidly increasing housing costs, stagnant wages and subsequent unemployment spurring added housing insecurity. Additionally, many individuals experiencing homelessness have established encampments near the Truckee River which has raised concerns about water quality of the Truckee River, our community's source of drinking water.

After many community conversations about the need for expanding the capacity for emergency shelter, in a concurrent meeting on November 18, 2020, the Washoe County Board of Commissioners and the City of Reno and Sparks City Councils voted to acquire and cost share three parcels on East 4<sup>th</sup> Street for the purpose of expanding shelter capacity in the region to assist people experiencing homelessness. One of the purchased parcels included the Governor's Bowl Park which has been developed into a Safe Camp. The location was identified to serve as a safe space where encampments along the Truckee River could relocate providing access to basic services and a more secure location for individuals not wishing to move into shelters. The southernmost parcel was developed into a low barrier emergency shelter. In winter/spring of 2021 a 46,000 square foot structure was erected, and the emergency shelter opened on May 17, 2021. City of Reno lead the oversight of construction of the sprung, which was funded by Washoe County, City of Reno and City of Sparks under an interlocal funding agreement.

The three adjacent parcels are pictured below:



The Nevada Cares Campus is a low barrier emergency shelter intended to provide men and couples experiencing homelessness with basic services including congregate sleeping accommodations. Women will be referred to the Our Place women's shelter as a primary resource for sheltering of women and for day center services such as laundry and showers however, approximately 80 women are currently being served at the Nevada Cares Campus on average.

The Nevada Cares Campus provides basic facilities including restrooms, handwashing facilities, showers, trash disposal, property storage, pet accommodations, and meals. The **Nevada Cares Campus is not intended to be a permanent destination**, but rather a safe location with basic services, case management and referrals to services with the ultimate goal of getting people transitions from homelessness to stable, independent housing. The goal for all Nevada Cares Campus participants is to move into stable, independent housing as soon as possible.

While the initial 46,000 square foot building provides shelter from the elements and space for beds to be utilized for emergency shelter purposes, a need for further on-site facilities such as indoor bathrooms, showers, a kitchen/cafeteria space, case management accommodations, and office space was identified, and significant efforts have been initiated to design the facilities to accommodate these needs. The Nevada Cares Campus will be operational during construction, housing up to 604 people nightly and with added warming and cooling facilities and cold weather overflow. In the future, this number may fluctuate to meet the changing needs of the community. Construction for these additional facilities is anticipated to begin in the spring of 2022 and be completed by the end of 2025.

**Cares Campus Purpose:**

- Provide housing-focused emergency shelter and basic services such as bathrooms, showers and food and water to individuals who are experiencing homelessness.
- Provide a safe, centralized location for persons experiencing homelessness to receive temporary housing and appropriate services needed to expedite placement into permanent housing using the principles of Housing First, contributing to the regional goals of ensuring instances of homelessness are rare, brief, and non-recurring.

Washoe County aims to focus on the following approaches to meet the purpose outlined above:

**Provision of emergency shelter:**

- Secure location
- Limited storage for personal belongings
- Serve couples as well as single adults 18 years of age and older, women will be served as needed
- Pets allowed
- Food services
- Bathrooms



**Connection to service providers and housing programs:**

- On-site staff to assist with housing diversion, connections to services, and programs in partnership with community partners
- Facilitation of on-site visits from service providers to build connections to existing programs to include, but not limited to;
  - Welfare and Supportive Services
  - Food security
  - Physical and Mental Health services

This contract is to operate the Cares Campus Emergency Shelter while construction is underway, which will require changes to the utilization of the areas inside the sprung structure, changes to the operational location of key elements of the emergency shelter such as the bed area, check in area, meal service area and restrooms and shower areas.

**2. Definitions**

**Adult** is anyone over the age of 18 seeking services.

**Basic Needs** are physiological needs such as hunger, thirst, bodily comforts, etc. associated with the lowest level of human need on Maslow's Hierarchy of Needs.

**Bridge Housing** is a hybrid of emergency shelter and housing to serve the population that requires short term housing and supportive services to achieve self-sufficiency or to access available Permanent Supportive Housing.

**Case Management** is a collaborative process that assesses, plans, implements, coordinates, monitors, and evaluates the options and services required to meet the client's health and human service needs that may include:

- Outreach and client identification: to attempt to enroll clients not using traditional or mainstream services
- Assessment: to determine a person's current and potential strengths, weaknesses, and needs
- Planning: to develop a specific, comprehensive, individualized plan
- Linkage: to transfer clients to necessary services and treatments provided in the community
- Client Advocacy: to intercede on behalf of a specific client or a class of clients to ensure equity and appropriate services
- Crisis Intervention: assisting clients in crisis to stabilize through direct interventions and mobilizing needed supports and services
- Resource Development: attempting to create additional services or resources to address the needs of clients
- Discharge Planning: implementing many of the above functions to help clients plan to transition from one type of setting or service program to another

**Coordinated Entry System (as defined by HUD)** means a centralized or coordinated process designed to coordinate program participant intake assessment and provision of referrals. A centralized or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool.

**Chronically Homeless Individual** is defined by current federal policy as a homeless individual with a disability who lives either in a place not meant for human habitation, a safe haven, or in an emergency shelter, or in an institutional care facility if the individual has been living in the facility for fewer than 90 days and had been living in a place not meant for human habitation, a safe haven, or in an emergency shelter immediately before entering the institutional care facility. In order to meet the “chronically homeless” definition, the individual also must have been living as described above continuously for at least 12 months, or on at least four (4) separate occasions in the last three (3) years, where the combined occasions total a length of time of at least 12 months. Each period separating the occasions must include at least seven (7) nights of living in a situation other than a place not meant for human habitation, in an emergency shelter, or in a safe haven.

**Clarity Human Services** is a software application that is developed for human services client management. It is a web-based program that allows provider agencies to manage and secure client information. This software is used for the Homeless Management Information System (HMIS) for all homeless service providers in Nevada.

**Critical Incident Report** is a report that covers any “Critical Incident” which is any actual or alleged event or situation creating a significant risk of substantial or serious harm to the physical or mental health, safety or well-being of an individual(s) involved with the emergency shelter, or in any situation where Washoe County may be exposed to liability.

**Data Quality Standard** is the number (or %) of client records created in HMIS that are complete and accurate. The Data Quality Standard is set at 90% accuracy or better. All HUD-supported projects and all projects receiving grant funds are expected to correctly and completely input data on at least 90% of its client records. This means that no more than 10% of the client files created by an agency in the HMIS system can have inadequate, inaccurate, or incomplete data entered for the client. To achieve a higher data quality rating, agencies must complete all data fields on all clients entered into the HMIS system. All data fields for each data record must be accurate and complete, which is tested each month by Clarity Human Services. Providers may be asked to change data collection platforms or methods to remain in compliance with HUD or regional data collection standards within a period of 6 months.

**Diversion** is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing.

**Emergency Shelter (ES)** are sheltering programs that have minimal entry criteria, include time limits where the duration is typically less than 90-120 days; are located in a structure offering protection from the elements, provide restroom facilities, meals (if appropriate), and drinking

water, are supervised, and offer appropriate heating/cooling and proper ventilation. Generally, one hot meal is provided, and no fee is required. ES can include beds, units, temporary spaces, or motel/hotel vouchers available to meet the emergency shelter needs of persons and families who would otherwise be living on the streets. This does not include the programs and services that meet the definition of prevention, transitional housing, or permanent housing.

- **Overflow:** # of mats, beds, or spaces that are temporarily made available in an existing program.
- **Off-Site Lodging:** hotel or motel arrangements (apartment if used in place of a motel or hotel).
- **Shelter:** structure that contains units or beds to meet needs of emergency shelter.
- **Seasonal:** structure that only open during high demand periods.
- **Low Barrier:** shelters (usually short-term Emergency Shelter) that have few, if any, behavior or conduct requirements. These shelters focus on providing a safe, secure, violence-free place for homeless individuals to escape the outdoor elements and the uncertainties of life on the streets or in encampments.

**Equal Access Rule** requires that HUD-assisted funded programs be made available to individuals without regard to actual or perceived sexual orientation, gender identity, or marital status and prohibits inquiries into sexual orientation or gender identity for the purpose of determining eligibility for, or availability of, such housing. The rule has since been expanded to require that service providers give equal access to programs, benefits, services, and accommodations in accordance with an individual's gender identity.

**Frequent Users** are individuals who are the highest users of emergency rooms, jails, shelters, clinics, and other crisis service systems at a large cost to the communities in which they reside.

**Harm Reduction** is a set of practical strategies and ideas aimed at reducing negative consequences associated with alcohol and substance abuse. Refers to policies, programs, and practices that aim to reduce the harms associated with usage; complements approaches that seek to prevent or reduce the overall level of usage.

**Homeless** can describe a person's situation if they are sleeping in a place not meant for human habitation (e.g. living on the streets) or in an emergency shelter; or a person in transitional housing for homeless persons who originally came from the street or an emergency shelter. Also, a person may be considered homeless if, without the assistance from a service provider, they would be living on the streets. This includes persons being evicted within a week from a private dwelling with no subsequent residence identified and lacks the resources and support networks needed to obtain housing; or being evicted within one week from an institution in which the person has been a resident for more than 30 consecutive days with no subsequent residence identified and he/she lacks the resources and support networks needed to obtain housing.

**Homeless Management Information System (HMIS)** is a computerized data collection application designed to capture client-level information over time on the characteristics and

service needs of men, women, and children experiencing homelessness, while also protecting client confidentiality. It is designed to aggregate client-level data to generate an unduplicated count of clients served within a community's system of homeless services.

**Household** consists of one (or more) people who live in the same dwelling and share meals.

**Housing First** is a best practice model approach used to house and provide services for the homeless. Housing First rests on two premises: 1) the central goal is direct placement into permanent housing for those who are currently homeless, and 2) provision of appropriate individualized services (may include mental health and/or substance abuse treatment) are offered via follow-along services after housing placement to ensure long term housing stability. Housing First is an approach in which housing is offered to people experiencing homelessness without preconditions (such as sobriety, mental health treatment, or a minimum income threshold) or service participation requirements and in which rapid placement and stabilization in permanent housing are primary goals. Programs that use a Housing First approach promote the acceptance of clients regardless of their sobriety or use of substances, completion of treatment, or participation in services.

**Housing Focused Case Management** are services that assist persons with obtaining housing. Services may include: development of housing plans, recruitment of housing units for homeless clients, assistance with housing placements and lease agreements, preparing clients for successful transition to permanent housing, mediation between landlord and tenant, advocating for tenant rights, providing tenant education, etc. Positions to provide housing services may include: housing recruiter, housing specialist, etc., where individual persons are responsible for part or all of the functions mentioned above.

**Housing Stability** is measured for short term support by successful exits to stable permanent housing. For permanent housing, maintenance of that housing should be a primary focus of outcomes measured.

**Motivational interviewing** is a psychotherapeutic approach that attempts to move an individual away from a state of indecision or uncertainty and towards finding motivation to making positive decisions and accomplishing established goals.

**Operator** refers to the proposed operator of the services outlined the Scope of Work section of this document.

**Participant** is anyone who has completed the intake process and approved to receive shelter at the Nevada Cares Campus.

**Quarterly** reporting will be done based on the contract initiation date of July 1. Quarterly periods are July 1 through September 30, October 1 through December 31, January 1 through March 31, and April 1 through June 30.

**Safe Haven** is a form of supportive housing that serves hard-to-reach homeless persons with

severe mental illness who are on the street and have been unable or unwilling to participate in supportive services.

**Supportive Services** address the service needs of people experiencing homelessness, such as employment, health, drug abuse treatment, or education, to help people experiencing homelessness meet three overall goals: 1) achieve housing stability, 2) increase skill and/or income levels, and 3) obtain greater self-determination. Supportive services may include, but are not limited to: assistance in obtaining permanent housing, assistance in obtaining income supports, medical counseling and supervision, mental health and psychological counseling and supervision, employment counseling, substance abuse treatment and counseling, other services such as child care payments, transportation assistance, job placement or training, outreach, life skills training, and transportation.

**Trauma-Informed Care and Practice** is a strengths-based framework grounded in an understanding of and responsiveness to the impact of trauma, that emphasizes physical, psychological, and emotional safety for both providers and participants, and that creates opportunities for participants to rebuild a sense of control and empowerment.

### **3. Scope of Work**

Washoe County (COUNTY) will administer funds to assist with the cost of operating the Emergency Shelter for adults experiencing homelessness that includes housing-focused environments that promote engagement in housing-stability planning. The selected operator (OPERATOR) is charged with the responsibilities of Emergency Shelter operations to ensure that:

- the facility is safe and secure in coordination with the security staff
- emergency shelter participants are treated with dignity, respect and compassion
- all participant intakes and housing diversion efforts are conducted prior to assigning a bed, including completion of all required paperwork
- participant information is entered into the Homeless Management Information System
- any safety or cleanliness concerns are responded to appropriately
- participant conflicts are de-escalated in a respectful and compassionate fashion
- any critical incidents that occur are resolved and reporting to the appropriate party

Washoe County is committed to maintaining a safe and secure environment and the selected OPERATOR will be expected to also maintain this commitment. The safety of participants, staff, and volunteers is of utmost importance. Firearms, explosives, weapons, or any item that may be construed as such, are prohibited from being onsite at the Emergency Shelter. While drugs and alcohol are not allowed at the Emergency Shelter, we will provide services to participants who actively use these substances. Security staff are provided 24 hours a day, 7 days a week by a Washoe County contracted security provider.

Our goal is to meet participants “where they are at”. Program staff will not deny services to

participants who use alcohol or drugs however, no alcohol or drugs (including synthetic “legal drugs” and medications for which individuals do not have a prescription) are allowed at the Emergency Shelter. Carrying of a firearm, or dangerous weapon, by anyone on the property other than law enforcement or contracted security staff, is strictly prohibited. This includes ammunition, explosives, fireworks, and other dangerous substances or materials of any kind.

The OPERATOR’s services shall be provided to households experiencing homelessness free of charge.

***Service A: Operation of an Emergency Shelter for Adults***

All emergency shelter services will include shelter for up to 604 adults in a dorm style setting per the requirements included in this document which include but are not limited to:

1. Site management including 24/7 staffing and property management in an ADA-compliant environment.
2. Addressing basic needs, including but not limited to, access to restrooms, showers, laundry, meals provided by an outside vendor and access to clean drinking water.
3. Safe and accessible storage for participant possessions.
4. Response to resident inquiries or complaints regarding function.
5. Shelter options for clients with pets.
6. Data entry including intake assessments, exit assessments, program enrollment, and daily bed utilization as outline below
7. Collaborate with onsite service providers at the Cares Campus Emergency Shelter to facilitate referrals to housing, services, and programs available in the community.

***Service B: Site Management of an Overflow Shelter on the Cares Campus when needed***

The overflow shelter will provide up to 52 adults low barrier emergency shelter during overnight hours only. This is a low barrier overflow shelter that will only be utilized when the Nevada Cares Campus Emergency shelter is at capacity. Participants will not be provided the option to go to overflow if there is space in the emergency shelter. The structure, all utilities, drinking water, sleeping cots and blankets are provided by Washoe County. Site Management of an Overflow Shelter will include:

1. Providing at least two staff at the site during overnight hours of operation to monitor program participants, clean and sanitize the facility after use and provide each participant with the appropriate bedding. The overflow shelter will only be open during overnight hours and will not provide day services.
2. Monitoring and overseeing the maintenance of the site’s facilities and services such as port-a-potties, laundry pick up, garbage collection, and other like activities.
3. Ensuring all building/area infrastructure is adequately maintained and in working order.
4. Responding to resident inquiries or complaints regarding function.
5. Security for the facility.
6. Data entry including intake assessments, exit assessments, program enrollment, and daily bed utilization.

## Operator Responsibilities

The operator will be required to manage the emergency shelter which includes the following:

1. Maintain an open facility 24 hours a day, seven days a week, 365 days a year. It must be low-barrier, meaning there will be no requirements regarding drug testing or sobriety, employment, mandatory savings accounts, attendance of religious services, or participation in services.
2. In partnership with security staff, monitoring flow in and out of the Emergency Shelter to ensure only Emergency shelter participants, day facility users, staff and authorized service providers can enter the Emergency Shelter.
3. Ensuring the safety and wellbeing of Emergency Shelter participants and staff at the Cares Campus Emergency shelter.
4. Maintain the facility in a clean and safe manner.
5. Ensure each participant is provided the appropriate amount of clean linens/bedding.
6. Facilitate access to meals provided by an outside meal vendor in addition to facilitating access to clean drinking water throughout the day and night.
7. Ensure safe access to restrooms, wash basins, showers with hot and cold running water, personal hygiene products, and access to clean clothing as needed.
8. Beds and mattress are provided by Washoe County, however the contracted operator will assist in ensuring they remain in good working order.
9. The number of beds available to participants may not be adjusted without written permission from Washoe county.
10. The number of unused beds must be reported by the contracted operator by 9 am each day using the reporting method prescribed by Washoe County.

## Staffing

1. Contracted Operator staff must obtain all vaccinations required by Washoe County for Washoe County Nevada Cares Campus onsite staff.
2. OPERATOR shall provide staffing per the minimum staffing table below.

MINIMUM STAFFING PLAN			
	# of FTE	Total HRS PER WEEK	Minimum Allowable Hourly Rate ( <u>not</u> including benefits)
Emergency Shelter Director	1	40	\$41.00
Emergency Shelter Assistant Director	1	40	\$37.00
Day Shelter Supervisor	1.4	56	\$35.00
Swing Shelter Supervisor	1.4	56	\$35.00
Grave Shelter Supervisor	1.4	56	\$35.00
Intake/Diversion Supervisor	1.4	56	\$30.00

Nevada Cares Campus Operator Professional Services Agreement  
Exhibit B – Scope of Work

Day Shelter Line Staff	23.8	952	\$17.00
Swing Shelter Line Staff	23.8	952	\$17.00
Grave Shift Line Staff	23.8	952	\$19.00
Intake/Diversion Line Staff	7	280	\$20.00
Dedicated front gate staff	4.2	168	\$17.00
Dedicated shower/linen management staff	16.8	672	\$17.00
Property Room Staff	8.4	336	\$17.00
Mailroom staff	1	40	\$17.00
<b>Total FTEs</b>	<b>116.4</b>		

3. The minimum staffing table is intended to meet a 1:25 staffing ratio of a 604-person capacity shelter. As bed capacity is revised due to construction, staffing may be adjusted to maintain a 1:25 staffing ratio and may be relocated to other locations on the Nevada Cares Campus including the area in the southwest portion of the Campus currently owned by the Reno Housing Authority. However, at least a 90-day notification will be provided prior to any staffing level adjustments being required. As construction progresses, changes may be requested by Washoe County in writing regarding changes in staffing levels and duty stations.
4. During times of less than full staffing levels, a plan of how current staff will be utilized and assigned duty stations must be developed by the operator and agreed upon by both parties in writing.
5. Employ management, staff, and volunteers with sufficient technical knowledge, skill, and expertise necessary to provide the services while ensuring appropriate staff to client ratios.
6. As listed in the staffing table, at least one staff member must be at the front entrance gate and at each designated controlled entry point within the sprung structure must be provided 24 hours a day, 7 days a week. At least one staff person must be monitoring the shower area when showers are open to monitor participants and collect used towels from anyone exiting the shower area. When the construction of the new facility is complete, there must be at least two staff in each restroom building.
7. As listed in the staffing table, at least one staff member must be designated to answer the Cares Campus phone line, 24 hours a day 7 days a week.
8. All supervisory and management staff must be approved by Washoe County Housing and Homeless Services at least 5 working days before their proposed start date.
9. Proposed staffing schedules must be submitted and approved by Washoe County. Records of actual staffing/hours worked by position must be reported monthly.
10. Any deviation from the prescribed staffing plan must be approved in writing by Washoe County 5 working days before the staffing change is implemented.
11. All program and site staff included in the contract must be 100% allocated to the Cares Campus Emergency Shelter. Operator staff that are a direct program expense may not be allocated to other programs or services outside the Emergency Shelter.



12. All site staff must be paid at least the minimum rate indicated in the staff table, which does include any benefits provided.
13. Operator must provide clear and visible identifiers for on-duty staff.
14. Ensure all staff are adhering to uniform standards and wearing all appropriate uniforms. All uniforms will be provided by Washoe County.
15. Contractor staff shall conduct themselves in a professional and courteous manner at all times.
16. Ensure all staff are trained and proficient in the following:
  - a. Conflict resolution
  - b. De-escalation
  - c. Harm reduction
  - d. Prevention and diversion
  - e. Trauma informed care
  - f. Motivational interviewing
  - g. Discrimination and Harassment prevention
17. Ensure all appropriate staff are trained in relevant best practices.
18. Staff must be skilled in crisis de-escalation techniques to resolve issues that arise before discharging clients.
19. Ensure all appropriate staff are trained in and understand HMIS utilization expectations.
20. Certify that training on all required subjects has been provided to existing staff and to new hires within 30 days of hire date and certification of training is by an approved source. Documentation of training on all mandated subjects to all project operations staff, regardless of length of service, must be submitted to Washoe County Housing and Homeless Services.
21. Daily emergency shelter site management including routine cleaning and maintenance.
22. Accurate and timely documentation of incidents, using the Washoe County Critical Incident form and recorded in an incident log which shall include, but not be limited to: 911 responses, involuntary participant exits, significant confrontations that are staff are unable to de-escalate, participant policy breaches, and other significant incidents that expose Washoe County to liability.
23. Communication with designated Washoe County staff regarding emerging issues.
24. Participate in regularly scheduled case conferencing meeting and operational meetings as requested by Washoe County.
25. Coordinate the distribution of lunch and dinner. Washoe County will ensure the provision of breakfast, lunch and dinner meals however the contracted operator must coordinate with the meal delivery provider(s) and ensure participants have access to meals.
26. Participate in monthly participant advisory council meetings for the purpose receiving participant feedback to guide operational improvements.
27. Identify and maintain a designated staff person who is the main point of contact for Washoe County for all matters related to the Cares Campus Emergency shelter.
28. Current Cares Campus participants cannot be employed by the OPERATOR to work at the Nevada Campus Emergency shelter.

### Intake Process and Program Management

1. Accurate and timely input, as outlined in the following section, of all participant intakes, program enrollment, services provided including bed nights, and exit information into the Homeless Management Information System (HMIS). Responsible staff must have their own HMIS user account and be trained on HMIS.
2. Conduct all participant intakes and exits, including a program enrollment/exit in HMIS and all required paperwork. The intake process and all forms used as part of the intake process must be approved by Washoe County. Any intake forms provided by Washoe County must be utilized for each client intake.
3. Each bed night stay must be recorded in HMIS as a service within the emergency shelter program enrollment.
4. Assist participants with storage of belongings, ensuring that all possessions are stored in the appropriate areas such as assigned property bins or an assigned locker. Participant possessions are not to be stored around the participants assigned bed. The operator is responsible for assigned clients lockers and maintaining lockers.
5. Engage participants in a productive way to redirect behaviors that do not align with the behavioral expectations of the Emergency shelter.
6. Utilize Trauma-Informed Care and Motivational Interviewing: A Harm Reduction model, which does not require sobriety and addresses heavy drinking and/or drug use and its consequences. Serve the target population in a welcoming and solutions-focused environment.
7. Direct site staff to support and reinforce the housing goals of every participant to the maximum extent practical.
8. Collaborate with Washoe County and other homeless service providers to minimize duplication of service and maximize utilization of available resources.
9. Participate in coordinated entry. The community has developed a coordinated entry system that is staffed by Washoe County Housing and Homeless Services. Once Emergency Shelter is implemented in the coordinated entry system, the contracted operator must participate and receive referrals from the coordinated entry system. Households with the highest need and vulnerability will be prioritized for shelter entry.
10. Implement homeless diversion practices. The operator will make every effort to assist clients who are currently homeless in obtaining housing rather than having them enter a community emergency shelter. Operator staff will be skilled at problem solving, negotiation with a client's landlord or family members, or mediation.

### Administration/Record Keeping/Program Management/Data Quality

1. Maintain financial records pertaining to all matters relative to the contract in accordance with standard accounting principles and procedures and retain all records and supporting documentation applicable for a period of five (5) years upon completion of contract, or termination of contract, whichever comes first.
2. Maintain insurance policies as outlined in Attachment B.
3. Be available for consultation regarding the operation and progress of the Emergency

Shelter at reasonable times with advance notice.

4. Provide advanced written notice of any service provision changes during the lifecycle of the contract.
5. Work in good faith to resolve any issues presented regarding the staffing and/or operations and maintenance of the facility. Any complaints or grievances brought forward by either party shall be discussed in person and all parties involved will work in good faith to resolve any issues first before following a formal grievance procedure.
6. Document that all employees working at the Emergency Shelter have passed the appropriate background checks per state and federal requirements. The County must receive documentation showing all background checks have been completed and the proposed staff have passed the appropriate background checks at least five working days prior to the employee working at the facility.
7. Ensure that all services are provided without discrimination on the basis of race, color, religion, sex, sexual orientation, gender identity or expression, age, disability, national origin or any other protected category.
8. Adhere to and enforce the Washoe County Emergency Shelter Policy and Procedures as periodically updated and amended.
9. Comply with all applicable local, state (Nevada Revised Statutes and Nevada Administrative Code) and federal laws of any kind including but not limited to public health guidelines.
10. Maintain the confidentiality of all records pertaining to any individual as required by local, state and federal law.
11. Comply with the Equal Access Rule: In alignment with the Equal Access Rule, the Emergency Shelter Operator will provide equal access to programs, benefits, services, and accommodations in accordance with an individual's gender identity and all other provisions of the equal access rule when possible.
12. Ensure incident management measures are in place to identify, analyze, and correct hazards to minimize adverse impact on operations.
13. Comply with all annual program monitoring as administered by Washoe County to include all client records and associated documentation.
14. Operator will establish and submit to Washoe County an operational plan for approval at least 30 days before the start date of the contract, per the requirements of Washoe County Health District.
15. Operator is responsible to participate with the community stakeholders within the local Continuum of Care (CoC) in further development of improved provision of homeless case management and housing services. This includes collaboration with other homeless service providers to minimize duplication of service and maximize utilization of available resources.
16. Operator shall adhere to all Continuum of Care policies, performance standards and requirements including recommendations from the Continuum of Care for creation and improvement of an effective homeless crisis response system.
17. Work closely with street outreach providers. The operator will work with street outreach providers to provide emergency shelter services to those persons identified through the

provision of outreach.

18. Support community efforts to rapidly return households to housing: OPERATOR will practice diversionary or rapid resolution problem-solving techniques and/or work closely to ensure clients exit shelter for permanent housing as quickly as possible.
19. Perform all eligibility determination and maintain appropriate documentation.
20. Record all client service transactions, notes, and supporting documentation as applicable, as close to real-time as possible and in accordance with data quality standards per the Nevada Data Quality Plan.
21. Participate in Homeless Management Information System (HMIS). Operator will enter data in a timely manner into HMIS in alignment with the Nevada HMIS Data Quality Plan. Operator will provide Washoe County Housing and Homeless Services access to all Emergency Shelter program data in HMIS.
22. Regularly report performance. Operator will be responsible for reporting on outcomes including reducing the length of homelessness episodes, increasing exits to permanent housing, and reducing returns to homelessness as prescribed in Washoe.
23. Implement Emergency Plan as outlined by the COUNTY with posted material for participants' and coordinate facility safety drills.
24. Maintain clear documentation and inventory of supply needs and requests, as well as what is in stock.

**Fiscal Responsibilities:**

1. Establish such fiscal and accounting procedures necessary to ensure the proper disbursement of, and account for grant funds in order to ensure that all financial transactions are conducted. Maintain financial records pertaining to all matters relative to the contract in accordance with standard accounting principles and procedures and retain all records and supporting documentation applicable for a period of five (5) years upon completion of contract, or termination of contract, whichever comes first. Delineate how multiple funding sources for services are allocated appropriate for its designated intended service. All such records relating to any analysis or audit performed relative to the contract shall be retained for five (5) years after such analysis or audit has been performance and any findings have been resolved. In the event that Operator no longer operates in Nevada, it shall be required to deliver a copy of all records relating to the contract with Washoe County to be retained by the Washoe County AUTHORIZED REPRESENTATIVE and the contracted operator.
2. Operator must submit to Washoe County a monthly invoice by the 15<sup>th</sup> calendar day of each month for the previous month's services, which includes documentation of services provided via staffing reports and timesheets, housing census reports from HMIS, all outcome measures requested and outlined below, and the total amount requested. Additional documentation may be requested to substantiate invoices. Only items included in the approved budget may be submitted for payment and must be based on actual costs accrued for staffing and insurance.

### **Target Population and Admission Criteria**

Emergency Shelter participants must meet the definition of homeless as previously defined.

The following criteria may not be used to determine program eligibility and continued stay:

- Sobriety and/or commitment to be drug-free;
- Participation in religious services or activities;
- Participation in drug treatment services (including NA/AA);
- Payment or ability to pay; nor
- Identification

### **Monthly Performance Measures:**

#### From HMIS:

- Number of diversions attempted
- Number of intakes and program enrollments completed (unduplicated clients served)
- Number of bed night stays
- Number of exits

#### From internal recording keeping:

- Number of beds available throughout the month
- Bed utilization %
- Number of diversions that were successful
- Number of staff and hours employed at the Emergency Shelter including the position type/name
- Number of incidents as recorded in the incident log
- Participant advisory council updates and any proposed programming changes to address participant feedback

The operator will utilize provided project reporting tools provided by County to collect requested information.

The work outlined above may not be subcontracted.

The OPERATOR shall fully implement the fundraising plan submitted as part of the proposal unless otherwise agreed upon by both parties. A detailed accounting of the fundraised dollars must be provided to Washoe County quarterly, along with a plan of how to allocate the funds, as approved by the COUNTY prior to spending, to supplement costs of operations of the emergency shelter. Verification of spent funding will be reported on a quarterly basis.

**While the OPERATOR is not to be responsible for providing the following, they will support and facilitate access and maintenance to these items provided by the COUNTY.**

**For items asterisked below, the Operator is responsible for replacement of items lost, stolen or damaged outside of normal wear and tear.**

- Beds, bunk beds, mattresses and linens
- Towels for participants use at the shower
- Waste Management: including dumpster, regular dumpster pick-up, trash cans, trash bags, pet clean-up bags, cigarette butt can(s)
- Restrooms & hand washing stations, including service
- Drinking water
- First-aid supplies
- Personal Protective Equipment (PPE)
- Cleaning and hygiene supplies
- Utilities (water, electricity, natural gas, internet)
- Permits/Licensing
- Communication Radios\*
- Laptops\*
- Phones\*
- Lunch and Dinner meals will be provided by an outside contracted vendor

Washoe County will provide case management and mental health staff who will work in collaboration with the contracted operator. Washoe County also provides onsite 24/7 security staffing and facility maintenance staff.

Washoe County will develop and publish all Cares Campus policies and procedures unless otherwise agreed upon by both parties. All Cares Campus policies and procedures must be followed by the Operator.

OPERATOR shall implement a quality assurance plan component to facilitate client feedback on quality of services, which must include a client satisfaction survey and can also include regularly scheduled opportunities to meet with OPERATOR leadership to discuss programs. Washoe County shall be provided access to all client feedback information collected.

OPERATOR will submit a written procedure for implementing the client feedback mechanism(s), and report on its progress quarterly when submitting monthly reports.

Washoe County Housing and Homeless Services will evaluate the OPERATOR's performance under this contract on a regular basis. Such evaluation shall include assessing the OPERATOR's compliance with all contract terms and performance standards and may occur monthly, quarterly, semi-annually, and/or annually.

OPERATOR must submit status reports to support the staffing expenses and benefit realized by the COUNTY. OPERATOR will also provide operating budget information at least twice per

year.

OPERATOR shall provide written notice to COUNTY of any service provision changes during the lifecycle of the contract for which COUNTY's funds are allocated under the provisions of resolution(s) to be approved and adopted between COUNTY and OPERATOR.

OPERATOR is responsible to collaborate with other homeless service providers to minimize duplication of service and maximize utilization of available resources.

OPERATOR agrees to ensure, to the maximum extent practicable, that individual who have previously experienced homelessness are involved, through employment, provision of volunteer services, or otherwise, in maintaining facilities and providing supportive services for the Emergency Shelter.

OPERATOR shall work in good faith to resolve any issues presented by Washoe County Housing and Homeless Services regarding the staffing and/or operations and maintenance of the facility. Any complaints or grievances brought forward by either party shall be discussed in person and all parties involved will work in good faith to resolve any issues first before following a formal grievance procedure.

OPERATOR will certify to:

Maintain the confidentiality of all records pertaining to any individual or as required by local, state and federal law.

Ensure that the OPERATOR, its officers, and employees are not debarred or suspended from doing business with the Federal Government.

**EXHIBIT C**  
**VOA TECHNICAL PROPOSAL**

**EXHIBIT D**  
**APPROVED OPERATING BUDGET**



**Volunteers of America  
Northern California &  
Northern Nevada**

**Nevada Cares Campus Operator  
Proposal  
RFP #3184-22**

**March 25, 2022**

# **RFP Cover Letter**



March 25, 2022

Elizabeth Phillips  
County of Washoe  
Purchasing Division  
1001 E. Ninth Street, Bldg. D, Suite 200  
Reno, NV 89512

Dear Ms. Phillips:

On behalf of Volunteers of America-Northern California/Northern Nevada (VOA-NCNN), we are pleased to submit a response to RFQ #3184-22.

The contact information for this proposal is as follows:

Leo McFarland, President/Chief Executive Officer  
VOA-NCNN  
3434 Marconi Avenue  
Sacramento, CA 95821  
916-265-3972  
lmcfarland@voa-ncnn.org

Please let me know if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Leo McFarland". The signature is fluid and cursive, with the first name "Leo" being particularly prominent.

Leo McFarland  
President/Chief Executive Officer

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

# Technical Proposal

**Volunteers of America – Northern California/Northern Nevada  
RFP Number 3184-22  
Proposal Submission  
March 25, 2022**

**Technical Proposal for Service A: Operation of an Emergency Shelter for Adults  
and Service B: Cold Weather Overflow**

*2. Project Approach: Please describe how your project approach shows an in depth understanding of the scope of work and innovative solutions to meet the County's requirements, goals, and project philosophy.*

VOA has been providing shelter services in the region for over 55 years. Through our emergency shelters, we have served homeless individuals and chronically homeless individuals, families, veterans, seniors, individuals with mental and physical disabilities as well as substance use disorders. The estimated number of individuals served throughout VOA's emergency shelters reaches over 900 beds nightly. Currently, VOA operates a 604 bed shelter in Reno for homeless adults. In Northern California, VOA has administered 75 rooms in motels for homeless veterans; 200 bed navigation center on Railroad Drive for homeless adults; 115 beds in Capitol Park Hotel for homeless adults; two family shelters which house a total of 88 individuals along with two confidential shelters that serve abused seniors and HIV positive individuals. Two of our most recent additions to our program services include a 100 bed navigation center for women only as well as an additional 100 bed navigation center that serves all adults. In calculating all of VOA shelters, 67% of participants to permanent housing destinations and another 10% to non-homeless destination such as transitional housing, bridge housing, and AOD treatment.

Agency wide, VOA currently manages over 40 homeless/housing programs designed to reduce the impact of homelessness on the individual, and the community and increase the individual's likelihood of gaining and maintaining stable housing. The agency has transitioned all shelters to lower-barrier models with the primary focus on rehousing shelter Guests. VOA has effectively opened and operated several large shelters and temporary housing projects in a variety of settings.

VOA recognizes the challenges a guest living in homelessness confronts to secure housing. As a result, VOA partnered with Northern Nevada Community Foundation to launch 219 units of housing with the plan to add an additional 97 units. VOA is also actively pursuing the purchase of a 35 unit motel property for the purposes of increasing additional affordable housing options in the community.

As the current operator of the CARES Campus, VOA has managed this low barrier shelter, accommodating individuals with partner and pets since its opening in May, 2021. Prior to that, VOA operated the Reno Convention Shelter and the men, women and family shelters on Record Street as well as the various overflow shelters during inclement weather. VOA admits Guests who have possessions that need storage. We welcome individuals with complex needs, long histories of homelessness, and higher barriers that may preclude them from accessing other housing. Guests are admitted regardless of sobriety or mental health status, criminal history, income or immediate participation in services. Guests will have



to adhere to clearly established, written rules to assure their safety as well as the staff and community safety.

VOA operates all of our shelters following best practices in ending homelessness. VOA distinguishes our approach as providing kindness, dignity and hope to those who need it by offering additional chances to Guests struggling with the effects of trauma. VOA believes that serving literally homeless Guests and using a Guest-centered approach that acknowledges the trauma they suffer, means that we must design and administer our programs in a way that provides earned second or third chances. It takes some handholding for people who are confused and scared. This is never an easy task but helps vulnerable and homeless individuals develop rapport and trust in VOA staff. We further improve and innovate by establishing meaningful collaborations and will assist Washoe County with providing avenues to our local community partners and service providers.

Our programs are specifically designed, and our staff are specifically trained in utilizing evidence-based strategies including, but not limited to:

All VOA outreach, sheltering, and supportive services are **PERSON CENTERIC, STRENGTH BASED CARE** built on the principles of self-determination. We meet individuals on their terms and allow them choice and control over their pace and process of exiting homelessness. We find that partnering with individuals, based on the belief that even in crisis people can define their own solution when adequately supported diminishes the stereotype of “service resistant homeless.” We listen carefully to needs and respond by helping to create their plan. Our programs put a constant emphasis on giving Guests a voice – evoking information as opposed to telling. The reinforcement of progress towards the Guest’s choices, goals, and preferences show them that they do have strengths. Natural consequences for poor choices are also allowed to occur.

Our **TRAUMA INFORMED APPROACH** hires and trains staff who can acknowledge and work with the fact that unsheltered people have often experienced deeply distressing life events that diminish their sense of self and ability to function appropriately. Staff are hired based on their ability to show compassion, understanding, and enduring care that enable people to regain a sense of safety and begin to rebuild their lives. We ask our Guests “What brings you here? What is your story?” rather than “What is wrong?” And our staff are constantly trained and reminded not to take Guest reaction personally and to create a welcoming environment with very predictable and respectful responses. VOA staff understand that building positive, safe relationships with the Guests is at the core of recovery and ultimately transitioning out of homelessness.

VOA also uses **PERSISTENCE in RELATIONSHIP BUILDING** through repeated contacts with individuals. Reliability, consistency, treating people with respect and dignity, listening to their needs, respecting their space, and having honest dialogue. VOA acknowledges that it takes many contacts to begin building safety to enable individuals to want to work with us. Our staff are trained in deep listening and they see each Guest’s story as a gift of trust.

Our **FOCUS ON HARM REDUCTION** enables us to teach individuals safer alternatives even before they are ready to seek recovery or come indoors. Staff focus on improving the physical, mental health and social functioning of individuals experiencing homelessness by promoting and monitoring their safety so the adverse effects of homelessness, addiction, violence, are reduced to the greatest extent possible.



**HOUSING FOCUSED SHELTERING** – In order to ensure that the shelter stay is rare, brief and does not re-occur the core principals of housing first is followed. The focus will be to exit the Guests to a permanent accommodation as quickly as possible. Housing messaging will start during the intake and will continue throughout their shelter stay. VOA Staff discuss the expectation that the Guest will be attempting to secure permanent housing during the intake process. Housing must be the Guest's choice and meet their particular needs. Having conversations around what will work for them and learning about their needs will help guide the intentional conversations about various housing opportunities.

3. *Project Team: Provide a detailed accounting of the proposed project team including key personnel's managing skills, capability, and experience. Provide information on the strategies that will be utilized to optimize the effectiveness of the team's proposed organization and coordination process.*

It is our intent to provide a shelter that meets the needs of the Guests that we serve as well as the community. The program will focus on providing flexible, person-centered services in a way that is kind, humane, offers hope, preserves the individual's privacy and dignity, and involves them as equal partner in their care. VOA believes that recipients of our services are fully capable of setting goals, making decisions, and moving at their own pace, towards increasing levels of self-reliance.

The leadership, management and direct services staff are committed and engaged in the work. It is our goal that the guests at our shelters regain self-worth and dignity by providing a hand up. VOA's approach is based on self-determination, an individual's strengths

- **Principle of 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. VOA believes that people in crisis need to feel a sense of control and empowerment to actively overcome obstacles and maintain stability. The VOA staff will work closely with the Washoe County Case Management team to reinforce the progress of each Guest'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
- **Strength Based Approach** – In all core service areas, VOA approaches every aspect of service with a strength based approach. Overarching all aspects of our service delivery will be highlighting each Guest's elements of resiliency to support their dignity of choice.

As mentioned above, VOA utilizes a trauma-informed approach that is client centered. We are persistent in relationship building using the motivational interviewing, progressive engagement and critical time intervention techniques with all guests.

The Nevada CARES Campus Project Team will be led by Devin McFarland as the Shelter Director. Ms. McFarland has worked with Volunteers of America since 2016. Ms. McFarland managed the Men's Shelter from July 2017-January 2019. She oversaw the daily operations of the shelter, worked closely with the staff and clients as well as the funders. When the Village on Sage Street was opened, Ms. McFarland was recruited to serve at the Community Administrator for the new project. She has excellent management skills as well as knowledge of how to best serve this population. Ms. McFarland's resume is attached.

With the change in the position titles and responsibilities, VOA will have current staff apply for the other management/supervisory positions. The line staff will be cross trained to accommodate staff absences in order to maintain a fully operational shelter.

Our current staff brings an extensive background in providing services to unhomed individuals. They understand the various skills and strategies in working with this population. Since VOA has been working in shelter operations for many decades, our staff understand how to approach the work as a team and the importance of coordinating to maintain the quality of the guest's experience at the shelter.

VOA Staff is committed and involved in a variety of collaborative efforts and leadership forums in the community. This includes: Monthly Leadership meetings; Reno Area Alliance for the Homeless Coordinating Committee; participation in the Continuum of Care through RAH; service and funding collaborations with the City of Reno, City of Sparks, and Washoe County. As a result, VOA also has the distinct advantage through these strong relationships and collaborations.

4. *Availability and Capacity: Provide information on proposed staffing, capability, and current workload of key personnel. Describe the ability to meet timelines established for the project, including an assessment of the proposer's ability to handle the Department's work in view of the proposer's current workload. The assessment should include a detailed listing of all current projects under contract.*

The proposed staffing for the CARES Campus will be solely dedicated to the Nevada CARES Campus. The staffing will align with the staffing plan as directed in the RFP. We have also added an Employee On-Boarding and Retention Specialist. We currently have a similar position for the shelter. This position is vital to the operations of the shelter, given the number of staff that are employed through the shelter. The Employee On-Boarding and Retention Specialist helps with new hire paperwork, orientation, benefit assistance as well as any other employee issues that arise. The position also assists with coordinating the trainings and safety drills and the required documentation that is needed for those components.

Because VOA is the current shelter provider, the team understands the current workload and the needed capacity to safely and professionally operate the shelter. A recent example of our capacity involved efficiently moving the shelter three different times during the COVID19 pandemic. Each time the shelter capacity was expanded. We were able to adapt to the needs of the shelter program. We understand the nuances of shelter operations since this is one of our core services. We were able to pivot as needed with all the COVID requirements and restrictions and continue to provide critical services during a very uncertain time.

VOA works closely with the Washoe County staff to meet all program compliance as well as meet any county deadlines.

The VOA staff will be dedicated solely shelter. No employee will be split between any other VOA programs.



**List of Current Reno Projects under Contract are the following:**

**Rapid Re-Housing for Families**

The program is designed to move families quickly out of homelessness and shelters by offering case management and housing location services as well as short-term financial assistance with rent, utilities or deposits.

Funder: U.S. Department of Housing and Urban Development (HUD)  
Capacity: 5 Households/19 Beds

**Rapid Re-Housing for Individuals**

The program is designed to move individuals quickly out of homelessness and shelters by offering case management and housing location services as well as short-term financial assistance with rent, utilities or deposits.

Funder: City of Reno  
Capacity: 30 Households/30 Beds

**Anchor Program**

This program provides Permanent Supportive Housing to individuals and families who are chronically homeless and have a disabling mental or physical illness. This subsidy is ongoing -- there are no time limitations.

Funder: U.S. Department of Housing and Urban Development  
Capacity: 64 Households/109 Beds

**PATH Program**

This is an outreach program which offers services food and shelter, counseling, independent living and parenting skills and connections to shelter, affordable housing, homeless prevention and rapid re-housing, and mental-health services.

Funder: State of Nevada  
Capacity: 750 Contacts/375 enrolled in on-going case management

**Street Outreach**

This is an outreach program which offers referrals to food and shelter, counseling, and connections to affordable housing, homeless prevention and rapid re-housing, and mental-health services.

Funder: City of Reno  
Capacity: 600 Contacts

**Bridge Housing**

Transitional Housing for singles. Provides individual apartment type setting for clients. Case Management and Housing Location Services are provided to all clients.

Funders: Department of Veteran Affairs and City of Reno  
Capacity: 39 Beds

**The Village on Sage Street**

This workforce housing program is designed for qualified individual who are working in the Reno area. It is a former oil field workforce housing modules that have been transported to Reno. This dormitory setting includes kitchen, laundry facility, and community room.

Funder: Northern Nevada Community Foundation

Capacity: 225 Units for individuals

**Sierra Manor I and II Senior Affordable Housing**

Volunteers of America manages two affordable-housing complexes for lower income seniors in Reno. These complexes also offer service coordination to assist seniors to age in place safely. The Service Coordinator is the liaison between residents and social service agencies which offer resources such as personal-care services, housekeeping, transportation, meal preparation, etc. The Service Coordinator also works with residents when they need to be moved to higher levels of care.

Funder: VOA National Housing via U.S. Department of Housing and Urban Development

Capacity: 186 Units

**Each of these programs operates with their own dedicated staff.**

With the wide variety of programming that VOA operates in the community, we work with Washoe County to provide access to these services for the clients at the CARES campus. For example, a number of the CARES campus clients have been housed at The Village on Sage Street. Our Outreach Staff, who spent many hours working with mentally ill, homeless street campers and levee campers to engage them and offer linkages (often handholding) to mental health services and to enter shelters, transitional housing and permanent housing programs. Most often, it is a long process that requires establishing trusting relationships that encourage individuals who struggle with mental health issues, addictions and other disorders to accept services. Our teams offer support as they engage the Guests and refer them to services, including the CARES Campus. VOA also has a contract with the Reno Transit Commission. We provide transportation services to all VOA clients in our continuum. The van provides rides to a variety of social service agencies, Social Security, DMV, medical appointments. This is a vital service for many of the clients who struggle with accessing transportation.

5. *Past Performance: Provide a description of types of projects working with people experiencing homelessness proposer has completed within the last three (3) years. Provide a detailed description of each project listed and outcomes data including successful exits to permanent housing, per the HUD definition of exits to permanent housing. Include identification of reference name and phone number with each past project. The County reserves the right to contact and verify any and all references listed regarding the quality and degree of satisfaction for such performance.*

VOA has completed and provided several projects that serve people experiencing homelessness over the last three years. Locally in Washoe County we have completed Homeless Shelter programs including a Women's Shelter, a Men's Shelter, a Family Shelter, and Veteran's Emergency Shelter and an Overflow shelter. In addition to sheltering we have programs that focus on housing. These programs include transitional housing for veterans, rapid rehousing and permanent support housing.



**Women's Shelter Program** – The Women's Shelter which housed 50 individual women on any given night. It included one case manager to assist the women with their individualized housing and service planning. This program was open 24 hours a day.

**Men's Shelter Program** – A Men's Shelter that served 141 individual men on any given night. This program included three case managers to assist with service and housing plans. This program was open 24 hours a day. The Men's Shelter also had a separate dorm area which we utilized for our Veterans Emergency Shelter Program. The Veteran's Emergency shelter housed up to 19 veterans at a time who were referred to us from the Veteran's Administration with a Placement Agreement.

**Family Shelter Program** – The Family shelter was able to serve 21 families. The families had their own individual apartment type unit. In addition to the 21 family units, we had 6 units for pregnant and new moms. VOA partnered with Washoe County Human Services on this project. They provided 2 case managers to assist with the housing and other individualized service planning.

**The Overflow Shelter** – This was a night by night emergency shelter. It did not have any case management or service planning with it. It was open from 9:00pm until 7:00am. It was at an off-site location. We did not report outcomes on the Overflow shelter with the exception of the number of people served during the timeframe.

Below are some of the most recent annual outcome reports prior to COVID-19 pandemic. In March of 2020 all programs were combined and moved locations. The reporting for the two adult shelters were combined during that time.

**Annual Outcome Report Adult Shelters Men & Women**  
7/1/2018-6/30/2019

Goal:	1 <sup>st</sup> Quarter:	2 <sup>nd</sup> Quarter:	3 <sup>rd</sup> Quarter:	4 <sup>th</sup> Quarter:	Year-to- Date:	Comments
Serve 1100 Unique Men	347	408	421	414	862	
Serve 250 Unique Women	138	160	141	149	364	
90% of households undergo an intake	485 100%	659 100%	669 100%	655 100%	1864 100%	This number is higher because people returning to the shelter within the reporting period
80% of households undergo a needs assessment	477 98%	634 96%	645 96%	624 95%	1791 91%	
75% of assessed households will be referred to appropriate mainstream services	485 100%	647 100%	659 100%	655 100%	1864 100%	

## EXHIBIT C - VOA TECHNICAL PROPOSAL

50% of households referred to services will access services	316 68%	369 57%	262 40%	343 52%	1161 62%	
35% of households will exit with income	199 58%	241 52%	221 48%	191 49%	546 52%	386 exits the 4th quarter and 1049 people exited this year
60% of households will transition to appropriate housing	153 45%	158 34%	150 33%	115 30%	429 42%	386 exits the 4th quarter and 1049 people exited this year
Number of clients transitioned to housing returning to shelter within 6 months	1	1	1	10	61	

**Quarterly outcome/output Report Family Shelters**  
**7/1/18-6/30/19 4th quarter**

Goal:	1 <sup>st</sup> Quarter:	2 <sup>nd</sup> Quarter:	3 <sup>rd</sup> Quarter:	4 <sup>th</sup> Quarter:	Year-to- Date:	Comments
Serve 60 Unique Families	52	60	63	57	154	
100% of households undergo an intake	52 100%	60 100%	63 100%	57 100%	154 100%	
90% of households undergo a needs assessment	52 100%	60 100%	63 100%	57 100%	154 100%	
75% of assessed households will be referred to appropriate mainstream services	43 83%	45 75%	56 89%	47 82%	143 93%	



## EXHIBIT C - VOA TECHNICAL PROPOSAL

70% of households referred to services will access services	34 79%	39 87%	52 93%	36 77%	126 88%	
50% of households will exit with income	18 72%	27 69%	25 64%	22 65%	91 68%	345 exits this quarter 133 household exits this year to date
70% of households will transition to appropriate housing	16 64%	17 63%	21 54%	25 73%	99 74%	345 exits this quarter 133 household exits this year to date
Number of clients transitioned to housing returning to shelter within 6 months	0	0	1	0	4	

\*\* Outcomes are based on households – not individuals or adults

497 people including children served through the Family Shelter this year

189 Adults served

406 individuals (including children) exited the shelter this year.

The Permanent Supportive Housing and Rapid Rehousing projects are funded through the Department of Housing and Urban Development (HUD). We have had two programs in which we are the direct HUD recipient on. Anchor which is the permanent supportive housing program. This program has been around for more than 20 years. It provides housing and supportive services to 46 individuals and 18 families. Each household must be chronically homeless and have a disabling mental illness in order to meet the eligibility requirements of the program. The program offers housing location services, a housing subsidy which is based off the households adjusted gross income, on-going case management, individual and group therapy, life skills teachings, and medication management.

The Rapid Rehousing is for Families. It offers housing search, housing subsidy and on-going case management to 5 families per year. This project serves families who are literally homeless and below 50% AMI. We re-evaluate every 3 months to ensure the family continues to need the program, and the maximum amount of assistance is 12 months.

**Anchor 2018 – 2019**

<b># Served during year</b>	90 Adults	41 children	131 Total
<b>Exits during the year</b>	36 households exited during the year	29 households to permanent housing	80.55%

**Rapid Rehousing for Families 2018-2019**

<b># Served during year</b>	11 Adults	15 children	26 total
<b>Exits during the year</b>	7 households exited during the year	6 households exited to permanent housing	85.71%

**References**

Shelter Services	Monica Cochran, City of Reno	(775) 334-2033
Veteran Services	Allen Hearn, VA Sierra NV Healthcare System	(775) 786-7200 x6425
Permanent Housing	Jadzia Hardeman, HUD Representative	Jadzia.A.Hardeman@hud.gov

**6. Other Factors:**

*Plan to mitigate infectious disease to include but not limited to COVID-19.*

**Communicable Diseases (Including COVID 19)**

In order to reduce the spread of communicable diseases, the following protocols have been put into place:

- All employees are required to wear protective gloves while handling client property or cleaning.
- Protective sneeze guards are placed when possible to reduce the risk of contraction of communicable diseases.
- All guests entering the shelter will be assessed for wellness. They will need to answer a series of questions around symptoms and will have their temperature taken upon entry. Guests suspected of a communicable disease will be isolated away from the other guests and medical attention will be requested.
- Cough logs will be maintained and provided to the Health Department.
- Referrals to on-site nurse, if needed.

**Sanitation / Cleaning Protocols for Emergency Shelter****General:**

- Each shelter has a daily cleaning schedule and log that is adhered to. High-touch areas within the shelters are cleaned every hour. After clients meet with staff in a closed area such as an office, the area will be sanitized prior to the next person being seen



- Mattresses are disinfected when bed occupancy changes and at least weekly.
- All blankets and towels are cleaned by a professional linen service
- Cleaning information has been posted in the facilities
- Thermometers are disinfected with alcohol wipes after each use
- Cleaning chemicals will be stored in a locked secured janitor's closet with mop sink. Only staff will have access to the cleaning chemicals.
- All Material Safety Data Sheets will be maintained in a binder and kept in the janitor closets which are easily accessible to all staff.
- All cleaning items such as brooms, mops, vacuum cleaners or similar items will be stored in a separate area away from any food, tableware, equipment, or linens.

### **Bathrooms/Showers**

- All restrooms will be kept clean and free from clutter or dangerous chemicals. The cleaning and sanitization will be done at least daily. A schedule and log of routine cleaning and sanitation will be maintained.
- All restrooms will be maintained in good working order. Any area in the restroom that is needing repair will be closed until the repairs are completed.
- All restrooms will be stocked with adequate toilet paper, disposable single use paper towels, liquid soap, trash receptacles, and proper covered receptacles for menstrual products where appropriate.
- Showers will be provided for guest sheltering in the facility as well as the public.
- Hygiene items such as soap, shampoo, toothpaste/toothbrush, deodorant, lotion, razors, shaving cream, comb/brush will be available to shelter residents as needed.
- Showers are cleaned every hour or between each use
- Cleaning products used contain sodium hypochlorite or quaternary ammonium solutions that are labeled for efficacy against the Coronavirus per recommendations from the Washoe County Health District.

### **Biohazardous Waste Protocols**

- Anytime an incident happens involving vomit or diarrhea the area will be isolated from the public using orange cones until the waste is cleaned and it is safe to go to the area. The area will not allow anyone within six feet in any direction of the incident.
- Biohazardous such as vomit or diarrhea will be removed and disposed of in the appropriate labeled biohazardous waste containers by the Housekeeping (cleaning) staff. A contracted waste company will be utilized to remove the waste.
- Cleaning products used to clean the waste will contain sodium hydrochloride or quaternary ammonium solutions which are labeled for efficacy against blood borne pathogens and viruses. Recommendation from the Washoe County Health District will be followed.
- All employees will be required to wear masks, and disposable gloves when cleaning.
- Biohazardous waste will be removed and disposed of in the appropriate labeled biohazardous waste containers. A contracted waste company will be utilized to remove the waste.

### **Employee Policies regarding Communicable Diseases**

- Any employee who reports that they have or have had any digestive symptoms, fever, respiratory symptoms or any symptom related to a known communicable disease is required to stay home until it has been at least 24 hours since their last symptom. If the employee has been diagnosed by a medical provider and requested to take time off by a medical provider, a date of clearance to return to work must be provided by a medical provider before the employee may return to work.
- Handwashing is required of all employees prior to starting work each day, after personal restroom use, and when soiled.
- Employees are required to wear gloves when handling linens, handling of guest's property, cleaning, and serving food. Employees are required to wash their hands prior to putting on the gloves and after.
- All gloves are for single use and are disposed of after the intended use.
- Employee clothing must be clean and free from soil or contamination at all times. If clothing is not in proper order, the employee may be asked to leave to change their clothing.

#### *A detailed plan to mitigate the loss of linens.*

One member of the Shower/Linen Management staff will be stationed at the Intake Gate. Clients will be issued a blanket upon entry. As clients are exiting the property, they will be asked if they have any linens. We will also issue clear bags to clients exiting the program so we can see if there are any linens in their bags.

One member of the Shower/Linen Management staff will be stationed at each Restrooms/Shower and Laundry Facility. This staff member will be in charge of dispensing towels for clients taking a shower. Once the client is done taking the shower, towel will be returned to staff member.

The last member of the Shower/Linen Management team will be housed inside the shelter. This staff member will collect soiled blanket and replace with a clean blanket.

Lastly, staff training regarding policies and procedures around loss linen mitigation will occur upon hire. All staff will be responsible for reducing loss of linens.

*A training plan for all employees which includes mandatory trainings before hiring, trainings that will be completed in the first 30 days of employment and regular trainings provided to all employees. Include proposed topics, time length and proposed or potential presenters.*

Once staff has accepted a position with VOA-NCNN, a new employee and shelter orientation occurs. The five day training plan is attached for your review. Within 30 days of employment, the new staff member will also receive training on the following:

- First Aid/CPR
- HMIS Training, if applicable for position
- Sharepoint, if applicable for position
- Low Barrier Shelter Focused Practices



- Housing Focused Sheltering
- Diversion/Prevention
- Trauma Informed Care
- Motivational Interviewing
- CTI (Critical Time Intervention)
- HIPPA
- Harm Reduction
- Discrimination/Harassment
- Cross Training to ensure consistent services are provided for staff absences

## EXHIBIT C - VOA TECHNICAL PROPOSAL

Schedule Date	Learning Objective	Responsible Person
Day 1	<input type="checkbox"/> Welcome	Director
	<input type="checkbox"/> Complete New Hire Paperwork	HR Assistant
	<input type="checkbox"/> Communicable Disease Awareness (COVID) Training	HR Assistant
	<input type="checkbox"/> Code of Ethics and Employee Handbook Review	HR Assistant
	<input type="checkbox"/> Employee Benefits and Compensation	HR Assistant
	<input type="checkbox"/> Orientation to specific position and job description review	Director/Asst. Director
	<input type="checkbox"/> Introduction to shift lead(s) and leadership	Director/Asst. Director
	<input type="checkbox"/> Tour of Facility	Director/Asst. Director
	*****BREAK*****	
	<input type="checkbox"/> Shadow Program Staff	Shelter Supervisor
Day 2	<input type="checkbox"/> Module Training:	
	Slips, Trips and Falls	Shelter Supervisor
	De-Escalation	Shelter Supervisor
	Communication and Social Media	Shelter Supervisor
	Incident Reports	Shelter Supervisor
	Shelter Rules	Shelter Supervisor
	Professional Boundaries	Shelter Supervisor
	Community Resources	Shelter Supervisor
	<input type="checkbox"/> Shadow Trainer for remainder of shift	Shelter Supervisor
Day 3	<input type="checkbox"/> Recap from previous days of Shadowing	Shelter Supervisor
	<input type="checkbox"/> Volunteers of America Policy and Procedure Review	Shelter Supervisor
	<input type="checkbox"/> Confidentiality	Shelter Supervisor
	<input type="checkbox"/> Fire	Shelter Supervisor
	<input type="checkbox"/> Grievance	Shelter Supervisor
	<input type="checkbox"/> Mental Health Crisis	Shelter Supervisor
	<input type="checkbox"/> Mental Health - Suicide Threat	Shelter Supervisor
	<input type="checkbox"/> Outreach	Shelter Supervisor
	<input type="checkbox"/> Overtime	Shelter Supervisor
	<input type="checkbox"/> Phones	Shelter Supervisor
	<input type="checkbox"/> Photographs or Videotaping	Shelter Supervisor
	<input type="checkbox"/> Press or Media	Shelter Supervisor
	<input type="checkbox"/> Violence	Shelter Supervisor
	<input type="checkbox"/> Weapons	Shelter Supervisor
	<input type="checkbox"/> Shelter specific Policy and Procedures	Shelter Supervisor
	<input type="checkbox"/> Property Pod Policy and Expectations	Shelter Supervisor
	<input type="checkbox"/> Shadow Trainer for remainder of shift	Shelter Supervisor
Day 4	<input type="checkbox"/> Recap from previous days of Shadowing	Shelter Supervisor
	<input type="checkbox"/> Application and Situation Review	Shelter Supervisor
	<input type="checkbox"/> Incident Reports	Shelter Supervisor
	<input type="checkbox"/> Shift Notes and Shift Exchange	Shelter Supervisor
	<input type="checkbox"/> HMIS training and practice if applicable	Bitfocus
	<input type="checkbox"/> Shadow Trainer for remainder of shift	Shelter Supervisor
Day 5	<input type="checkbox"/> Shadow Trainer for shift	Shelter Supervisor
	<input type="checkbox"/> Sit down one on one with Supervisor to discuss any additional training needs	Shelter Supervisor



Annual trainings for all staff occur either in person or through the learning management system. This topics include:

VOA staff receive on-going, intensive training quarterly intervals throughout the year. The training is done in live facilitated groups through our agency licensed clinician (LCSW) and other certified trainers as well as on-line through our "Brainier" Virtual Training system. The trainings conducted annually (and with all new hires) include, but may not be limited to:

- Best Practices in Ending Homelessness: Motivational Interviewing, Progressive Engagement, Housing First, Trauma Informed Care, Harm Reduction, Critical Time Intervention and Person Centered, Strength Based Care
- Low Barrier Shelter Practices
- Moral Injury and Resiliency Strength Training
- Diversity and Cultural Humility and Inclusionary Practices
- Working with Substance Addicted and Mentally Ill Individuals
- Understanding and Identifying Domestic Abuse
- Mandatory Reporter Requirements
- Non-Violent Communication, De-escalation, Practical Assault Responsiveness
- Ethical Standards and Professional Code of Conduct
- Identifying and Addressing Staff Co-Dependency Issues
- Understanding and Adhering to Federal Laws of Confidentiality and HIPPA regulations
- Injury and Illness Prevention: Communicable Disease Prevention and Universal Healthcare Precautions
- Food Safety and Food Handling Card for all those who prepare and serve food
- Emergency Evacuation Procedures
- ADA requirements and Reasonable Accommodations
- Prohibited Harassment
- COVID-19 and Infectious Disease Response

*Proposed staffing transition plan/hiring schedule for proposed staff to also include roles and responsibilities for operator position.*

As the current operator of the shelter, the line staff that are eligible will remain in place, based on the RFP. Any current staff positions that are not included in the current RFP and our attached budget, will be given termination notification. Because the titles and duties have changed for supervisory positions, current staff who are interested must apply for those positions. These positions will also be open to the public. Jobs will be posted for a minimum of one week. Interviews will occur and background checks, if needed, will be ran and staff will be ready to begin work on July 1, 2022.

The following are the roles and responsibilities for each position in the proposal:

#### **Shelter Director**

- Utilizes Evidence Based best practices in Ending Homelessness
- Oversight and coordination of all shelter operations
- Implements the quality assurance and client feedback components of program
- Serves as liaison to county and city contract personnel, elected officials

- Provides all documentation, as needed, to comply with contractual agreements
- Participates in developing community relations and maintain positive image of the program
- Ensures all day-to-day operations are conducted and led in a safe and non-judgmental manner
- Point of contact for partner agencies day to day needs
- Brings pertinent Guest issues to attention of Washoe County Case Management team
- Continually reinforces the housing goals of Guests
- Contractual administration and compliance
- Oversight of staffing including hiring, training and accountability
- Enters real time data into HMIS for Guest contacts
- Ensures all HMIS reporting requirements are met and information is entered accurately and timely
- Available to staff shelter team around the clock for emergencies

**Job Qualifications:**

- Bachelor's degree in related field
- 5+ years' experience in project management
- Experience in supervision is required
- Experience in health/homeless services
- Ability to work with compassion in a supportive, non-judgmental manner
- Ability to communicate and comprehend oral and written instructions
- Working knowledge of all evidence based best practices in ending homelessness

**Assistant Shelter Director**

- Utilizes Evidence Based best practices in Ending Homelessness
- Assures training and adherence to evidence based best practices by all staff
- Coordination and scheduling for collaborative service partners at program Weekly case conferencing with partners to coordinate services for guests
- Continually reinforces the housing goals of Guests
- Brings pertinent Guest issues to attention of Washoe County Case Management team
- Provides crisis management
- De-escalates crisis before it develops and respond top crisis in an appropriate professional manner, providing emergency assistance to Guests and co-workers as necessary
- Conducts conflict resolution meetings with staff or Guests as needed
- Enters real time data into HMIS for Guest contacts
- Available to staff shelter team around the clock for emergencies

**Job Qualifications:**

- Bachelor's degree in related field
- Experience in supervision is required
- Experience in health/homeless services
- Ability to work with compassion in a supportive, non-judgmental manner
- Ability to communicate and comprehend oral and written instructions
- Working knowledge of all evidence based best practices in ending homelessness

**Employee On-Boarding and Retention Specialist**

- Provides Human Resources support including the recruitment of new employees.



- Manages the recruitment process including reviewing resumes, coordinating interviews, and conducting reference and background checks. Respond to applicants as needed
- Greets applicants and confirm completion of employment applications prior to interviews.
- Manages the on-boarding process for new-hires, including ensuring new hire documents are accurate and complete. Follow up with new employees regarding missing documents, etc.
- Assists employees with registering in the timekeeping (ADP) and benefits (Benefits Connect) systems.
- Takes pictures of new employees and send to Admin for name badge creation.
- Serves as initial point of contact for employee questions regarding interpretation of the HR Handbook and benefits.
- Ensures that all employee documents are accurate, complete and sent to the Human Resources Department in a timely manner.

**Job Qualifications:**

- Experience working in the Human Resources field
- Ability to work with compassion in a supportive, non-judgmental manner
- Ability to communicate and comprehend oral and written instructions
- Ability to coordinate and organize the various Human Resources documentation for staff
- Willingness to understand and utilize evidence-based practices in daily work
- Assist with coordination of staff training

**Shelter Supervisor (Various Shifts)**

- Schedules and supervises support staff in maintaining acceptable performance standards of all work duties required
- Provides oversight of staff performing maintenance duties/tasks
- Provides emergency assistance to clients and co-workers as necessary
- Responds to client questions and concerns
- Continually reinforces the housing goals of Guests
- Brings pertinent Guest issues to attention of Washoe County Case Management team
- Documents and reports all client concerns and/or infractions that can impact the program security
- Completes incident reports
- Maintains and completes all shift logs, and observation logs
- Monitors inventory of program equipment and supplies and take appropriate action to replace or restock as needed
- Notifies management of potential workflow problems and resource needs necessary to attain performance standards
- Coordinates the distribution of lunch and dinner
- Completes HMIS input
- Develops and adheres to staffing schedules in order to provide adequate/safe staffing coverage and to accomplish program objectives
- Reviews and approves employee time records

**Job Qualifications:**

- A high school diploma is required. Advanced education is preferred.
- Experience in supervision required
- Ability to work with compassion in a supportive, non-judgmental manner

- Ability to communicate and comprehend oral and written instructions
- Excellent organizational skills
- Willingness to understand and utilize evidence-based practices in daily work

#### **Intake and Diversion Staff**

- Utilizes Evidence Based best practices in Ending Homelessness
- Helps Guests identify immediate alternative housing arrangements
- Connects Guests with services and financial resources to facilitate return to permanent housing
- Completes shelter intake
- Enters all Guests into HMIS
- Completes CHAT for those who do not have it
- Orients Guests on shelter policies, rules, rights, responsibilities
- Continually reinforces the housing goals of Guests
- Enters real time data into HMIS for Guest contacts
- Reviews HMIS data daily for completion and accuracy

#### **Job Qualifications:**

- Ability to work with compassion in a supportive, non-judgmental manner with all guests
- Ability to communicate and comprehend oral and written instructions
- Willingness to understand and utilize evidence-based practices in daily work
- Knowledge of HMIS program and computer skills preferred

#### **Shelter Line Staff (Various Shifts)**

- Utilizes Evidence Based best practices in Ending Homelessness
- Continually reorients Guests to Shelter rules, rights, and responsibilities
- Continually reinforces the housing goals of Guests
- Assist with lunch and dinner distribution
- On-going source of engagement, information sharing and problem solving for Guests
- Performs safety checks inside and outside facility
- Brings pertinent Guest issues to attention of Washoe County Case Management team
- Key in controlling excessive noise or loitering from Guests both inside and outside facility
- Deescalates issues and intervenes in disturbances
- Assist other staff, partners, and Police Department as needed
- Maintains the safety and cleanliness of the interior and exterior of the facility, including structure, parking and grounds
- Oversees completion of daily maintenance checklist
- Assures supplies are stocked and appropriately secured in maintenance store rooms; maintains cleanliness and order of store rooms; performs regular inventory of cleaning supplies
- Checks facility daily for any safety concerns; understands local and state safety codes
- Reports all deficiencies to Shelter Director

#### **Job Qualifications:**

- Ability to work with compassion in a supportive, non-judgmental manner with all guests
- Ability to communicate and comprehend oral and written instructions
- Ability to work irregular hours
- Willingness to understand and utilize evidence-based practices in daily work



**Front Gate Staff**

- Oversees the exit and entry of guests and other persons into CARES Campus through the front gate
- Deescalates issues and intervenes in disturbances
- Assists other staff, partners, and Police Department as needed
- Brings pertinent Guest issues to attention of VOA staff and Case Management team
- Responsible for inputting client services into HMIS

**Job Qualifications:**

- Ability to work with compassion in a supportive, non-judgmental manner with all guests
- Ability to communicate and comprehend oral and written instructions
- Willingness to understand and utilize evidence-based practices in daily work

**Shower/Linen Management Staff**

- Oversees the linen distribution
- Assists clients with replacement linens when needed
- Maintains linen inventory and secure any duplicate linens guests may have
- Coordinates linen/towels for laundry service
- Oversees Restrooms/Shower and Laundry Facility.
- Dispenses and collects for clients taking a shower.
- Manages the guest laundry facility

**Job Qualifications:**

- Ability to work with compassion in a supportive, non-judgmental manner with all guests
- Ability to communicate and comprehend oral and written instructions
- Willingness to understand and utilize evidence-based practices in daily work

**Property Room Staff**

- Coordinates and inventory all guest property brought into the shelter
- Provides property to guest upon request.
- Manages the storage of discarded or property left by exited client based on timeline in property policy
- Manages property of guests who have been hospitalized and unable to retrieve property by deadline.
- Posts removal notices on unattended belongings and unattended bicycles not parked in a bike rack.
- Maintains security of all property at all times

**Job Qualifications:**

- Ability to work with compassion in a supportive, non-judgmental manner with all guests
- Ability to communicate and comprehend oral and written instructions
- Willingness to understand and utilize evidence-based practices in daily work

**Mailroom Staff**

- Greets the public and provides assistance to all walk-in visitors to the property.
- Maintains client mail (date stamp, sort, forward, etc.)

- Signs clients up for mail service
- Assigns mail slots to clients for mail service
- Distributes mail daily
- Ensures clients are entered into HMIS accurately
- Maintains and orders supplies

**Job Qualifications:**

- Ability to work with compassion in a supportive, non-judgmental manner with all guests
- Ability to communicate and comprehend oral and written instructions
- Willingness to understand and utilize evidence-based practices in daily work

If VOA, as the current operator is not awarded the emergency shelter contract, we will work with the awardee to transition any staff who may be interested in working with the new operator by providing the awardee's application process to employees and allow employees time off to interview with awardee. For those VOA employees who get hired by the new operator, it is our hope that those employees will continue to work with VOA until the transition on July 1, 2022. Finally, VOA will use existing staff from other VOA programs, to fill in any staffing gaps that may occur as shelter staff take other positions in the community or pursue other employment opportunities.

*Fundraising plan to supplement the costs of operating the emergency shelter, including any grant opportunities that will be pursued.*

VOA's collaboration with foundations, corporations, private donors, and faith organizations helps us to augment our services to improve the lives of the shelter guests in our community. The agency has developed several channels to cultivate strong relationships with private funding partners, especially as it relates to filling funding/service gaps. Members of our Board of Directors are asked to bring a certain amount of private donations and open doors with foundations. Through these opportunities, VOA has received significant contributions from Wells Fargo Foundation, Raleighs, Community Foundation of Northern Nevada, Anthem Blue Cross, Renown, Reno Behavioral Healthcare Hospital, Northern Nevada HOPES, Nell J. Redfield Foundation, Estelle J. Kelsey Foundation, Robert Z. Hawkins Foundation, The Deborah and T.J. Day Foundation, Willametta K. Day Foundation (WKD), Katie Grace Foundation, and E.L. Cord Foundation.

Our Development Team is also tasked with researching additional funding opportunities that will fill the unfunded needs of the individuals in our shelters. We have a dedicated development staff member who works exclusively with the Reno programs. Over the last year, the Development Team raised \$528k in Northern Nevada. This funding has allowed VOA to bring additional resources and services to all of our programs in Northern Nevada including shelters, the Village at Sage Street, ReStart Programs, Rapid Rehousing programs, Bridge Housing, Reno Works, and our affordable housing properties.

VOA also has an extensive cadre of community volunteers that participate in our programs by taking part in service enhancements, such as hosting weekly/monthly life skills classes, AA/NA, community building activities, special interest talks, property enhancements, clothing and move out kits, holiday events, etc. These are a few examples of gestures that not only benefit guests in VOA's programs but also go a long way in keeping communities engaged with our shelter guests in a positive manner. All on site volunteer service will be coordinated with the Washoe County volunteer program.



Finally, VOA will work closely with the Washoe County staff to coordinate what supplemental costs/gaps exist that can be filled with fundraising resources. We will allocate the funds based on those identified supplemental costs/gaps that are restricted by the donor and provide the required quarterly reports as stated in the RFP.

*An internal communications plan to ensure all OPERATOR and COUNTY staff are notified of any changes to policy/procedure, and critical program updates, staffing changes or shortages, supply delivery information, etc. This plan shall include identifying the central point of contact for the contracted operator, by name or title, who will be main point of contact for Washoe County regarding all matters related to the Cares Campus.*

Shelter Director will be the main point of contact. The Shelter Director will attend all weekly and monthly in person or zoom meetings as requested. In the absence of the Shelter Director, the Assistant Shelter Director will be the secondary point of contact.

VOA will upload all required and/or pertinent documents to Sharepoint. VOA Shelter Director will work closely with Washoe County staff to ensure all necessary documents are communicated through this platform.

A weekly staffing update will be emailed to the appropriate Washoe County contact. This will include staffing changes or shortages. In addition, emergency notifications will be delivered either through a phone call or text to appropriate Washoe County contact. Other methods will be through email or phone depending on the severity of the situation.

Our internal staff communication plan includes shift notes, shift debriefing, weekly management and monthly staff meeting, as well as individual staffing supervision. We also utilize our ADP payroll platform and monthly VOA newsletters to keep staff informed of various changes or updates at the agency level.

## **Other Documents**

## Devin McFarland

(530) 574-8028 | dmcfarland@voa-ncnn.org

### Education

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August 2013 – May 2016

Reno, NV

#### University of Nevada, Reno

- Bachelor's Degree in Human Development & Family Studies with a minor in Addiction Treatment Services

### Work Experience

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#### Community Administrator, The Village on Sage Street

March 2019 – Current

Volunteers of America

- Oversees the daily operations of a 216-unit community, including daily maintenance and cleaning, capital improvements, office administration, and community engagement.
- Hires, trains, motivates and supervises a staff of nine. Provides comprehensive feedback to employees as needed, including disciplinary procedures and termination if necessary.
- Responsible for financial functions related to collecting rent and security deposits, as well as ensuring invoices are processed in a timely manner.
- Develops and implements policies and procedures to provide and maintain a peaceful community.
- Responds to all lodger complaints and violations in a timely and appropriate manner.
- Completes routine inspections of units and property to ensure living environments meet safety and sanitary guidelines for the community.
- Builds relationships with community partners to provide on-site resources for our community, such as food stamps, AA, bible study, Medicaid resources, financial resources, and employment resources.
- Complies with state and federal Fair Housing laws and standards.

#### Program Manager, Men's Shelter

July 2017 – January 2019

Volunteers of America

- Oversaw the daily operations of a shelter serving 160 direct clients to ensure their safety and wellbeing.
- Connected with providers in the community to provide resources to benefit the clientele.
- Maintained professional and ethical communication with public entities and internal staff to ensure clarity and transparency of program operations.
- Collected, compiled, recorded and submitted data for daily, weekly, and monthly reports and utilized the data to maximize shelter performance and processes.
- Processed and authorized invoices weekly for four shelter programs to ensure there are no discrepancies in price, quantities or items.
- Monitored and followed-up on shelter maintenance to run twenty-four hours a day for client and public use.
- Reviewed and followed up on client grievances and complaints in a professional and timely manner.
- Enforced all COC and shelter policies and procedures to maintain safety for all individuals.
- Oversaw employee staffing, including hiring, training, performance assessment, recognition, and disciplinary action for a staff of seventeen.

**Case Manager**

August 2016 – July 2017

Volunteers of America

- Managed a caseload of up to 60 homeless men and veterans.
- Provided services to assist clients, including those with severe mental health and substance use disorders, by assessing their needs, addressing their challenges, and connecting them with the appropriate services to transfer them out of the homeless cycle.
- Worked alongside the VA to get veteran clients into stable housing and other services they need.
- Maintained concise case notes and input accurate information in HMIS on a daily basis.
- Completed monthly reports and billing information for VA and City of Reno documentation.

**EXHIBIT D - APPROVED OPERATING BUDGET**  
**VOLUNTEERS OF AMERICA, NORTHERN CA AND NORTHERN NV**  
**RENO CARES CAMPUS EMERGENCY SHELTER BUDGET PROPOSAL**

<b>SALARIES</b>	<b>FTE</b>	<b>HRS WEEK</b>	<b>RATE</b>	<b>SALARY</b>	<b>MONTHLY</b>
<b>Emergency Shelter</b>					
Emergency Shelter Director	1	40	\$ 41.00	\$ 85,280.00	\$7,106.67
Emergency Shelter Assistant Director	1	40	\$ 37.00	\$ 76,960.00	\$6,413.33
Employee Onboarding & Retention Specialist	1	40	\$ 18.80	\$ 39,104.00	\$3,258.67
Day Shelter Supervisor	1.4	56	\$ 35.00	\$ 101,920.00	\$8,493.33
Swing Shelter Supervisor	1.4	56	\$ 35.00	\$ 101,920.00	\$8,493.33
Grave Shelter Supervisor	1.4	56	\$ 35.00	\$ 101,920.00	\$8,493.33
Intake/Diversion Supervisor	1.4	56	\$ 30.00	\$ 87,360.00	\$7,280.00
Day Shelter Line Staff	23.8	952	\$ 17.00	\$ 841,568.00	\$70,130.67
Swing Shelter Line Staff	23.8	952	\$ 17.00	\$ 841,568.00	\$70,130.67
Grave Shift Line Staff	23.8	952	\$ 19.00	\$ 940,576.00	\$78,381.33
Intake/Diversion Line Staff	7	280	\$ 20.00	\$ 291,200.00	\$24,266.67
Dedicated Front Gate Staff	4.2	168	\$ 17.00	\$ 148,512.00	\$12,376.00
Dedicated Shower/Linen Management Staff	16.8	672	\$ 17.00	\$ 594,048.00	\$49,504.00
Property Room Staff	8.4	336	\$ 17.00	\$ 297,024.00	\$24,752.00
Mailroom Staff	1	40	\$ 17.00	\$ 35,360.00	\$2,946.67
<b>Total SALARIES</b>				<b>\$ 4,584,320.00</b>	<b>\$382,026.67</b>
Benefits/Taxes/Workers Comp (does not include vacation pay)		32%		\$ 1,466,982.40	\$122,248.53
Allowance for non-participating Employees and for 30 day waiting period (Approximately 29% of Eligible Employees)				\$ (279,538.12)	-\$23,294.84
Relief for support staff (vacations/OT costs not included in benefits)		0%	\$ 3,954,496.00	\$ -	\$0.00
<b>TOTAL SALARIES &amp; BENEFITS</b>				<b>\$ 5,771,764.28</b>	<b>\$480,980.36</b>

<b>OTHER COSTS:</b>		
Insurance (liability and auto)	\$32,146.82	\$2,678.90
<b>OTHER SUPPORT COSTS</b>	<b>\$32,146.82</b>	<b>\$2,678.90</b>
<b>Direct Program Expenses</b>	<b>\$5,803,911.10</b>	<b>\$483,659.26</b>
<b>Admin Allocation 10%</b>	<b>\$580,391.11</b>	<b>\$ 48,365.93</b>
<b>TOTAL EXPENSES</b>	<b>\$6,384,302.21</b>	<b>\$532,025.18</b>

Total Cold Weather Overflow \$ 115,697.79

Total Emergency Shelter & Cold Weather Overflow \$ 6,500,000.00

EXHIBIT D - APPROVED OPERATING BUDGET  
VOLUNTEERS OF AMERICA, NORTHERN CA AND NORTHERN NV  
RENO CARES CAMPUS COLD WEATHER OVERFLOW BUDGET PROPOSAL

SALARIES	FTE	HRS WEEK	RATE	SALARY	MONTHLY
<b>Cold Weather Overflow</b>					
Support Staff	3.15	126	\$ 19.00	\$ 81,336.15	\$16,267.23
TOTAL				\$ 81,336.15	\$16,267.23
Benefits/Taxes/Workers Comp (does not include vacation pay)		32%		\$ 26,027.57	\$5,205.51
Allowance for non-participating Employees and for 30 day waiting period (Approximately 29% of Eligible Employees)				\$ (4,979.32)	-\$995.86
Relief for support staff (vacations/OT costs not included in benefits)		0%	\$ 81,336.15	\$ -	\$0.00
<b>TOTAL SALARIES &amp; BENEFITS</b>				\$ 102,384.40	\$20,476.88

<b>OTHER COSTS:</b>		
Insurance (liability and auto)	\$2,795.41	\$559.08
<b>OTHER SUPPORT COSTS</b>	\$2,795.41	\$559.08
<b>Direct Program Expenses</b>	\$ 105,179.81	\$21,035.96
<b>Admin Allocation 10%</b>	\$10,517.98	\$ 2,103.60
<b>TOTAL EXPENSES</b>	\$ 115,697.79	\$23,139.56

# EXHIBIT D - APPROVED OPERATING BUDGET

## Cost of Health Insurance Per Employee Category

SALARIES	STAFF	PR WK	FTE	WEEK	RATE	SALARY
<b>Emergency Shelter</b>						
Emergency Shelter Director	1	5	1	40	\$ 41.00	\$ 85,280.00
Emergency Shelter Assistant Director	1	5	1	40	\$ 37.00	\$ 76,960.00
Employee Onboarding & Retention Specialist	1	5	1	40	\$ 18.80	\$ 39,104.00
Day Shelter Supervisor	1.4	5	1.4	56	\$ 35.00	\$ 101,920.00
Swing Shelter Supervisor	1.4	5	1.4	56	\$ 35.00	\$ 101,920.00
Grave Shelter Supervisor	1.4	5	1.4	56	\$ 35.00	\$ 101,920.00
Intake/Diversion Supervisor	1.4	5	1.4	56	\$ 30.00	\$ 87,360.00
Day Shelter Line Staff	23.8	5	23.8	952	\$ 17.00	\$ 841,568.00
Swing Shelter Line Staff	23.8	5	23.8	952	\$ 17.00	\$ 841,568.00
Grave Shift Line Staff	23.8	5	23.8	952	\$ 19.00	\$ 940,576.00
Intake/Diversion Line Staff	7	5	7	280	\$ 20.00	\$ 291,200.00
Dedicated Front Gate Staff	4.2	5	4.2	168	\$ 17.00	\$ 148,512.00
Dedicated Shower/Linen Management Staff	16.8	5	16.8	672	\$ 17.00	\$ 594,048.00
Property Room Staff	8.4	5	8.4	336	\$ 17.00	\$ 297,024.00
Mailroom Staff	1	5	1	40	\$ 17.00	\$ 35,360.00

MO Life Insurance Estimate based on current amounts	Monthly Medical, Dental, Vision Per Employee	Total Yearly Medical benefits by FTE	Percentage to Salary
48.64	\$779.28	\$9,935.04	12%
43.95	\$779.28	\$9,878.76	13%
37.24	\$779.28	\$9,798.24	25%
37.24	\$779.28	\$13,717.54	13%
37.24	\$779.28	\$13,717.54	13%
37.24	\$779.28	\$13,717.54	13%
37.24	\$779.28	\$13,717.54	16%
24.06	\$779.28	\$229,433.90	27%
24.06	\$779.28	\$229,433.90	27%
25.52	\$779.28	\$229,850.88	24%
22.11	\$779.28	\$67,316.76	23%
24.06	\$779.28	\$40,488.34	27%
24.06	\$779.28	\$161,953.34	27%
22.11	\$779.28	\$80,780.11	27%
22.11	\$779.28	\$9,616.68	27%

**21% Average**

Benefit Type	Percent
Medical Insurance	21.11%
FICA	7.65%
Retirement	1.00%
Workers Comp	3.11%
<b>Total Benefit Percentage</b>	<b>32.87%</b>



## Health Insurance Plan Breakout

All Employees (Less than 10 years)				
	Total Monthly Rate	ER Monthly Cont.	EE Monthly Cont.	EE Semi-Monthly Cont.
Prominence - HMO + HRA Base Plan - 3000 (NEW)				
Employee Only	\$804.04	\$729.04	\$75.00	\$37.50
Employee + Spouse	\$1,670.57	\$729.04	\$941.53	\$470.77
Employee + Child(ren)	\$1,490.70	\$729.04	\$761.66	\$380.83
Employee + Family	\$2,374.07	\$729.04	\$1,645.03	\$822.52
All Employees (Less than 10 years)				
	Total Monthly Rate	ER Monthly Cont.	EE Monthly Cont.	EE Semi-Monthly Cont.
Prominence - POS Buy-Up Plan - POS 1				
Employee Only	\$944.99	\$729.04	\$215.95	\$107.98
Employee + Spouse	\$1,975.01	\$729.04	\$1,245.97	\$622.99
Employee + Child(ren)	\$1,757.67	\$729.04	\$1,028.63	\$514.32
Employee + Family	\$2,797.08	\$729.04	\$2,068.04	\$1,034.02
All Employees (Less than 10 years)				
	Total Monthly Rate	ER Monthly Cont.	EE Monthly Cont.	EE Semi-Monthly Cont.
Dental Guardian Base Plan				
Employee Only	\$44.72	\$44.72	\$0.00	\$0.00
Employee + Spouse	\$88.30	\$44.72	\$43.58	\$21.79
Employee + Child(ren)	\$112.46	\$44.72	\$67.74	\$33.87
Employee + Family	\$160.43	\$44.72	\$115.71	\$57.86
All Employees (Less than 10 years)				
	Total Monthly Rate	ER Monthly Cont.	EE Monthly Cont.	EE Semi-Monthly Cont.
Dental GuardianBuy-up plan				
Employee Only	\$57.53	\$44.72	\$12.81	\$6.41
Employee + Spouse	\$113.72	\$44.72	\$69.00	\$34.50
Employee + Child(ren)	\$150.24	\$44.72	\$105.52	\$52.76
Employee + Family	\$212.10	\$44.72	\$167.38	\$83.69
All Employees (Less than 10 years)				
	Total Monthly Rate	ER Monthly Cont.	EE Monthly Cont.	EE Semi-Monthly Cont.
Eye Med				
Employee Only	\$5.52	\$5.52	\$0.00	\$0.00
Employee + Spouse	\$10.93	\$5.52	\$5.41	\$2.71
Employee + Child(ren)	\$16.03	\$5.52	\$10.51	\$5.26
Total Medical/Dental/Vision Per Employee				\$779.28