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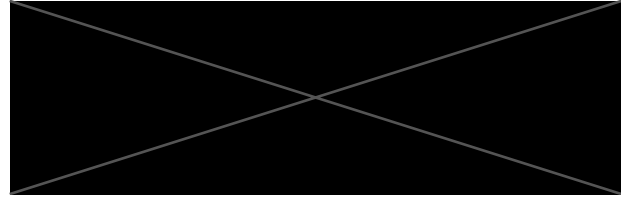
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Operations Manual




Confidential and Proprietary

April 2022


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Shelter Operations Overview

 is operated by the Operations Team, Maintenance Department and Culinary Center.

Operations Team

The Operations Team is responsible for the management and supervision of key aspects of the day to day operations of the shelter, including but not limited to shelter hospitality and housekeeping, purchasing, supplies, inventory, routine inspections and curfew check.

The Operations Team is supervised by the Operations Leadership Team, which is led by the Operations Director and includes the Guest Services Directors, Assistant Directors of Guest Services, and Assistant Director of Quality Assurance. The Guest Services Directors and Assistant Directors of Guest Services supervise their designated shift/team members, which include Assistant Operations Managers, Operations Managers, and Senior Operations Managers, as applicable. See Appendix 1 for a sample organizational chart and below for standard position requirements. Please note that employees may be promoted in advance of these milestones based on merit and promotions are not assured if there are any performance concerns.

- Assistant Operations Manager - New hires
- Operations Manager - Minimum one year of experience
- Senior Operations Manager - Minimum three years of experience
- Assistant Director of Guest Services - Minimum of four years of experience and exemplary dedication and leadership

Maintenance Department

The Maintenance Department handles all aspects of building engineering and maintenance, including but not limited to functionality of building systems, all repairs, preventative maintenance, coordination with building contractors, painting and information technology (IT) needs. The Maintenance Department is led by the Director of Building Engineering and Maintenance and includes the Building Engineering and Maintenance Manager.

Culinary Center

The Culinary Center prepares and serves three nutritious meals daily for all guests and staff. The team also prepares snacks, caters important events, completes food orders, inventory, and cleans and maintains the Culinary Center to health code standards.

The Culinary Leadership Team includes the Culinary Director, Assistant Culinary Director and Kitchen Managers. The Culinary Leadership Team supervises the Line Cooks and Dishwashers.

Operations Team

Schedule

The Operations Team consists of three primary shifts: morning (6:30am-3pm), afternoon (2:30-11pm), and overnight (10:30pm-7am). There are 30 minutes of overlap between shifts for “turnover,” in which one shift can communicate any pending tasks to the next to facilitate a smooth transition. Typical scheduling will include 4-7 operations team members on each shift; at a minimum each shift will have three operations team members (in addition to team members in residence). The minimum staffing includes one person at the front desk, one person working on the residential levels, and one person on the ground floor. This staffing is in addition to the Resident Managers, who are available for emergencies and backup. Please see Appendix 2 for an example of a weekly Operations Team schedule. Schedules are structured Saturdays through Fridays and indicate a specific assignment for each staff member on each shift. Throughout the week, “Supplies” must be assigned at least five days per week on the morning shift and “UV Lights” must be assigned every night. “Inventory” must be assigned at least one day per week. The overnight emergency contact for the Clinical Team is indicated at the bottom of the schedule.

Shift Report Forms

Each staff assignment indicated on the schedule has a corresponding shift report form. The shift report form includes a checklist of tasks to be completed on that shift. Any additional tasks completed can be noted on the sheet. The Guest Services Director or Assistant Director of Guest Services (“leader”) distributes the shift report forms to the

team members at the beginning of each shift and collects them at the end of each shift. The leader is responsible for reviewing the form and following up with the staff member with any questions or concerns. The leader then turns over any uncompleted tasks to the following shift to assure they are still completed that day. See Appendix 3 for examples of shift report forms.

Operations Emergency Manual

An Operations Emergency Manual is available at the front desk to consult during emergency situations and includes emergency response procedures. See Appendix 4 for a copy of the manual.

New Employees

Upon completion of standard onboarding with the Human Resources department, new employees on the Operation Team should complete the “Operations Orientation” checklist (see Appendix 5) with the Operations Director and/or Guest Services Director for their shift. The new employee will be paired with a Senior Operations Team member on each of their first five shifts to shadow and complete training.

Housekeeping

Cleaning products and equipment used by the Operations Team include: floor cleaning machines, ultraviolet (UV) mobile disinfecting towers, EcoLab cleaning solutions, housekeeping carts and other standard cleaning supplies, and clean water.

Cleaning Equipment

There is one floor machine per floor of the shelter, indicated with a large pink number. The floor machines must be thoroughly cleaned after each use and plugged in to charge. Floor machines should charge for a full 12 hours after each use.

The UV mobile disinfecting towers are used nightly to proactively disinfect communal spaces, throughout the day to sanitize rooms upon guest turnover, and as needed around the facility. A team member must be trained on UV light operation before

operating the equipment. A step-by-step guide is included in Appendix 6 and is available for the Operations Team to consult during use.

If a staff member experiences any equipment issues, they must notify the Maintenance Department.

Cleaning Solutions

The most common cleaning solutions used in the facility include:

- Yellow solution = glass and surface cleaner (EcoLab #54)
- Pink solution = bathroom cleaner (EcoLab #73)
- Orange solution = floor cleaner (EcoLab #34)

Dispensers for these cleaning products are available in each housekeeping closet throughout the facility. Guests have access to these housekeeping closets for basic cleaning supplies to clean their rooms. The Operations Team is responsible for keeping these closets stocked with supplies. A Material Safety Data Sheet (MSDS) binder is available at the front desk with details of each cleaning product. Each bottle of cleaning solution must be labeled and safely stored at all times.

Cleaning rags are used throughout the facility for the following purposes:

- Yellow = Bathroom
- Blue = Pavilion
- Green = Residential / common areas

Bleach should not be used regularly throughout the facility, other than laundry. See Appendix 7 for proper protocol on the cleaning of biomedical waste.

Guest Supplies

Intake


At move in, each guest and their children receive new bed linens to use during their stay, as well as applicable hygiene products. Each adult receives two pillows, two blankets, two sheets, two bath towels, two washcloths, one toothbrush, one toothpaste,

two razors, one deodorant and detergent. Each child receives one pillow, one blanket, two sheets, two bath towels, two washcloths, one toothbrush and one toothpaste, and if needed, diapers (100-140 per child). Depends and feminine hygiene products are provided upon need and request.

Guest Rooms

Each room includes a dispenser for handsoap, toilet tissue, conditioning shampoo, body soap and baby wash (if applicable). Dispensers are refilled weekly and as needed by an Operations Team member. Guest rooms also include signage including: Room Cleanliness Standards, Baby Safe Sleeping Instructions and Baby Safe Bathing Instructions. See Appendix 8 for examples.

Supply Distribution

Additional supplies are distributed by the Operations Team from the 1st through the 7th day of each month from 8:30-9:30am, 3:30-4:30pm and 11-11:45pm. Guests are notified about upcoming distributions via a written notice and notification on select television screens throughout . Guests must pass a room cleanliness inspection the prior month in order to receive supplies. The Operations Team is not permitted to provide additional supplies to guests outside of distribution times unless approved by an Operations Team director on a case by case basis. Every month, feminine products, diapers (100-140 per child) and detergent are distributed. An additional bottle of detergent is provided to families with three or more children. Every other month (February, April, June, August, October, December) additional hygiene kits are provided, including one toothbrush and one toothpaste per person, two razors, and one deodorant. Distribution of supplies is tracked in a shared Google Sheet. See Appendix 9 for an example.

Inventory and Storage

Inventory is completed weekly by an Operations Team member via a Google Sheet. A standard inventory spreadsheet is kept indicating the minimum number of each item to keep in stock for smooth operations. A weekly inventory is compared to the standard inventory spreadsheet and needed items are purchased by the Purchasing Manager.

A Storage Table outlines the location of stored items throughout the facility on a Google Doc. There are two storage rooms and one mini housekeeping closet on each residential floor. The ground floor includes one large storage closet for use by the Programming Team, the loading dock, and the main housekeeping closet. All deliveries

- a. Bring the “Return to Sender” bin to the front desk to return when the postal service arrives next. Return to the mail room once collected.
 - b. Deliver the [REDACTED] mail to staff members directly.
4. All shifts - when an alumni comes to collect their mail in person, please first have them fill out the “Change of Address” form located in the mail room. Once completed, please provide them their mail from the “Important Alumni Mail” bin and mark the date in the “Alumni Mail” Google Sheet.

Packages are received, sorted and delivered throughout the day by the Operations Team. Deliveries for [REDACTED] are delivered directly to the recipient. Foundation packages are delivered to the appropriate staff member. Guest packages are kept at the front desk and guests are notified for pickup. Guests must sign for their packages at time of pickup. Large deliveries are directed to the loading dock at the north side of the building.

Room Inspections

The Assistant Director of Quality Assurance on the Operations Team is responsible for regular guest room inspections and checking the overall quality of the guest rooms at [REDACTED]. Inspections include an assessment of cleanliness, safety, proper signage, pest control and maintenance needs.

Guests are required to pass the monthly cleanliness inspections to receive supplies the following month. The monthly process for room inspections is as follows:

1. The Assistant Director of Quality Assurance inspects every guest room at the beginning of each month. If a guest passes the inspection, the guest is pre-approved for the next supply distribution. If a guest does not pass inspection, the first warning is provided, which outlines the issues to resolve.
2. Before the 15th of the month, the Assistant Director of Quality Assurance reinspects all rooms that did not pass the first inspection. If the guest passes the second inspection, the guest is pre-approved for the next supply distribution. If the guest does not pass the inspection, they are provided a second warning and require an intervention with a Clinical Team member present.
3. Clinical interventions may be required around the 3rd week of each month. The Assistant Director of Quality Assurance will schedule and coordinate the intervention with the Assistant Clinical Director of the guest’s program. The intervention should take place in the guest’s room with all three parties present.

4. The Assistant Director of Quality Assurance reinspects all rooms that completed an intervention. If the guest passes inspection, a notice is provided stating they are approved for supplies next month. If the guest does not pass, they are notified that they are not approved for supplies next month and to reach out to the Assistant Director of Quality Assurance when they are ready for a room recheck. Each room is reinspected and interventions are provided until the room passes and meets inspection standards.

Before supply distribution each month, a list of all guests who passed inspection is provided to the Operations and Clinical Teams. Any co-sleeping issues discovered during room inspections are referred to the Children's Services Team for follow-up.

In addition to the weekly cleanliness inspections, a more thorough maintenance inspection is completed by the Operations Team in all rooms monthly (one floor per week). Results of the inspection are reported to the Maintenance Department for resolution. Guests may also request room maintenance at any time by completing a Service Order Request Form at the front desk.

A thorough room inspection is completed at time of room turnover to confirm the room is in proper condition for an intake or guest move. Any maintenance needs are reported to the Maintenance Department. If there are room safety concerns, a guest is not placed in the room until the issues are resolved. See "Room Turnover" for further information.

The Assistant Director of Quality Assurance provides regular reports to the Operations Director, Deputy Director of Operations and Compliance and Clinical Directors including an inspection update, intervention overview and maintenance needs.

See Appendix 12 for the Service Order Request Form and Appendix 8 for examples of standard room inspection notices and signage.

Curfew


The Operations Team is responsible for managing the nightly curfew policy [REDACTED] [REDACTED] Guests are not permitted to enter and exit the building between the hours of 9pm to 5am, unless their absence is pre-approved by the Education and Employment Team or the Clinical Team for work reasons, or the guest returns with hospital discharge papers. The front desk enforces this policy and maintains a list of guests who enter and exit the shelter each night between 9pm to 5am. This list is emailed to the team the following morning, along with any important notes. See Appendix 13 for a sample email.

Bed checks are completed in every guest room every night. This requires a staff member to enter and exit each room to confirm each guest is present or absent. Before

beginning bed checks on a floor, an Operations Team member should close down the laundry room, lock it, and encourage each guest to return to their room for the duration of bed checks, or they may be marked absent. The laundry room should be unlocked at the completion of bed checks on that floor. A monthly spreadsheet is used to document bed check each night (see Appendix 14 for an example). If a guest's name is listed on the spreadsheet, it indicates they were absent that night.

Intake and Exit

Application

When a guest arrives at the shelter for intake, the front desk staff member should warmly greet them and assist them in beginning the intake process. To begin, the staff member should provide them  application, as well as a COVID questionnaire, collect the forms, and review for completion. It is extremely important to confirm the COVID questionnaire has been fully completed and signed with no areas of concern identified.

Drug Test

Next, the Operations Team should assist the new guest with the completion of a 12-panel drug test. See Appendix 4 for step-by-step testing instructions. A guest cannot enter the shelter if they test positive for anything other than THC and do not have a prescription that validates the test results, unless approved by the Intake Director, Clinical Director, Director or Executive Director. The drug test results must be documented with a photo and emailed to the Intake Director with the subject line, "Intake Drug Test: Insert Name - Test Result."

Green Room aka "Heat Treatment Room"

Before the new intake's items can go upstairs to their room, all of their items must pass through the Green Room for one hour. The Green Room heats up to a warm enough temperature to kill any pests, larvae or eggs that may be in the guest's items. Before treatment, the guest should remove all medications, ointments, lotions, perfumes and electronics to prevent any damage.

Emergency Intake

If the Intake Director is not on site at the time of intake, a member of the Operations Leadership Team should meet with the new guest to complete the packet of emergency consent forms and review the forms to confirm completeness. No guest can enter the shelter without completion, including signature, of each and all of the emergency consent forms. The application, and emergency consents, if applicable, should be left on the Intake Director's desk, and the member of the Operations Leadership Team should email [REDACTED] to notify staff of the intake's arrival.

Room Turnover

The Intake Director will specify the room placement for the new intake. Before the intake's arrival, the Operations Team should complete the room turnover. First, the room should be UV treated and deep cleaned, including the wardrobe (inside and out), bed, mattress, floors, bathroom, sink area and fridge. The Maintenance Department should be notified of needed room maintenance and repairs. Then, the beds should be made up nicely and supplies left on the bed in accordance with Appendix 15. An email should be sent to [REDACTED] and the Intake Director documenting the completion of the turnover, including photos of the room. The Intake Director provides the guest with their wardrobe key. If they are not available, the Maintenance Department can provide the guest with their wardrobe key.

Guest Exit

As a guest is approaching exit, the Assistant Director of Quality Assurance should follow up with the guest to ensure the room is left in clean and good condition and issue a reminder on the return of linens and towels. The Operations Team should confirm that the guest completed Exit Paperwork before further assisting with move out. Once confirmed, the Operations Team should provide the guest with bags and dolly access as needed to prepare for the move out. While the Thrift Team assists in transporting guest belongings, the Transportation Team can assist with transporting the guest to their new home.

If a guest appears to be exiting the shelter, and it is not planned, the Operations Team should contact the Clinical Team to confirm if exit paperwork was completed or not. If the paperwork was not completed, the Operations Team should request that the guest complete the "Emergency Exit Packet" located at the front desk and ask the guest to specify their exit destination. This is extremely important.

Once a guest departs, the Operations Team should proceed with deep cleaning the room and gathering the linens and towels to wash for a future guest. When a guest returns their wardrobe key at exit, please complete the Key Return Form in Appendix 16 and place on the Intake Director's desk.

Alum Belongings


When a guest exits the premises and items are left behind:

1. Double check with the Clinical Team before packing any items to confirm that packing is appropriate at that time for that specific guest.
2. Always pack items with two staff members present to prevent theft allegations.
3. Take photos of the room **prior to packing** to document the items.
4. Neatly pack the items in black garbage bags in appropriate categories. For example, clothing in one bag, food in another bag and electronics in a separate bag.
5. Pull out any important documents and personal items, including Social Security cards, IDs, birth certificates, medications and phones. Place these items in a clear Ziploc bag. Place the clear bag of important documents and personal items in the locking safe (located outside of the Maintenance Office).
6. Clearly label each bag "GUEST NAME - DATE PACKED - ROOM NUMBER." To label the black garbage bags, please write the information with Sharpie on a piece of paper and staple/tape it to the bags.
7. Group together the black garbage bags of items and place in a safe location in the Recycling Room with labels clearly showing.
8. Once complete, email the guest's RC, Clinical Director, Assistant Clinical Directors and [REDACTED] with the subject, "Guest Name - Packed Items". In the email, include the photos of the room before packing, description of location of bagged guest items, description of important documents and personal items found. Please notify the team that items will only be held for two business days and then will need to be discarded. Do not discard however until you have clearance from the applicable Clinical Team.

When a guest returns for their items, please double check previous emails to confirm they have completed exit paperwork. If not completed, provide them the paperwork to complete before providing them their items. Thoroughly check the recycling room and locked safe (located outside of the Maintenance Office) for their items. Check the email about their packed items to confirm nothing is left behind. Provide the items to the guest and thank them for picking them up.

If a guest does not return for their items within three business days, the Guest Services Directors should check with the Clinical Team to confirm that it is okay to discard their items. Once approved, discard the black trash bags of items, but do not discard the important documents and personal items. Important documents and personal items will be held for three to six months, pending available space.

Maintenance

When maintenance in the facility is needed, staff should notify the Maintenance Department directly upon learning of issues during inspection and room turnover or otherwise. Guests may independently fill out a Service Order Request at the front desk. See Appendix 12 for a sample Service Order Request form. The Maintenance Department monitors all guest Service Order Requests, prioritizes those with safety concerns, and endeavors to complete all within one week of the request. Each request is marked once complete and scanned and uploaded into the Operations and Maintenance Digital Binder. Additionally, the Assistant Director of Quality Assurance collects information on maintenance needs during guest room inspections and turnover and notifies the Maintenance Department accordingly. Staff may notify the Maintenance Department by completing the  Maintenance Request Google Form, shown in Appendix 17. The Maintenance Department monitors these requests and marks in the spreadsheet once the repair has been completed.

An Operations and Maintenance digital binder is located on a shared Google Drive and maintained by the Operations and Maintenance Department. All maintenance documentation is stored here, as well as an “Operations and Maintenance Summary” spreadsheet with important information on contracts, inspections, vendor contacts, emergency information, etc. Additionally, a shared Operations and Maintenance Google Calendar documents important dates and reminders and is shared by all Operations Leadership and Maintenance Team members.

Regular ongoing maintenance includes, but is not limited to, the following:

- Painting of the common and exterior areas by the Maintenance Department on a regular basis to maintain a clean and welcoming environment. The Operations and Maintenance Teams work together to paint at least three guest rooms per week in order to complete painting of all guest rooms within one year. Ideally, the rooms should be painted during turnover when areas are more accessible. The ground floor interior and exterior paint is touched up or repainted weekly, as needed. Each residential floor is touched up or painted at least monthly.

- Air filters are changed monthly on all air handling units by the Maintenance Department.
- Pressure washing of exterior areas should be completed at least twice per week by the Operations Team.
- Trash pickup of the exterior of the building must be completed daily by the Operations Team.
- Pest control is completed through a contract [REDACTED]. The entire building is treated proactively once per month. Additionally, the Maintenance Department or Assistant Director of Quality Assurance should notify [REDACTED] of areas with issues which require immediate attention. When a pest issue is discovered in a guest room, the Operations Team should work with the guest to deep clean the room and treat the guest's items in the Green Room.
- Vehicle maintenance is managed by the Operations Team at designated service locations. Each vehicle is serviced as needed or at least every 5,000 miles. A more thorough overview of vehicle maintenance procedures is located in the Transportation Operating Procedure in Appendix 18.

The Deputy Director of Operations and Compliance, with support of the Operations Director, Guest Services Directors and the Director of Building Engineering, supervises and tracks the completion of all internal maintenance tasks, internal and external inspections and regular contracted services through the Operations and Maintenance Summary spreadsheet and various other forms of documentation in the Operations and Maintenance Digital Binder. See Appendix 19 for sample pages from the Operations and Maintenance Summary spreadsheet.

Facility Self-Inspections

Comprehensive facility Self-Inspections are completed every six months on each shift and include the following categories: Emergency Preparedness; Mechanical, Electrical and Plumbing; Structural; Health and Safety; and Kitchen. The Operations Leadership Team completes all sections of the inspection, except for the Kitchen, which is completed by Kitchen Managers. The Operations Director reviews the results of the inspections and prepares a Facility Self-Inspection Report, which details the issues identified as well as the solutions implemented. See Appendix 20 for example inspection forms and report template.

Additionally, the Culinary Center is inspected every six months by an outside consultant, according to the form in Appendix 21.

Waste Management

Recycling and garbage disposal are available [REDACTED]. Trash cans and recycling bins are located throughout the facility and emptied by the Operations Team each day. Large items are brought directly to the proper dumpsters [REDACTED].

Garbage

Loose garbage dumpsters and garbage compactors are located in the 16th Street parking lot. A trash chute is located on each residential floor, which leads to a compactor on ground level. The compactor must be switched out daily and brought to the dumpster area for pickup. All garbage must be contained inside of the dumpsters with the lids properly closed at all times. The trash chute is professionally cleaned twice annually. The residential trash rooms are cleaned daily by the Operations Team, as well as the exterior dumpster area. The interior ground level trash room is cleaned daily by the Maintenance Department.

Recycling

Recycling [REDACTED] is "single-stream," which means all recycling can go in the same recycling bin. Do not place non-recyclables into the containers or it will "contaminate" the batch. The recycling dumpster is indicated by the yellow lid and labels. Boxes must be broken down before placing in the dumpster, and it is very important to not place any garbage bags in the recycling container. All recyclables must be contained inside of the dumpster with the lid properly closed at all times.

[REDACTED] recycles:

- Steel, tin & aluminum cans
- Plastic bottles & containers
- Office paper, brown paper bags, newspaper
- Paper cardboard, dairy & juice containers
- Flattened cardboard & paperboard
- Junk mail & magazines

[REDACTED] does NOT recycle:

- Glass
- Styrofoam
- Plastic bags (including garbage bags) plastic wrap / film
- Food waste (or any items with food waste on it)

Transportation

The Foundation owns seven vehicles for work use at the main shelter location, including five vehicles open to all approved drivers, one truck for use by select drivers in the Operations and Maintenance Team, and one wheelchair accessible van with a designated full time driver. No one can drive a Foundation vehicle without first confirming they are an approved driver through the Foundation's insurance and completing required training. See Appendix 18 for the organization's Transportation Operating Procedure.

NOTE: under no circumstances may a staff member transport a maternity program participant who is in labor or other program participant who has been critically injured or is in need of immediate emergency care to the hospital. Staff must call 911 and request an emergency rescue squad in such circumstances. Additionally, under no circumstances may staff transport a program participant in the staff member's personal vehicle or transport a child without the child's mother without the approval of the Director or Executive Director.

A driver must have a functioning and charged cell phone with them on each trip for emergency purposes, but use of a wireless device during transport is prohibited.

Reservations

A driver is available to transport guests in the wheelchair accessible van each week Monday - Friday from 8am-4pm, for reasons including medical appointments, housing needs (i.e. apartment viewings, inspections, move out, etc.), job interviews and field trips. Transportation needs outside of these times may be accommodated on a case by case basis. In order to reserve a ride for a guest in the wheelchair accessible van, email

XXXXXXXXXXXXXXXXXXXX Rides should be requested by the parties indicated below:


- Medical rides - Health and Wellness Team
- Job interview rides - Education and Employment Team
- Housing related rides - Clinical Team
- Field trips - Programming Team

If a ride is requested by another department, please include the appropriate department on the ride email request, so that they are aware of the services being provided. For example, if a Resource Coordinator requests a ride for a guest's medical appointment, XXXXXXXXXXXXXXXXXXXX should be included in the ride email request. The team will try to accommodate round trip rides to the best of our ability, but note that in some cases, including afternoon trips, the team may only be able to assist with one way transport. Rides are available on a first come first serve basis and will be confirmed via email.

The other five Foundation vehicles for use can be reserved through the Master Transportation Log, which is available on a shared Google Sheet. See Appendix 22 for an example. Staff should pick up and return keys for these vehicles at the front desk before and after each ride. The front desk should not distribute keys for a vehicle that has an upcoming reservation.

Only drivers trained and approved by the Director of Engineering are permitted to drive the truck. Reservations for truck use must be made through the Director of Engineering or Operations Director.

Car Seats and Booster Seats

Each child must use the appropriate car seat or booster seat for their size and age on each ride in a  vehicle. The organization maintains a supply of convertible car seats, infant car seats, booster seats with a back, and booster seats without a back for use. The child's mother should secure their own child in the proper car seat and booster seat in the Foundation vehicle according to the manufacturer's instructions. Before departure, the child's mother should confirm their child is secure and ready for the vehicle to depart. Upon arrival, the child's mother should remove their child from the car seat and confirm their entire family has exited the vehicle.

Emergencies

A Vehicle Emergency Guide is located in the glove compartment of each vehicle and Appendix 23. Each vehicle is equipped with a fire extinguisher, first aid kit and triangle for use in emergency situations.

Emergency Drills

Emergency drills in each category are completed at least once annually on each Operations Team shift, including fire drills, bomb threat drills, medical emergency drills and utility failure drills. A report is completed at the completion of each drill and uploaded to the Operations and Maintenance Drive. See Appendix 24 for a sample form.

Fire Drill

During daytime hours, fire drills are completed in which the alarm sounds and everyone evacuates the building. The Director of Building Engineering and Maintenance initiates the alarm by activating a pull station and then calling the alarm company to let them report a false alarm. Follow the "Fire Alarm Procedure" outlined in Appendix 4 for evacuation protocol. Overnight, a simulated drill is completed. The alarm does not

sound and guests do not participate in simulated drills. The start of the drill is initiated in a group text by the Guest Services Director on shift that night. The team should physically walk through the evacuation steps for the building and document the steps taken in the group text until the drill is complete.

Utility Failure Drill

When the building loses power, a large emergency generator kicks on to maintain power in most of the building. In this situation, the internet requires a manual restart. See Appendix 4 for directions on how to turn the internet back on for the building.

Bomb Threat Drill

Bomb threat drills are completed amongst the Operations Team in a simulated manner through text messages. The *Disaster and Emergency Preparedness and Continuity of Operations Plan* outlines the signs of a bomb threat situation and the procedures to follow. When the organization is facing a bomb threat, the entire building needs to be immediately evacuated per fire evacuation pathways, with the exception of those with mobility issues. People with mobility issues should use the elevators to evacuate in this situation.

Medical Emergency

Medical emergency drills are completed amongst the Operations Team in a simulated manner through text messages. See Appendix 4 for steps to take in a medical emergency.

Culinary Center

Food Service

XXXXXX serves three meals per day for guests and staff at the following times:

- Breakfast: 6:30-8:00am
 - *Second servings available beginning at 7:45am.*
- Lunch: 11:30-1:30pm
 - *Second servings available beginning at 1:15pm.*
- Dinner: 5:30-7:30pm
 - *Second servings available beginning at 7:15pm.*

The Culinary Center makes additional meals at each meal time to serve local community members in need. The meals are brought to the front lobby area in a meal warmer and are distributed from the front door by the Operations Team. The meals are available on a first come, first serve basis. The number of meals provided and time they are first available are indicated below:

- Breakfast: 6:00am, 30 meals
- Lunch: 11:30am, 25 meals
- Dinner: 6pm, 25 meals

Snacks are served daily for children after school and coordinated through the Programming Team.

The Culinary Center also prepares pizzas, cakes, bites and/or refreshments for group therapy, work meetings and celebrations. To submit a request, email

XXXXXXXXXXXXXXXXXXXX

Menu

XXXXXXXXXX strives to serve healthful, nutritious and delicious meals each day with as many plant-based options as possible. A cycling monthly menu is used and modified regularly based on donations received (See Appendix 25). The Assistant Culinary Director oversees the menu. The soup of the day and salad bar options vary and are often created with donations or other leftover items to prevent food waste. Protein is provided in every meal, often in a plant-based form. Animal protein options are available for dinner every other day, but pork, beef, goat and lamb/mutton are not served XXXXXXXX due to health and humanitarian reasons. Vegan, vegetarian and gluten free options are available at each meal by request. If guests have additional dietary restrictions, their Resource Coordinator should notify the Culinary Center XXXXXXXX XXXXXXXXXXXXXXXXXXXXXXX so that the team can properly accommodate the guest's needs.

Staffing

The Culinary Center is staffed over two shifts: AM and PM. At least one Kitchen Manager or Director must be on staff at all times during those shifts. See Appendix 26 for a sample schedule and below for minimum staffing requirements.

- Monday-Friday

- AM Shift
 - Target: 3-4 team members (including 1-2 managers)
 - 2 people: 5am-1:30pm
 - 1 person: 6am-2:30pm
 - 1 person: 7am-3:30pm
- PM Shift
 - Target: 3-4 team members (including 1-2 managers)
 - All: 12-8:30pm
- Saturday & Sunday
 - AM Shift
 - Target: 2-3 team members (including 1 manager)
 - PM Shift
 - Target: 3-4 team members (including 1 manager)

The weekend schedule is lighter due to less guests on the property and regular volunteer support. Volunteers frequently assist in meal service. The Culinary Center can support six volunteers at a time, though holidays may involve more.

Ordering and Inventory

In order to sustain a proper supply of culinary and cleaning products, inventory is completed twice per week in the Culinary Center. Inventory takes place on Mondays and Thursdays and includes all purchased and donated products. See Appendix 27 for a sample inventory sheet. After inventory is completed, purchase orders are prepared online and submitted by 4pm for delivery the following day. The Culinary Director prepares each order and selects each item for purchase. The pending order is then reviewed and placed by the Purchasing Manager. Tuesday and Friday mornings are the organization's designated delivery days.

Donations

The Culinary Center receives a variety of donations from many supporters to prevent food waste in the local community and substantially offset costs. [REDACTED]

[REDACTED] all other donors drop off donations directly to the Culinary Center. No food should be accepted at the front desk. [REDACTED]

[REDACTED] Culinary Center should be made aware of the incoming donation. When the Culinary Center receives a donation, the donor and/or staff member must complete the "Food

Donation Form” (see Appendix 28 for sample form). Value and weight of donations must be recorded on the form in order to ensure that donors are receiving their tax receipt and so that we may internally track the value and weight of food donations that come into the shelter on a yearly basis. The value must come from the donor. Team members should not be assessing values of donations; food donors should be asked to do so.

[REDACTED]

Please make sure we welcome and thank our donors.

See Appendix 29, “Procedures for In-Kind Donations” for protocol on receipt of all other donations.

Cleaning Schedule

Culinary Center cleaning practices are maintained per Safe Food Handler’s guidelines, including cleaning throughout every shift. Deep cleaning occurs weekly according to the Culinary Center Cleaning Schedule in Appendix 30. The Culinary Center Cleaning Schedule is posted weekly in the Culinary Center. Staff members initial the log after each task is complete. Once the week is complete, the log is scanned and saved in the Operations and Maintenance Digital Binder.

Staff check and log the temperature of the walk-in cooler and freezer daily on each shift in the Refrigeration Log in Appendix 31.

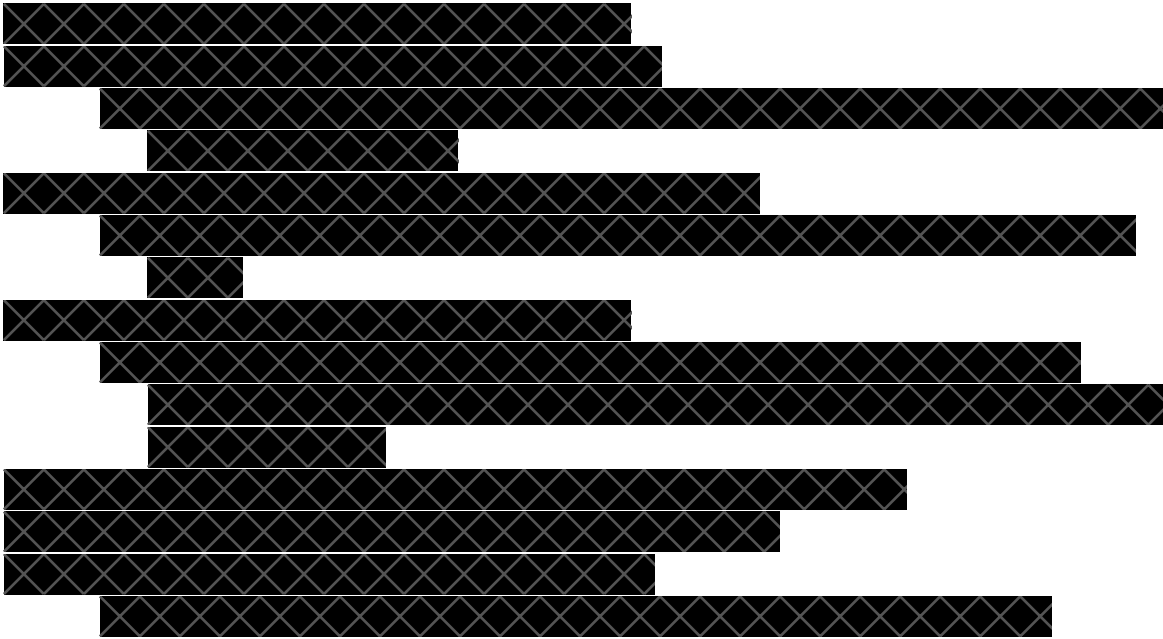
Kitchen equipment is maintained per the manufacturer’s recommendations, outlined in the Culinary Equipment Maintenance Guide in Appendix 32. The kitchen hood is maintained and cleaned twice annually by a specialized contractor. The kitchen hood extinguisher is also serviced bi-annually by a specialized contractor. All maintenance documentation and equipment manuals are available in the Operations and Maintenance Digital Binder.

Email Protocol

Email communications are frequently used [REDACTED] and it is important for employees to actively check emails throughout their shift to complete their jobs effectively.

[REDACTED]

[REDACTED]



On behalf of the Operations Team, it is primarily the responsibility of the Guest Services Directors, Assistant Directors of Guest Services, and Operations Director to communicate with other departments. In their absence, communication should be handled by a Senior Operations Manager.

The Culinary Director and Assistant Culinary Director are responsible for communicating with other departments on behalf of the Culinary Team.

Purchasing

See “Purchasing Policies and Procedures” in Appendix 33 for details.

Volunteers and Donations

See “Procedures for In-Kind Donations” in Appendix 29 and “Volunteer Procedures” in Appendix 34.

Technology and Systems

See “Technology and Systems Plan” in Appendix 35.

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