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Sisters Helping Sisters

OPERATIONS MANAGEMENT PLAN

FOR

SISTER JOSE WOMEN'S CENTER

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VISION

Our community is where every homeless woman has a safe harbor and a path to a sustainable existence.

MISSION:

The Sr. Jose Women's Center is dedicated to the care and nurture of homeless women within our community. To our sisters without shelter, we provide beds; to those without food, we give nourishment; and, to those without purpose, we offer hope, encouragement and opportunity.

VALUES:

We value:

- each person's unique gifts
- the beauty in each person
- the connection among women
- meeting each person where they are

WE BELIEVE:

- in being gentle to the earth
- I am my sister's keeper
- all members of our community have worth

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PROGRAM OBJECTIVES

Women who are homeless struggle to survive and often are victims of crime and predators. They have suffered physical and mental abuse often from childhood and experience anxiety or depression. They have a desire to go unnoticed in the community and are often disconnected from support and suffer from a sense of helplessness. Poor nutrition will place the woman at risk for medical issues that will require repeated medical interventions in hospital emergency rooms or clinics. Most of our guests fit the research patterns of victimization from sexual abuse, domestic violence or other traumas. These traumatic events feed into economic and emotional powerlessness and economic dependence.

Sr. Jose Women's Center is a gender-specific program for the homeless women in our community. We have adapted a non-institutional approach with the objective of engaging the women into community in a safe and caring environment where they can begin the process of determining their path to a sustainable existence.

We currently have two programs:

Day Program:

- Safe environment in which the women can gather as community. It is an environment of respect that shows the women that volunteers and staff value their feelings, opinions, and desires.
- Provide nutritional food
- Provide an opportunity to rest or have quiet time
- Provide the opportunity to wash clothes
- Provide the opportunity to take a shower
- Provide the opportunity to meet privately with case manager or agencies regarding their own medical, mental or social issues
- Provide a level of support for the women to feel safe and engage in healthy activities to allow them to learn different social skills and to build self esteem
- Provide linkages to agencies who can further support and aid the women

Night Program:

- Provide a safe environment where women can gather to spend the night during winter nights
- Provide nutritional food
- Provide bedding (sheet, pillows and quilt) with assigned cots
- Provide an opportunity to take a shower if necessary

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- Provide a level of support for the women to feel safe and engage in healthy activities to allow them to learn different social skills and to build self esteem

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BOARD MEMBERS

Monsignor Thomas Cahalane
Board President

Monsignor Jeremiah McCarthy
Vice President

Charlotte Speers
Secretary

Jean Fedigan
Executive Director

Kathy Dehn
Bookkeeping

Bishop Gerald Kicanas
Board Member

Harriet Kronmen
Board Member

Carol Tierney
Board Member

Rob Burris
Board Member

Gene Hechler
Board Member

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STAFF

EXECUTIVE DIRECTOR

The Executive Director will have overall strategic and operational responsibility for staff, programs, expansion and execution of the mission of Sr. Jose Women's Center and reports to the Board of Directors.

Essential Functions include but not limited to:

- Develop, maintain and support a strong Board of Directors, act as ex-officio of each committee, seek and build board involvement in the strategic goals.
- Provide leadership and management for programs, and evaluation of all programs.
- Collaborate with CPA and Board Committees to maintain strong financial standing with the Center. Oversee and submit financial reports to the Board of Directors.
- Work with teams to provide leadership for fundraising activities to support existing program operations and expand current or add new program to achieve strategic goals for the organization.
- Oversee all aspects of communications from web presence to external relations with the goal of creating a strong positive presence in the community.
- Continually expand outreach efforts to maximize external presence and maintain and develop new relationships to promote the good works of Sr. Jose Women's Center.

ADMINISTRATIVE ASSISTANT

The Administrative Assistant assists the Executive Director and Site Coordinator with reports and maintains the compliance program. The Administrative Assistant reports directly to the Executive Director.

Essential Functions include but not limited to:

- Supervise, administer, and act as the liaison to the Diocese of Tucson for the Compliance Program for Volunteers. Report compliance matters to the Executive Director and issue compliance reports to the Board of Directors as needed.

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- Assist in identifying and writing grants.
- Responsible for grant administration once the grant has been awarded: writing of thank you letters, keeping a log of how grant money is spent, and insure compliance with reporting to the donor.
- Responsible for acknowledging all donors by sending thank you/tax letters.
- Assist with fundraising activities.
- Take minutes for the Board of Directors and other meetings as requested.
- Assist the Executive Director as requested.

SITE COORDINATOR

The Site Coordinator supervises the site management of the center under the direction of the Executive Director. The Site Coordinator is responsible for the oversight and coordination of the safe operation of the day-to-day activities of the facility.

Essential Functions:

- Provide leadership of the daily operation of the SJWC.
- Outreach to unsheltered women to provide the services offered by SJWC.
- Supervise and direct SJWC employees and volunteers – this includes scheduling, communicating, training, and retention.
- Build community relations through networking and form partnerships which will provide more resources for residents to break the cycle of homelessness.
- Manage all non cash donations to the facility.
- Maintain food and other supplies necessary for the daily operation of the Center.
- Oversee maintenance of the facility and essential equipment.
- Implement policies and procedures as applicable.
- Research and apply best practices both from local and national agencies.
- Follow Center protocol for handling emergencies such as fire evacuation, police intervention, medical emergencies, and incident reports.

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VOLUNTEERS

QUALIFICATIONS

Must be adult female, have good communication skills, be compassionate and willing to treat all guests, staff and other volunteers with respect. Must complete compliance packet, Diocese of Tucson compliance training and undergo a background check. Must agree to and comply with Volunteer Guidelines and attend any mandatory training sessions.

COMPLIANCE PROGRAM

Sister Jose Women's Center is a non-profit charitable organization providing works of mercy in the Diocese of Tucson. We are an Associate Organization of the Diocese of Tucson and are listed in the Associate Directory and work with the Diocese for compliance and background checks. A volunteer is not required to be a member of the Catholic Church but must be in compliance with the regulations of the Diocese with regards to working with vulnerable adults.

Sister Jose Women's Center - Guidelines for Volunteers

Thank you for choosing to volunteer here at Sr. Jose Women's Center; we are truly grateful for every helping hand and every serving heart. Our goal is to provide a safe, sober, clean and helpful refuge for women who ordinarily live on the streets of Tucson. These guidelines are for the protection of the volunteers and guests, as well as to assure the positive environment of the center.

VOLUNTEER CONDUCT:

- Treat all guests, volunteers, and staff with respect, dignity and compassion.
- Touch between volunteers and guests (and among guests) must have consent. Many of the guests are sensitive and must be consulted before contacting physically.
- Respect guest's privacy, including direct or indirect request for confidentiality or respite from conversation and allow for personal space.
- Defuse confrontation when it arises; keep calm and refrain from raised voices or tempers.

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- It is seriously suggested that no guest be taken to a volunteer's home or other personally owned facility for the protection of the guest, volunteer, and center.
- Refer to and abide by all the training material provided; use common sense.
- An Incident Report must be filed for all of the following acts: verbal or physical assaults and threats, violations of the center's weapon and alcohol/illegal drug policy, disturbing the peace of the center and neighborhood, theft, or any behavior that leads to suspension.
- If a volunteer is scheduled to work and an emergency occurs please contact Jean (520-954-3373) or Penny (520-471-4903) ASAP to get that shift covered. If you have committed to work please make every effort to honor that commitment.
- As a volunteer it is your responsibility to be familiar with the Guest Code of Conduct. Experienced volunteers and staff can be asked to address any situation for which you feel unprepared or uncomfortable.

KITCHEN & LUNCHES BY CARIDAD:

- All volunteers must abide by the food handling standard operation procedures.
- Always wash hands and wear gloves when handling food. Keep hair back.
- Guests must sign the Caridad sheet for a sack lunch.
- Sack lunches must be discarded after 4 days; numbers on the bags indicate the date they were assembled.
- Lunches must stay in the refrigerator until distributed to guests.
- Guests are not permitted in the kitchen.

EMERGENCIES:

- Serious illness or behavioral problems must be managed by calling 911 for immediate assistance. Give the Emergency Responder the address (700 N 7th Avenue) and identify the type of emergency. STAY CALM.
- Executive Director Jean Fedigan must be contacted in the event of an emergency (520-954-3373).
- An Incident Report must be filled out for all 911 calls or encounters with police or emergency personnel.

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IMPORTANT NUMBERS:

- Jean Fedigan (Executive Director) -- 520-954-3373
- Penny Buckley (Site Coordinator) -- 520-471-4903
- Sr. Jose Women's Center – 520-909-3905

SUSPENSION AND EXPULSION PROCESS

There are times when it is necessary to suspend or expel a guest from Sister Jose Women's Center.

Our primary purpose at Sister Jose Women's Center is to provide a safe and welcoming refuge for women who have no homes and to help them build their capacity to transform their lives to the best of their ability. To do this we must insist on an environment that is based upon the ideals of respect, dignity, and compassion. We welcome all women in need but reserve the right to suspend or end guest privileges based upon behavior and actions that put other guests, staff, volunteers, or the reputation of SJWC at risk. Consistent and unbiased application of the suspension and/or expulsion process is the responsibility of all staff and volunteers to ensure the safety and security of all who enter the facility.

One-day suspensions may be assigned by any staff or volunteer for the following:

- Refusal to comply with Code of Conduct as directed by a volunteer or staff
- Disrupting the peace of the center with disruptive and loud behavior

One week suspensions may be assigned by staff only for the following:

- Repetition of behavior that resulted in a one-day suspension
- Physical or verbal threat to a guest, volunteer, or staff

One-day and one week suspensions are to be regarded as "cooling off" periods in which guests can reconsider their behavior and make positive changes.

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30-day suspensions and permanent expulsions can only be assigned by the Site Coordinator or Executive Director for the following:

- Physical violence towards staff, volunteers or guests
- Repetition of behavior that resulted in previous short-term suspensions
- Violation of policy regarding weapons and use of illegal drugs and alcohol on premises
- Violation of policy regarding ingress and egress from facility
- Theft from SJWC property

Readmission Policy for 30-day suspensions and expulsions

- Client must serve full term of suspension
- Client must read and sign Code of Conduct with the understanding that any infraction will result in permanent expulsion
- Client must conference with the Executive Director and/or Site Coordinator to determine if they are eligible for reconsideration of permanent expulsion status due to mitigating circumstances

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GUEST CODE OF CONDUCT FOR SISTER JOSE WOMEN'S CENTER

ENTERING AND LEAVING THE PREMISES:

- Guests must sign in when entering the center.
- Guests must enter and leave the center's property as expressed by the center. Violation of this policy may result in permanent expulsion from the center.
- Guests are free to leave at any point in the day, however, once she leaves she may not return to the property again that day. Exceptions to this rule are limited to guests who have medical, social services, legal, or job related appointments. It is the guest's responsibility to inform volunteers or staff of their intention to return after the approved appointment. Permission must be given by the volunteer/staff member.

HOUSE RULES

- Guests are expected to be courteous and respectful toward one another, volunteers/staff.
- Guests are to clean up after themselves in all areas of the facility.
- Street language and behavior is not permitted at the center; guests who do not comply will be asked to leave.

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- Weapons and the use, sale, or distribution of alcohol or illegal drugs are prohibited. Violation of this policy will result in permanent expulsion from the center.
- Disputes between guests will be settled by the volunteers on duty. Uncooperative persons will be asked to leave. Physical violence will not be tolerated for any reason and will result in permanent expulsion from the center.
- Theft, defined as the taking of any item that is not yours without the owner's expressed permission WILL RESULT IN SUSPENSION. Respect others' property.
- Guests are responsible for their own property, and cannot leave it at the center. ONLY BEDDING FOR NIGHT PROGRAM MAY BE STORED. Any clothing left will be discarded or donated.
- An Incident Report will be filed for all of the following acts: verbal or physical assaults and threats, violations of the center's weapon and alcohol/illegal drug policy, disturbing the peace of the center and neighborhood, theft, or any behavior that leads to suspension.

LAUNDRY & SHOWERS:

- Only one load of laundry may be done a day per guest. Use line drying only unless weather does not permit and a volunteer has given expressed permission.
- Only liquid detergent can be used.
- Maximum of 20 minutes in the shower to ensure everyone has access.
- Guests are to wipe down shower with disinfectant spray and tidy up the restroom for the next person.

MEALS:

- Guests must sign the Caridad sheet for a sack lunch - only one lunch per guest.
- Guests are not permitted in the kitchen.
- Guests are asked to not be wasteful, to recycle, and to clean up after themselves.

CLOTHES:

- Guests may take up to three items of clothing per day; this excludes the permitted one bra, pair of socks, and panties weekly.

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- Guests may not donate any of their belongings (food, shoes, or clothes) to the center.

ADDITIONAL RULES:

- Guests are not permitted in the kitchen, refrigerators, office, or storage areas.
- Guests may not use our kitchen facilities for heating, handling, or storing food.
- Guest use of the telephone is limited to ten minutes at a time.
- The television may be used for movies or cable; guests are to ask volunteers for assistance with the television. No sexually explicit or violent content may be watched at the center.
- Smoking is restricted to outside the building in a designated area. Anyone found smoking in the house will be asked to leave for the day.
- Men are not allowed on the property or to loiter outside the facility (even if waiting for a guest.) Violations of this policy can result in the permanent expulsion of a guest. EMERGENCY PERSONNEL, REPAIRMEN, OR THOSE MEN WHO HAVE EXPRESS PERMISSION WILL BE ALLOWED. AT THESE TIMES, WOMEN WILL BE NOTIFIED THAT A MAN IS ON THE PREMISES.

I have read and I understand the Code of Conduct for Sister Jose Women's Center. I agree to abide by all the rules described above and understand that I may be removed as a guest if I violate any of these rules.

Signature _____

Date _____

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HOURS OF OPERATION:

Day Program:

- 9:00 to 5:00 Monday through Saturday, April through late late Fall and the beginning of the winter program.
- Maximum total guests 65 per day.

Winter Night Program:

- 5:30 p.m. to 7:00 a.m. 7 days a week from November through March
- During the Winter Night Program, the day program will operate from 9:00 a.m. to 3:30 p.m. to accommodate cleaning of premises and preparing for the night shelter.
- Maximum total guests 25 per night.

SAFETY AND SECURITY

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Security Process: One volunteer/staff member will be assigned security leader for the day. The volunteer/staff member will be responsible for:

- Ensuring all logs are complete and accurate. Completed logs will be kept in a binder for the Site Coordinator. Each log will be dated and timed.
- Security leader will monitor the entrance to the Center and ensure all guests have appropriately come into the property and signed in. Route into the Center and exiting the Center will be walking along the North side of 4th Street either to Stone or 6th Avenue. Any violation will follow the expulsion guidelines.
- Responsible for ensuring all bikes, carts and bags are placed in the back yard patio out of sight of neighborhood.
- No person may line up or remain outside the gate and/or on the street or sidewalk.
- First time guests will sign in and receive and sign the Code of Conduct for guests. One copy of the Code of Conduct will be given to the guest and one filed in the binder for signed Code of Conduct. Refusal to sign will result in expulsion from the property and in not being allowed to return until the guest agrees to comply with the Code of Conduct.
- Once a guest leaves, they must take their belongings and exit the property and neighborhood. The guest may not return to the Center after leaving on the same day unless given express permission by the Lead Volunteer.
- Security Lead will check that all emergency exit signs are posted.

SECURITY CAMERAS AND MOTION LIGHTS

- Security Cameras will be mounted on the outside of the Center and monitored by a security systems company.
- Motion detector lights will be mounted on the outside of the buildings to illuminate areas of potential concern, including the area above the parking spaces on Ferro Street.

COMMUNITY OUTREACH PLAN FOR ISSUES RELATED TO THE CENTER

- West University Neighborhood Association: Will maintain a liaison with the association and will attend meetings at least quarterly.
- Outreach to Tucson's Homeless Population: Will partner with other agencies serving this population in order to ensure appropriate services rendered.
- Police: Liaison with the Community Outreach Office to ensure TPD is aware of any issues and the Center is aware of any police concerns.

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- Schools: Will maintain contact with local schools, both public and charter, to ensure there are no issues involving the Center. Any issues will be immediately addressed.
- Local Businesses: The Center liaison will periodically visit local businesses to ensure our guests are not creating an issue for them. Any issues will be immediately addressed.
- Tucson-Pima Collaboration to End Homelessness (TPCH): The Center currently has a liaison with TPCH and will continue that relationship.