CHANDERNAGORE MUNICIPAL CORPORATION
EXPRESSION OF INTEREST (EOI)

For Operation and Maintenance of Shelter for Urban Homeless (SUH), namely "Vivekananda Abasan", under DAY-NULM

Sealed Expressions of Interest (EOIs) are hereby invited from reputed NGOs/CBOs/Societies/Trusts having experience in shelter management and social welfare activities for the operation and maintenance of the Shelter for Urban Homeless (SUH), namely **Vivekananda Abasan**, located near Kuthir Math under Chandernagore Municipal Corporation, under DAY-NULM.

Details of the Shelter:

- **Location:** Near Kuthir Math, Chandernagore
- **Capacity:** 50 inmates
- **Contract Period:** Initially 6 (six) months, extendable subject to satisfactory performance
- **Operation and Maintenance Cost:** As per DAY-NULM guidelines

Eligibility Criteria:

1. The organization must have been registered under the Societies Registration Act/Trust Act for at least 3 (three) years.
2. The organization must have a minimum of 2 (two) years' experience in operating shelters or implementing social sector/health projects, or be a SUDA-listed NGO.
3. The organization must possess valid PAN, 12A and 80G registrations, along with audited accounts for the last 3 (three) years.
4. Preference will be given to organizations having a local presence.
5. SHGs/ALFs/CLFs recognized by the State Government may also apply, subject to applicable guidelines.

Scope of Work:

- Round-the-clock operation of the shelter with adequate staff, including a Manager, Caretaker and Cook.
- Provision of free accommodation, food, drinking water and toilet facilities to inmates.
- Maintenance of registers, records and MIS reporting as prescribed.
- Facilitation of linkages between inmates and relevant Government welfare schemes.
- Maintenance of cleanliness, hygiene and security of the shelter.

Submission of EOI:

Interested organizations may download the detailed EOI document from the official website of Chandernagore Municipal Corporation: **www.chandernagoremunicipalcorporation.org.in**, or collect the same from the Office of the NULM Manager, DAY-NULM, Chandernagore Municipal Corporation.

Last Date and Time of Submission: 30.10.2026 up to 3:00 PM
Date and Time of Opening: 30.10.2026 at 4:00 PM

The undersigned reserves the right to accept or reject any or all EOIs without assigning any reason thereof.

14/10/26
Commissioner/Secretary
Chandernagore Municipal Corporation

Secretary
Chandernagore Municipal Corporation

For further details, please contact the NULM Manager, DAY-NULM, Chandernagore Municipal Corporation.

EXPRESSION OF INTEREST (EOI)

For Operation and Maintenance of Shelter for Urban Homeless (SUH)

Vivekananda Abasan, Chandernagore Municipal Corporation, under DAY-NULM

To
The Commissioner
Chandernagore Municipal Corporation
Chandernagore, Hooghly, West Bengal

Subject: Submission of Expression of Interest for Operation and Maintenance of Shelter for Urban Homeless (SUH), namely Vivekananda Abasan, under DAY-NULM.

Reference: EOI Notice issued by Chandernagore Municipal Corporation.

Sir/Madam,

With reference to the above-mentioned EOI notice, we hereby submit our Expression of Interest for the operation and maintenance of Vivekananda Abasan, Shelter for Urban Homeless (SUH), located near Kuthir Math, Chandernagore, under DAY-NULM.

We declare that our organization is duly registered and has experience in social welfare activities/shelter management and is interested in undertaking the operation and maintenance of the said shelter in accordance with the prescribed guidelines and terms and conditions of Chandernagore Municipal Corporation.

We further confirm that our organization meets the applicable eli; ibility criteria and that the information and documents submitted along with this application are true and correct to the best of our knowledge and belief.

We undertake to provide the necessary manpower, including a Manager, Caretaker and Cook, and to ensure round-the-clock operation, cleanliness, security, food, drinking water, sanitation, maintenance of records and MIS reporting, and linkage of inmates with Government welfare schemes, as prescribed in the EOI document.

We request your good office to consider our application for the above-mentioned assignment.

Thanking you.

Yours faithfully,

Signature of the Authorized Signatory: _____

Name: _____

Designation: _____

Name of Agency/Organization: _____

Registered Office Address: _____

Registration No. and Date: _____

PAN: _____

Contact No.: _____

Email ID: _____

Date: _____

Place: _____

Official Seal of the Organization

ANNEXURE – I

PROFILE OF THE AGENCY/ORGANIZATION

1. Name of the Agency/Organization:
2. Type of Organization (NGO/Society/Trust/CBO/SHG/ALF/CLF):
3. Registration Number and Date:
4. Date of Establishment:
5. Registered Office Address:
6. Name of Head of Organization:
7. Name and Designation of Authorized Signatory:
8. Contact Number and Email ID:
9. PAN Number:
10. 12A Registration Details:
11. 80G Registration Details:
12. Details of audited accounts for the last three years:
13. Details of experience in shelter management/social welfare/health projects:
14. Details of previous and ongoing Government-funded projects:
15. Details of staff and manpower available:
16. Whether the organization has a local presence: Yes/No.
17. Whether the organization is listed with SUDA, if applicable: Yes/No.

ANNEXURE – II

DETAILS OF SIMILAR WORK EXPERIENCE

Sl. No.	Name of Project/Work	Name of Client/Department	Period of Work	Project Value	Re,marks

ANNEXURE – III

CHECKLIST OF DOCUMENTS TO BE ENCLOSED

1. Copy of registration certificate of the organization.
2. Memorandum of Association/Rules and Regulations/Trust Deed, as applicable.
3. PAN card of the organization.
4. Valid 12A and 80G registration certificates, as applicable.
5. Audited accounts for the last three financial years.
6. Documentary proof of at least two years of relevant work experience.
7. Work orders/completion certificates or experience certificates for similar projects, where available.
8. Details of the governing body/office bearers.
9. Authorization letter or resolution authorizing the signatory.
10. Self-declaration confirming the correctness of information furnished.
11. SUDA listing certificate or proof of local presence, where applicable.
12. Any other documents required under the official EOI document.

DECLARATION

I, _____, son/daughter of _____, holding the position of _____ in _____, hereby declare that the information furnished in this EOI and the accompanying documents is true and correct. I understand that any false information or misrepresentation may result in rejection of our application or other action as per applicable rules.

Place: _____
Date: _____

Signature of Authorized Signatory: _____

Name and Designation: _____

Official Seal of the Organization

Guidelines for Operation & Maintenance of Shelter for Urban Homeless Under DAY-NULM

❖ PUBLICITY OF INFORMATION

In order to ensure that the information about availability of Shelters for Urban Homeless reaches the ultimate beneficiaries, i.e. the targeted population, adequate publicity measures should be taken by the State/ULB on regular basis. Posters, banners, hoardings should be placed at all vantage points like railway station, bus stands, hospitals, parks, important market areas, etc. for wide publication of the location and facilities available in the shelter. Leaflets and the local newsletter should carry news about the shelters for wider dissemination.

Handholding of the homeless should also be done with the involvement of CBOs, NGOs, NSS etc. on regular basis so that the homeless people could be sensitized and encouraged to use the shelters.

❖ IDENTIFICATION AND RESCUE

i) Mandate of the scheme is not just to build a shelter but also to ensure that no one is deprived of a safe and secured roof over his/her head. Hence, it must be ensured by the ULBs and the agencies running the shelters that no homeless persons in the area sleeping under the sky. Agency running the shelter shall have the responsibility of identifying the homeless persons and also persuading them to come to the shelter.

ii) CBO, NGOs, and any other organization working for the cause of the urban homeless should be sensitized, trained and motivated to bring the homeless to the shelter.

iii) Infirm, sick, victims of crime, destitute, minor children and other vulnerable groups should be handled with extreme senility. They should be rescued from the streets.

iv) The agency should take the rescued sick person to the nearby hospital for medical treatment, if required.

v) During the process of rescue, local police should be informed. Simultaneously, Social Welfare Department; Women and Child welfare Department; or any other concerned department should be conducted to facilitate their stay and recovery in their specific homes which are equipped to deal with their specific needs.

❖ ADMISSION AND REPATRIATION

i) Counseling support to the inmates should be provided by the shelter Coordinator / Manager.
ii) Local police should be actively involved in tracing the family of the homeless whenever required.
III) If the homeless individuals is deserted from the family, then enquiry/ counseling session with the family should be arranged to explore the possibilities of immediate reintegration; after careful verification of documents available with the family. This should be done with active involvement of concerned welfare departments/police/NGOs/CBOs.

❖ **Shelter Management Committee (SMC)** : A Shelter Management Committee (SMC) will be formed in every city to oversee the monitoring of the homeless shelters. The Shelter Management Committee will comprise representatives from the relevant Government Departments, the urban local body, the district administration, the shelter operating organization and local civil society organizations working with the homeless, representatives from users of this service, activists/professionals from the social sector.

- Composition Format (Annexure-I)

❖ Selection of Shelter Operating Agency & Management

Process of Selection: The operations and management of the shelters can be undertaken by ULBs or identified by the ULBs such as:

i)NGOs and CBOs registered under the Societies Registration Act, 1860 and Trust Acts or other similar laws of the State Governments.

Ii) Self Help Groups/ Area Level Federation/ City Level Federation and committees recognized by the State Government /Urban Self Governments.

iii)Resident Welfare Associations

- **Agreement with Agency:** Model MoU has been attached with this Guideline.
- **Refundable Deposit from Agency:** Agency has to deposit a Bank Guarantee amount of Rs. 25000/- (Refundable) at the time of agreement.
- These agencies may also facilitate orientation, training and identification of shelter management staff.
- Capacity Building programme of the staff managing the shelter should be carried out to sensitise them towards the needs of the homeless so that they are able to empathise with their problems and are able to treat them with respect and dignity.

- Each shelter shall have the following minimum full time staff for looking after daily management, upkeep, cleanliness and discipline at the shelter:

  (i) One Manager (full time)

  (ii) 2 Caregivers (One must be Women) + 1 Security (Day & Night shift)

The staff may be engaged by the ULB or resourced through agencies/ institutions responsible for operating the shelters. For shelters with women inmates, minimum one woman caregiver should be given.

- The salary cost for the above positions can be included in O&M cost of the project. however if more staff is required, then the ULB / State Government may arrange for the funds from other sources.
- . Each shelters should prominently display the rights and responsibilities of the residents.
- Shelters will be a space for convergence and provisions of various entitlements of social security, food, education and health care systems. All homeless persons, in shelters should be given priority under various schemes, and government programmes. This responsibilities should be taken by Shelter Management Agency. An illustrative list where such convergence is desirable is given below:
  1. Identity Proof & Postal Address, Elector's Photo Identity Card (EPIC), etc.
  2. Old age, widows and disability pensions.
  3. BPL cards, PDS ration cards, etc.
  4. Bank or post office accounts.
  5. ICDS services.
  6. Admission to government schools.

• Rastriya Swasthya Bima Yojana, Pradhan Mantri Suraksha Bima Yojana,Pradhan Mantri Jeevan Jyoti Bima Yojana, Pradhan Mantri Jan Dhan Yojna etc.

- ULBs must ensure adequate supply of electricity and water, fire protection measures, as per the norms laid in the MOU.
- Pest and vector control, regular cleaning of blankets, mattresses and bed-sheets, and maintenance of other services must be done weekly basis. This has to be ensured by SUH Operational agency.

❖ Meals/Food

Efforts may also be made to tie up with such charitable, not-for-profit organization or any other Community Based Organization (CBO) which could provide free food for the inmates.

❖ Health And Hygiene

i) ULBs have to organize Health Camp on quarterly basis jointly with Local Hospitals.

❖ Meals/Food

Efforts may also be made to tie up with charitable, not-for-profit organization or any other Community Based Organization (CBO) which could provide free food for the inmates.

(*)A portion of O & M fund may be utilized for providing subsidized/ free of cost food to destitute / infirm / non-capable inmates as per the decision of Shelter Management Committee.

❖ Health And Hygiene

i) ULBs have to organize Health Camps on quarterly basis jointly with Local Hospitals.

ii) Agency engaged for O&M must be aware of the following diseases:

a) Communicable (Chicken Pox, Tuberculosis, Pneumonia, Diphtheria, Conjunctivitis, Scables, Common Cold etc.). For communicable diseases, the care givers should without delay inform the nearest facility.

b) Non-Communicable (heart diseases and stroke, chronic respiratory diseases, cancers etc.). For non- communicable diseases, the care givers should immediately act upon emergency occurrence and inform the nearest facility.

- Address and phone numbers of nearest hospitals and other health facilities should be retained with the Agency as well as posted on the entrance walls of the shelters.

iii) As per Swachh Bharat Mission motto, care givers should take initiatives for cleanliness drive along with the inmates for both the premises and also its surroundings.

❖ Records To Be Maintained

1. Register of inmates showing the details such as health status, skills, benefits provided to the Homeless.
2. Permanent Register showing assets created including furniture and other, infrastructure.
3. Stock Register for consumables and non-consumable items.
4. Attendance Register
5. Accounts/ Cash Book showing the expenditure (daily expenditure incurred, detailed vouchers and receipts for each transaction, i.e. the amounts received or released) for both fixed costs and variable costs etc.
6. Staff Attendance Register along with honorarium payment details.
7. Shelter Executive Committee/ Management Committee Meetings Register
8. Complaints and Suggestions Register.
9. Visitors book Register

❖ USER FEES

User fees, if any, will be levied with the objective of improving participation of the residents in operations of the shelter and would be modestly priced. The fund so collected could be utilised for maintenance of the facilities. The following will determine the norms and application of user fees by any implementing authority:

a) Nominal charges could be collected depending on the income levels of the urban homeless at rates ranging from 1/10 to 1/20 of their income. For those with no payment capacities, total exemption should be granted. b) Meals provided at the shelter must be fully subsidized for old, infirm, disabled women and men and all children. For other shelter residents, meals may be provided at subsidized costs as decided by the State/ULB. c) All residents will be encouraged to offer voluntary services for maintenance of shelter homes including mess facilities, cleanliness, etc. on rotation basis (e.g. half day service per person /week). These norms to be evolved by the shelter manager together with the shelter management committee.

❖ FUNDING PATTERN:

Sl.	Item	Quantity	Unit	Rate	Amount
				Rs.	Rs.
1	Annual Maintenance cost of Shelter				
i)	Electricity charges	12	Months	5000.00	60000.00
ii)	Maintenance of Plumbing & Electrical work	12	Months	500.00	6000.00
2	Annual Servicing Cost				
i)	Sweeping charges	12	Months	3000.00	36000.00
ii)	Replenishment of bedding	10%	of capital cost		12500.00
iii)	Replenishment of Kitchen equipment	10%	of capital cost		5000.00
3	Cost of providing free food for 10% of inmates who are old/infirm and cannot pay (50x365x10%)	1825	Days	100.00	182500.00
4	Staff Salary				
i)	Manager (full time)	12	Months	10000.00	120000.00
	Caregivers: 3 nos for 3 shifts of 8 hrs (including at least one female)	36	Months	5000.00	180000.00
				Total	**602000.00**
			Rupees Six Lakh Two Thousand Only		

❖ Quality Audit:

1. In addition, quality audit of operational shelters will be conducted at the shelter level on a quarterly basis. The audits are also expected to be conducted by a third party external evaluator.
2. Apart from that, social audit should be conducted at least once a year.

❖ MONITORING AND EVALUATION:

i) The Executive Committee (EC) at the Municipal Corporation / Municipalities formed under NULM will review and supervise overall functioning of the shelter participation with community representatives , Civil Society Organizations, line departments and Elected Representative etc.

ii) Shelter Management Committee (SMC), constituted at each Municipal Corporation / Municipality shall supervise the day-to-day functioning of the shelter. SMC will comprise of CIC (NULM)/ Assistant Engineer, Manager (Social Infrastructure) / Manager (SD & I) of CMMU, a Community Organiser, full time Manager looking after the shelter and a few nominated residents of the shelter.

iii) SMC shall frame Code Of Conduct for both staff and inmates besides clearly laying down responsibilities for the shelter inmates which after being approved by the Executive Committee (EC) shall be implemented meticulously and will be binding for all.

Shelter Management Committee (SMC)

i) MMIC/CIC in charge of NULM..... Chairman

ii) MMIC/ CIC in charge of Social Welfare..... Member

iii) City Mission Manager in Charge of Shelter..... Member

iv) CMOH or his representative .....Member

v) District Social Welfare Officer or his representative.....Member

vi) General Manager of District Industry Officer or his representative..... ...Member

vii) Officer in Charge Local Police Station.....Member

viii) Representative from the agency for O & M .....Member

ix) Two Inmates from inmates of SUH.....Member

x) Representative from the Civil Society.....Member

xi) City Project Officer .....Member Convenor

xii) Any Officials desire to Co-opt. .....Member

Code of Conduct:

This *Code of Conduct* is a set of behaviours to establish and specify relations between staff and shelter residents. Not all behaviours and circumstances can be foreseen. This Code is meant to give staff knowledge of appropriate behaviour between residents and staff. Any questionable situations that arise between staff and residents that do not seem to be covered in this code of conduct should be addressed with a superviser to obtain clarification and guidance.

1. Staff will always treat residents with respect and dignity. No guest should be a victim of verbal, emotional, or physical abuse by staff.
2. Staff will behave in accordance with all applicable safety policies and procedures. The safety of all residents and staff shall be held as the highest value.
3. Staff must refrain from alcohol or drug use while on duty. They should never come to work under the influence of alcohol or drugs.
4. Staff must refrain from any relationship with a resident that could be viewed as unprofessional. Inappropriate types of relationships include, but are not limited to:

    - Business relationships
    - Sale or use of drugs and alcohol
    - Gambling
    - Financial Assistance (acting as a payee or conservator)
    - Personal relationships outside of the work environment

5. Staff will always apply rules and regulations fairly and equitably to all residents.
6. Staff will not provide favours for, or accept favours from, residents.
7. Staff will never give or take money from a resident.
8. Staff will not use any language that is offensive or discriminatory.
9. Staff will dress in a way that reflects positively upon their role as professionals working in shelter or social services.
10. Staff will refrain from any communication with residents that may be interpreted as inappropriate and flirtatious, including improper jokes, self-disclosure, or touching.
11. When in doubt about any course of action or behaviour with residents, staff should consult their supervisor.

I, _____, have read and understood the Code of Conduct that is to be followed by all staff working in the shelter. I further understand that this code does not include all foreseeable circumstances that I may face in working with shelter residents, and that I will seek supervision anytime I have questions about appropriate or professional behaviour.

Name _____ Date _____

Do's And Don'ts

1. To Show Respect for Each and Every Resident:

1.1. Do welcome a resident when they come to the shelter. Make eye contact and greet them warmly with a smile.

1.2. Do introduce yourself when meeting a resident for the first time. Do this even before you ask them for their name at check in. It communicates that you are not just interested in getting their name for identification purposes, but also to know them as a person.

1.3. Do put the resident's needs above your own while on duty. Never make a resident wait for service when it isn't necessary. For instance, social conversations with other staff should stop when a resident needs assistance.

1.4. Don't wait for a resident to come to you. When you see a resident with an obvious need, whether it's an extra blanket, information, or the need to have someone to talk to, approach them with assistance. By anticipating a resident's needs you are showing them that they are important.

1.5. Don't use your power as a shelter employee to demean, humiliate, or judge a resident. Be aware of your status as a staff person.

1.6. Don't discuss a resident's business in public areas where other resident's may overhear. Provide privacy (whenever possible) for a resident to discuss sensitive information.

1.7. Do finish dealing with one resident's concerns or needs before attending to another's. This can be difficult because staffs are often pulled in many directions at once. However, by prioritizing needs and focusing on one resident at a time, staffs are actually able to use their time more efficiently.

1.8. Do show concern for a resident's personal belongings. When a resident enters a shelter, they usually have everything they own with them. Showing an understanding of the importance of these belongings to the resident communicates an overall sense of respect.

1.9. Do show tolerance for differences. These differences may include religious, spiritual, political, and cultural beliefs. For example, a resident who identifies as transgendered may wish you to call them something other than their legal name.

1.10. Don't blame or reprimand a resident in front of other residents. You may not always have the luxury of enforcing rules and regulations in private to a resident who is not compliant. By refraining from loud or obvious criticism of a resident in front of others, you maintain the dignity and cooperation of the resident.

1.11. Do treat all residents equally. It is common for a resident to ask you to bend a rule or for special treatment to meet their unique circumstance. Staffs need to be very careful when approaching this situation as they may appear to be showing favouritism.

Show respect to the residents. Model respect in your actions and you can watch it grow throughout the shelter. Shelter residents look to the staff for assistance and guidance. When guests see that staffs have respect for the shelter and its procedures, they are more likely to respect you and each other.

2. To Show Respect for the Institution, Policies and Procedures:

2.1. Do maintain a clean and orderly environment. Remember, the shelter is not only a workplace, it is someone's home.

2.2. Do treat your co-workers with respect. Try to keep personal conversations with other staff to a minimum when in a resident's presence. Never share personal information about other staff with residents.

2.3. Don't interrupt other staff's interactions with a resident. Unless there is urgent need, allow other staff to fully concentrate on the resident they are working with. If you must interrupt, do so respectfully. Say, "Excuse me, I am sorry to interrupt, but..."

2.4. Don't blame or "bad mouth" the institution, your co-workers, or supervisors in front of residents. When staffs have a complaint, criticism, or suggestion for improvement, they should address this in staff meetings or with their supervisors. When residents have complaints or criticisms of the facility or staff, listen and provide them with information on the appropriate means of filing a grievance or complaint.

2.5. Do follow policies and procedures consistently. Reinforce to residents that staff can be relied upon to carry out their duties, and enforce the rules and regulations of the facility in a consistent, competent, and fair manner.

3. To Take Responsibility for Your Professional Behaviour:

3.1. Do be aware of your professional limitations. Do not attempt resident interventions you are not trained or authorized to provide. Seek supervision if you are unsure about how to proceed or act in a situation.

3.2. Do take on self-improvement and educational activities. Take advantage of opportunities for training within the shelter system. Use these opportunities for professional development.

3.3. Don't blame others for your mistakes. Embrace your errors and take responsibility for correcting them. Staffs who are willing to learn from their mistakes can be model responsibility and trustworthiness for residents and other staff.

3.4. Don't lose control of your emotions in front of residents. Seek help from peers or your supervisor when you feel overwhelmed. It is not a sign of weakness to be emotionally affected by your work. By seeking help you are working to maintain balance in your professional behaviour.

3.5. Do pay attention to how you present yourself in your demeanour, dress, and hygiene. It is important that our own standards of behaviour, dress, and cleanliness be a model for residents. Check with your supervisor about the policies and procedures of appropriate attire in your work place.

3.6. Don't let your personal affairs interfere with your professional duties. Keeping a resident waiting while you finish a personal telephone call shows a lack interest and concern for that resident's needs.

Always use sensitivity and professionalism when talking or dealing with a resident. Whenever staffs work with a resident, they must keep the best interest of that resident in mind. Maintain a professional boundary, and don't let personal feelings or emotions affect the interaction.

4. To Take Responsibility for Professional Behaviour Toward Residents:

4.1. Don't take it personally. Even when a resident is in a blaming or angry mode, remind yourself that by not reacting emotionally you are able to better assess and respond.

4.2. Do know the policies and procedures of your facility. This knowledge allows you to be a resource for residents. When confronted with a question or situation where you do not know the answer, have a resource list or seek supervision to get the information you need.

4.3. Do enforce policies and procedures equally with all residents. You are more likely to gain the respect of residents who see your actions as fair and balanced than if you treat one resident differently from another.

4.4. Do know and live up to professional ethics and boundaries. Never ask for something such as money or services from a resident. Remember, you are there to serve the resident. They are not there to serve you.

4.5. Do your job even though no one is watching or reminding you. For example, staff may not be supervised during the late hours and this may provide temptation to skip rounds or bed-checks. However, a resident's sense of safety may depend on the idea that someone is checking the area where they sleep. Residents need to trust that staff are looking out for them and showing concern for their well-being--even while they sleep.

4.6. Don't promise a resident something you cannot deliver. If you make a commitment to a resident, even a small one, live up to it! Most residents have a difficult time trusting "the system." When they are promised something that is not fulfilled, it reinforces the idea that the system cannot be trusted. In those unavoidable instances when a commitment or service cannot be provided, do not try to make excuses or lay blame elsewhere. Take responsibility and apologize to the resident.

4.7. Do know emergency procedures and respond to a crisis situation immediately to ensure a resident's safety. It is the responsibility of every staff member to know their facility's emergency protocols. Know when to call a supervisor or outside help.

4.8. Don't let dangerous situations or interactions go unattended. A resident's feeling of safety determines whether or not they will use a shelter. If staff are aware of drug dealing, intimidation, or extortion they need to respond immediately to maintain the safety of residents and staff.

Consistent professional behaviour shows residents that the facility can be trusted to provide a safe haven, and offers resources to help them. Shelter work is not easy. Every day, staffs are confronted with difficult situations and often difficult residents. Keeping professional boundaries can be hard for staff who see the harsh realities facing many of their residents. That is why working as a team, supporting one another.