

**Appendix A:
Management Operations and Procedures**

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**CITY OF COSTA MESA
BRIDGE SHELTER
MANAGEMENT OPERATIONS AND
PROCEDURES**

DRAFT
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Table of Contents

SECTION I. PURPOSE & INTRODUCTION

SECTION II. SHELTER ADMINISTRATION

A. Program Description

1. *Population Served*
2. *Program Description*
3. *Services Provided*
4. *Coordinated Entry System Integration*
5. *Target Goals/Expected Outcomes*
6. *Program Layout*

B. Admission Criteria and Procedures

1. *Client Rules and Guidelines*
2. *Identification Requirements*
3. *Screening Requirements*
4. *Bed Reservation System*
5. *New Clients*
6. *Day Leave and Returning Clients*
7. *Hours of Operation*

C. Overflow Management

1. *Coordinated Service Delivery Plan*
2. *Overflow Policies*

D. Exit and Re-Admission

1. *Exit and Readmission Policies*
2. *Exit Procedures*

E. Case Manager Services Policy

1. *Documentation of Case Management Services and Data Security Policies*

F. Daytime Program Policies

G. Bridge Shelter Program Policies

1. *Bridge Shelter Clients*
2. *Lead Agency Protocols*
3. *Requirements for Service Provider Partners*

H. Good Neighbor Policy - Community Coordination and Communication

1. *Communication and Coordination with Neighborhood, Businesses and Public*
2. *Communication and Coordination with Local Police and Fire Departments*
3. *Communication and Coordination with City, County, and Service Providers*
4. *Policies for Community Involvement*
5. *Policies for Neighborhood Patrol*

I. Shelter Advisory Boards

1. *Composition of Boards*
2. *Meeting Schedule*

3. *Accountability and Grievance Process and Policies*

J. Safety Policies

1. *Facility Maintenance*
2. *Fire and Earthquake Safety*
3. *Fire Prevention Procedures*
4. *Fire Drills and Documentation*
5. *Fire Inspections and Extinguishers*
6. *Earthquake Safety*

K. Security Plan

1. *Eligibility Screening*
2. *Secured Entrances*
3. *On-site Security Personnel*
4. *Security Alarms and Cameras*
5. *Security Lighting*
6. *Loitering Policy*
7. *De-escalating Conflicts*
8. *Entrance and Exit Procedures*
9. *Policy Regarding Storage Of Client's Possessions*
10. *Policy Pertaining To Authorized/Unauthorized Search Of Clients' Property By Staff*
11. *Policy on Possession of Weapons On-Site*
12. *Procedure for Contacting Police*

L. Health Policies

1. *Housekeeping Policy*
2. *Pet and Service Animal Policies*
3. *Possession and Use of Controlled Substances*
4. *Policy for Drug Possession*
5. *Security, Use and Access of Prescription Medications*
6. *Client Use of Over-The-Counter Medications*
7. *Client Access to Emergency and Medical Care*
8. *First Aid Equipment, Supplies and Procedures*
9. *Policies & Procedures for Disease Prevention*

M. Food Policies

1. *Provision of Nutritional Needs of Clients*
2. *Provisions for the Sanitary Storage and Preparation of Food*

N. Transportation Policies

1. *Transportation Flow On and Off Property*
2. *Pedestrian Traffic*
3. *Bicycle Traffic and Parking*
4. *Bus and Shuttle Transportation Services*
5. *Personal Vehicle Transportation and Parking*
6. *Staff Transportation of Clients*
7. *Transportation Policies for Bridge Shelter Clients*
8. *Delivery of Shelter Goods and Community Donations*

O. Financial Policies

1. *Financial Requests from Clients*

2. *Client Possessions and Funds*
3. *Annual Outside Audit*
4. *Financial Reports Review*

P. Legal Policies

1. *Policy for Compliance with Local Laws*
2. *Policy for Compliance with Labor Laws*

Q. Non-Discrimination Policies

1. *Policy for Compliance with Americans with Disabilities Act*
2. *Gender-Specific Programming Policy*
3. *Sexual Harassment Policy*
4. *Policy Regarding Sex Offenders*

R. Confidentiality Policies

1. *Personal Confidentiality*
2. *Database Confidentiality Policies*
3. *Exceptions to the Confidentiality Policy*

S. Grievance Policies

1. *Receiving and Posting*
2. *Meeting with Staff*
3. *Whistleblower Policy*

SECTION III. STAFFING AND MANAGEMENT PLAN

A. Staff Policies

1. *Hiring Policy*
2. *Screening Procedure*
3. *Acceptance Procedure*
4. *Staffing Policies for Safe Humane Environment*

B. Policies for Staff Training

1. *Emergency Procedures - Evacuation, First Aid, and CPR, 911 Reporting*
2. *Safety Conduct - Prevention of Abuse, Crisis Intervention, Conflict Resolution*
3. *Appropriate Behavior for Dignity and Respect*
4. *Communication*
5. *Resources and Referrals*
6. *Mental Health and Addiction Skills*
7. *Self - Care*
8. *Annual Staff Evaluation and Training Plan*
9. *Documentation of Staff Training*

C. Volunteer Policies

1. *Selection, Screening, and Background Checks*
2. *Orientation and Training*
3. *Identifiable Lines of Authority*
4. *Descriptions of Volunteer Tasks*

D. Fund Development Strategies

SECTION V. ATTACHMENTS

A. Job Descriptions

B. Shelter Client Rules

C. Volunteer Policies

SECTION I. PURPOSE & INTRODUCTION

The purpose of the Management Operations and Procedures Plan (“Plan”) is to provide best practices for the Costa Mesa Bridge Shelter. The Plan may also be used to promote open communication between community stakeholders and to help facilitate a better understanding of the Bridge Shelter in Costa Mesa.

Establishing a year-round bridge shelter will meet critical needs amongst some of the most vulnerable people on our streets and in our neighborhoods, while also addressing a pressing social issue that is deeply impacting local businesses and community members.

The Plan identifies emergency shelter services for homeless persons and best practices to maintain a safe and healthy environment for shelter clients and the community at large. The overall purpose of the program is to connect homeless persons to permanent housing opportunities and resources to maintain housing stability and self-sufficiency. Goals and guidelines of the Plan align to national standards of The HEARTH Act (2009) as well as those of the Orange County Ten Year Plan to End Homelessness (2012) and the Orange County Commission to End Homelessness.

SECTION II. SHELTER ADMINISTRATION

A. Program Description

1. *Population Served*

Bridge Shelter and Services

The proposed program will serve up-to 50 shelter clients at any given time while providing access to a range of programs and supportive services at the Bridge Shelter. To ensure that the shelter will meet the needs of the community in serving chronic and vulnerable homeless people, clients will be admitted with minimal, “low-threshold” requirements so that chronic and vulnerable homeless people can easily enter and remain in shelter until they can find permanent housing.

Those accessing the Bridge Shelter will include homeless single men and single women, age 18+. Special, alternate accommodations will be made for families who are experiencing homelessness.

Each client will be screened for sex offender, arsonist and active felony warrant status before admission (screening will take place prior to arrival at the facility, as part of the bed reservation system), as detailed in the “Admission Criteria and Procedures” section of this document.

Bridge Housing Shelter Provision of Services

All Bridge Shelter clients will have access to, and will be encouraged to, participate in services provided through the Bridge Shelter, the Shelter Operator, and the City of Costa Mesa. The City’s contracted professional shelter operator, will be responsible for coordination of on-site partner agencies and will work closely with City Case Manager staff to coordinate any service appointments with onsite providers. Case Managers will be responsible for coordinating additional outside appointments necessary for their assigned shelter clients to achieve goals established in their housing plan.

2. *Program Description*

The Bridge Shelter is designed to provide safe shelter, basic needs, and access to support to move individuals out of homelessness and into permanent housing opportunities.

Access to Safe Shelter

The Bridge Shelter will accommodate indoor, overnight sleeping for up-to 50 individuals per evening. Operations at the Bridge Shelter are provided 24 hours a day, seven days a week, 365 days per year. In order to decrease the impact to the surrounding neighborhood, access to bed availability will be handled through a reservation-based system. No walk-ins/outs for the Bridge Shelter, or services, will be

permitted.

The Shelter Operator will provide on-site staff to track daily bed inventory and communicate daily bed vacancies to City Outreach staff, Costa Mesa Police Department (CMPD) and/or Costa Mesa Fire Department (CMFD) upon request. Additionally, up to five vacant beds will be held until 10pm each night to prioritize referrals from local police and/or for emergency or special situations, on a first come/first served basis. Bed reservations will give preference to Costa Mesa Homeless Residents. Should additional beds be available, non-residents may be eligible to receive a bed reservation.

Only City of Costa Mesa outreach staff and contractors, CMPD and CMFD can refer individuals to open beds at the Bridge Shelter. Shelter Operator staff will keep a comprehensive log detailing bed reservation as well as other relevant information. City outreach and/or public safety staff will be responsible for the initial call-in information, while the Shelter Operator (Mercy House) staff will note actions which occurred after the original reservation is made.

It will be imperative for the Shelter Operator to keep a comprehensive tracking sheet which will note the following information:

- Date
- Time
- Client name called in
- Reservation (y/n)
- Declined (y/n)
- Arrival of client (y/n)
- No beds available

The Shelter Operator will utilize a web-based information management system, which will contain the aforementioned real time information and serve as a centralized communication system for both City staff and the Shelter Operator.

Length of Stay

Consistent with national best practices and trends, the goal for length of stay should be 30 days or less; however, there is no set maximum length of stay. When a client has been a guest of the shelter for more than 180 days, they will be reviewed for an additional stay period every 30 days, ensuring each client is supporting their progress toward housing stabilization. If a client exceeds these 30 days, an intensified housing location and exit plan strategies will be implemented. The program is designed to provide this support until a housing option becomes available. However, at any time a client may be exited from the shelter for safety or continual shelter violations as outlined in the "Exit and Readmission Policies". Additionally, The Shelter Operator will maintain a report to account for clients with lengths of stay exceeding 30 days

and reasons why.

Sleeping Areas

Beds will consist of single and/or bunk beds. Each client will be assigned a bed and bedding for the length of their stay. Space will be divided to allow for separate sleeping areas for both men and women.

Flexible sleeping space may also be provided for transgender populations, those dealing with illness or in recuperative care, or for other special needs populations. Dormitory rooms may be closed from 12pm-4pm daily for necessary cleaning.

Meals

Breakfast, lunch, dinner and snacks will be provided for all clients daily, in a central dining area.

Hygiene Facilities

Hygiene facilities will be provided onsite for all clients. These will include restrooms, showers and laundry facilities. Clients will be encouraged to utilize these facilities as daily resources. Toiletries will be provided by the Shelter Operator to clients as needed. Accessible restrooms and showers are also provided onsite.

Transportation

No walk-up clients will receive Bridge Shelter access. New clients and returning clients will receive direct transportation to and from the shelter daily. Dates and times for daily pick-ups are outlined in the "Transportation Policies. "It is recommended that there be a minimum of three (3) designated locations that provide ample geographic range for those seeking shelter services in Costa Mesa, while also taking into consideration community impact and safety considerations. Locations will be selected by the host city/police department and/or in collaboration with neighboring police departments. The Shelter Operator will not drop-off/pick-up other than at agreed upon locations. Current established locations include: SOS at 1540-1550 Superior and The Crossings Church at 2115 Newport Boulevard. The City of Costa Mesa reserves the right to change shuttle locations as Bridge Shelter demands change.

Security

The Shelter Operator will follow policies and procedures that promote utmost safety for clients, staff, volunteers, and the community. The Shelter Operator will also strive to provide an atmosphere that promotes community, stays alert for signs of conflict, and confronts harmful behaviors before they escalate. The security plan will include a multi-faceted approach involving screening for sex offenders, registered arsonists and felons with open warrants; secured entrances; security searches upon entrance; confiscation of harmful contraband; trained security personnel providing around-the-clock indoor and outdoor coverage; security alarms, cameras and lighting. Other

program elements that will support security efforts include no walk-ups and no loitering policies.

Storage

All clients will have access to personal storage space. Each client bed will have a small storage locker for personal valuables. A limited number of outdoor storage bins will be available to clients through a reservation process. Additionally, a refrigerated storage area will be available to clients with medication needs, with the assistance of shelter staff.

Case Management Services

Upon entering the shelter, each client will be assigned to a case manager. The primary function of the case manager is to work side-by-side with the client to create a pathway toward permanent housing opportunities, with the ultimate goal of ending their homelessness. Additionally, the case manager is to provide resources and support to the client during their stay, including encouragement to access any and all services provided at the Bridge Shelter. The case manager will ensure that all clients are entered into the Coordinated Entry System, as the first line of housing engagement.

Together, the case manager and the client will complete a Housing Plan which will guide their efforts toward securing permanent housing opportunities. Meeting weekly, the case manager will document the client's progress towards actions outlined in the Housing Plan.

Upon initial intake, the Shelter Operator intake coordinator will ensure each client has been entered into the County Homeless Management Information System (HMIS) and review all shelter guidelines for the Bridge Shelter.

Daytime Program Activities

As a 24-hour Bridge Shelter Program, the Shelter Operator will encourage all clients to stay on-site during the day and to take advantage of the on-site services provided to them during the daytime. Daytime program activities include but are not limited to, the following:

- Full access to service providers through appointments made at the Bridge Shelter
- Life skills classes and workshops
- Indoor and outdoor recreational activities
- Access to onsite computer lab and study area

3. **Services Provided**

The Bridge Shelter should incorporate a combination of basic needs services, as well as supportive services aimed at creating pathways into housing.

Based on the work completed by the Commission to End Homelessness Implementation Group 2 in May 2013, the Bridge Shelter should include at a minimum the following *baseline services* (in ranked priority):

Service	Location	Provided by Shelter Operator or Service Partner(s)
1. Intake/Assessment/Case Management/Housing Navigation	Bridge Shelter Program	City of Costa Mesa Staff
2. Crisis Evaluation – Mental Health	Bridge Shelter Program	Mental Health Partner
3. On Site Centralized Intake/HMIS	Bridge Shelter Program	Shelter Operator
4. Domestic Violence Services	Bridge Shelter	Domestic Violence Partner
5. Beds on Site	Bridge Shelter Program	Shelter Operator
6. Health Clinic	Off-Site - Temp Bridge Shelter	FQHC Provider Partner
7. Transportation Services and Assistance	Bridge Shelter/ Bridge Shelter	Shelter Operator/ Service Partner
8. Computers/Email	Bridge Shelter Program	Shelter Operator
9. Security	Bridge Shelter Program	Shelter Operator
10. Meals/Food	Bridge Shelter Program	Shelter Operator/Volunteers
11. Parking	Bridge Shelter Program	Shelter Operator
12. Homeless Prevention/Diversion Assistance	Bridge Shelter	City of Costa Mesa/Mercy house
13. Drug and Alcohol Treatment (on/off site)	Bridge Shelter/ Off-Site	Service Partner
14. Crisis Evaluation – Referral Plan	Bridge Shelter Program	City of Costa Mesa
15. Services for Children	Not applicable	Not applicable
16. Commissary/Dining Hall	Bridge Shelter Program	Shelter Operator
17. 211 (off site)	Off-Site	Service Partner
18. Employment/Job Placement	Bridge Shelter	Service Partner
19. Substance Abuse Treatment (on/off site)	Bridge Shelter/ Off-Site & On-Site	Service Partner
20. Mental Health Treatment (on/off)	Bridge Shelter/ Off-Site & On-Site	FQHC Provider Partner
21. Laundry	Bridge Shelter Program	Shelter Operator

22. Storage (on/off)	Bridge Shelter Program	Shelter Operator
23. Information and Referral services (on/off site)	Bridge Shelter/ Off-Site and On-Site	Shelter Operator/ Service Partner

It is also recommended that in addition to the baseline services recommended, the following services are considered in the design and implementation of the Bridge Shelter:

Service	Location	Provided by Shelter Operator or Service Partner(s)
1. Recuperative Care Beds and Services	Off-Site	FQHC Provider
2. Recreational Activities	Bridge Shelter	Shelter Operator/ Volunteer
3. Pet Kennel and Services	Bridge Shelter	Shelter Operator/Service Partner
4. Clothing Donation and Distribution	Bridge Shelter	Shelter Operator/ Volunteer
5. Electronic Charging Stations	Bridge Shelter	Shelter Operator
6. Bike Repair Services	Bridge Shelter	Service Partner
7. Police Substation	Off-Site	Shelter Operator/ Police Dept.
8. Hair Salon and Services	Bridge Shelter	Shelter Operator/ Volunteer

4. **Coordinated Entry System Integration**

The Shelter Operator will include in its staffing plan designated staff to conduct Diversion screening and prevent those with other resources from entering the homeless shelter system. Additional staff will be trained to complete on-site VI-SPDAT assessments. Case managers will also assist Bridge Shelter clients in obtaining the necessary documentation to move forward in their housing connection process, once matched to permanent housing opportunities by the Coordinated Entry Module.

5. **Target Goals/Expected Outcomes**

The target goals and expected outcomes for the Bridge Shelter will adhere to guidelines and expectations set forth by the U.S. Department of Housing and Urban Development's HEARTH Act as well as the Orange County Ten Year Plan to End Homelessness.

The Bridge Shelter should not be regarded as a singular program(s) but should provide support to the entire Orange County Continuum of Care (CoC), helping to move the system towards higher a level of system performance, a reduction in the number of persons who experience homelessness in our community and an increase in access to housing opportunities for chronically homeless individuals utilizing Bridge Shelter

services. The Costa Mesa Bridge Shelter will offer preferences to Costa Mesa homeless residents who have long-term ties to the community, including other relevant criteria such as level of vulnerability, frequent user of services, and seniors 60 and older.

Indicators for measuring effective system performance should include the following key considerations:

- a. Reduction in Clients Experiencing Homelessness for the First Time:
Are fewer people experiencing homelessness for the first-time? Are only persons who have no safe, appropriate housing option being admitted to shelter?
- b. Overall Reduction in Number of Persons Who Experience Homelessness:
Are overall rates of homelessness declining? Is street homelessness declining? Is chronic homelessness declining?
- c. Reduction in the Length of Time Persons Experience Homelessness:
Do people stay homeless for shorter periods of time? A reasonably short length of time homeless indicates system and program success in rapidly re-housing persons who are homeless. It can also indicate efficiency related to turnover of beds which is essential to meet system demand for Bridge Shelter Program.
- d. Successful Resolution of Housing/Homeless Crisis:
Do people resolve their housing/homeless crisis successfully by maintaining/obtaining permanent housing? Are people successfully connected to community-based supports?
- e. Reduction in Recidivism (subsequent return to homelessness):
Are repeat occurrences of homelessness avoided or declining?

The Shelter Provider will work in cooperation with the Orange County Commission to End Homelessness and the Emergency/Transitional Shelter Implementation Group to set community benchmarks and multi-year goals to measure successful program implementation for the Year-Round Shelter and Bridge Shelter.



FLEXIBLE RESOURCES, DATA-DRIVEN SOLUTIONS:
USING HMIS AND HEARTH TO END HOMELESSNESS

Example CoC 3 Year Goals

- Decrease PIT count by 30% overall (once consistent methodology used)
- Increase emergency shelter diversions to 20%
- Reduce length of time homeless to 30 days
- Increase income of assisted households by 25%
- Increase permanent housing exits to 70%
- Reduce recidivism to 5%

Source: "The U.S. Department of Housing and Urban Development, Office of Community Planning and Development, "Performance Measurement of Homeless Systems"

6. **Program Layout**

- Sleeping Dormitory Area with separation between men and women;
- Medical/First Aid Area
- Dining/Commons area
- Security office
- Case management office
- Administrative office
- Intake and Entry Area
- Kitchen
- Shower Areas
- Outdoor Recreational and Facilities Areas
- Outdoor Pet Kennel Area

B. Admission Criteria and Procedures

1. Client Rules and Guidelines

A prospective client must be able to perform all aspects of their care meeting their Activities of Daily Living (ADLs), follow all Bridge Shelter rules and maintain appropriate behavior with consideration for all other clients of the shelter. All clients must review and sign a copy of the "Shelter Rules" document prior to entry (Attachments B and C). Intake staff and City case managers will assist any and all clients who may have difficulty understanding or reviewing the rules. ADL medical exceptions can only be made by the City of Costa Mesa Community Services Director or his designee.

2. Identification Requirements

A form of official identification is required, such as a shelter-issued ID card, to verify identity; however, a client will not be denied access to shelter services without one, so long as their reservation is verified by Shelter Operation staff. Case managers will assist clients in obtaining a California ID, providing each client with a no-cost ID voucher.

Additionally, all Bridge Shelter clients will receive a shelter-specific identification card upon entering the shelter that will be used for readmission during the duration of their stay. Shelter ID components include a photograph, name and other identifying information

3. Screening Requirements

No person validated on the sex offender registry (Megan's Law) will be allowed to access the Bridge Shelter property (screening will take place prior to the arrival at the facility as part of the bed reservation system). Additionally, no felons with open warrants will be allowed to access the bridge shelter property or individuals identified as register arsonist. This screening process will be vetted through the City of Costa Mesa Police Department upon entry to the Bridge Shelter.

4. Bed Reservation System

To minimize neighborhood impact, all clients seeking to access the Bridge Shelter and services will do so through the designated Intake and Bed Reservation Hotline ("hotline").

A client interested in shelter will need to be vetted by City of Costa Mesa Outreach or City of Costa Mesa Public Safety personnel. Clients will be screened for diversion and/or homeless prevention services, utilizing the Coordinated Entry System Diversion and Homeless Prevention Questionnaire. If they have an alternate, habitable location where they may stay, they will be diverted from occupying a shelter bed until their resources have been exhausted.

Clients meeting eligibility requirements will be assigned a bed reservation number and given instructions on transportation options and designated arrival time by the Shelter Operator intake staff.

The Shelter Operator is required to manage and update daily, a designated system for capturing bed inventory, reservations and vacancies, 2-5 shelter beds will be held each night to allow for referrals from local police department and other emergency and/or qualified situations. Shelter Operator staff is also charged with recording excused versus unexcused absences and recording client exits after 2 consecutive unexcused absences in 30 days. By 9am each morning, a new excel spreadsheet should be prepared by Shelter Operator staff noting current beds available, current list of excused versus unexcused absences, and an exit tracking log. These tracking logs will be reviewed by City staff at a minimum of once per week to ensure that there is an internal checks and balances to this transient population.

5. *New Clients Entering the Costa Mesa Bridge Shelter*

New clients will be screened using the phone intake system and provided a reservation number, bus and/or shuttle pick up time and location.

Beds will be assigned based on availability and eligibility results. Outreach staff and CMPD will ask the potential client if they are able to access a top bunk bed prior to calling the intake line. The Shelter Operator intake staff will check the bed log before assigning the new bed to ensure that an appropriate one exists.

As instructed, new clients should arrive at the designated bus and/or shuttle pick up location or at the shelter through their own transportation, by 7:00 PM each night if they have been approved. Those who do not arrive at the designated time without communicating previous arrangements will forfeit their bed for the night.

Those who do not receive a bed during first bed assignments or miss their scheduled shuttle time, will need to contact the City of Costa Mesa outreach team for initial entry or re-entry to the Costa Mesa Bridge Shelter. If it is after hours, the individual can call the public shelter bed line or other City shelter staff to enquire as to bed availability. City Staff will then reach out to the Shelter Operator intake staff to see if the beds remain reserved. If the client knows ahead of time that he will not be returning to the shelter in the evening, he should call his case manager within standard working hours or leave a detailed message with his name and reason for an excused absence on their voicemail.

A security guard will be assigned to each bus and/or shuttle pick up location with a list of eligible new clients, which have been prescreened for sex offender or active felony warrants. The bus will transport clients directly to the Bridge Shelter site. Security will be in place at the shuttle stop a half hour before and a half hour after the shuttle leaves.

Clients will not be allowed to loiter in the neighborhood surrounding the Bridge Shelter facility or the bus and/or shuttle pick up locations at any time. There will be strict enforcement of shelter client contract rules which could result in a permanent exit from the facility if not followed. Drop-off/pick-up locations are an extension of the shelter; therefore, any violation such as loitering, constitutes a violation of the shelter rules which will be strictly enforced. Operator/Security will conduct random daily

checks of ½ mile radius to shelter and drop-off/pick-up locations to enforce shelter rules and avoid loitering and homeless congregations.

Upon arrival, clients are required to go through a security screening process and work with an Intake Coordinator to be informed of rules and regulations of the Bridge Shelter Program, complete necessary intake paperwork and obtain a shelter ID card.

6. Day Leave and Returning Clients

Two morning shuttles will be available to clients (6am and 9am) who have a desire to leave the facility during the earlier part of the day for employment or personal appointments. Two afternoon shuttles will be available to clients (noon and 4pm) who desire to leave the facility during the afternoon part of the day for employment or personal appointments.

Clients who leave the program during the day may return on any later shuttle, but no later than the final 7pm time to ensure that their beds remain claimed. Clients will inform their case manager or shelter bed reservation staff member to ensure their bed reservation is saved.

Clients arriving later than 7pm for special circumstances such as employment or discharge from the hospital, must communicate with their case manager their anticipated arrival time. No client will be allowed into the shelter after 10pm, unless their reason was found to be valid and approved by their case manager and/or the shelter bed reservation staff member. Failure to communicate this could result in forfeiture of their bed reservation and subject to “Readmission Policy” protocols

Clients who are unable to meet the final 7pm shuttle schedule must arrange alternate transportation, i.e. taxi, Uber or alternate vehicle to the shelter site, as no later pickups will be provided.

7. Hours of Operation

The Bridge Shelter is open 24 hours, 365 days per year. These hours of operation will be in effect seven days per week, every week regardless of holidays or weather.

5:00 AM	Early Wake Up Call
5:30 AM-8:00 AM	Breakfast served
6:00AM	First bus/shuttle for morning drop-offs
6:00 AM	Commons Area Open
6:00 AM-10:00 PM	Pet Kennel area open
7:00 AM	Second Wake Up Call
10:00 AM	Second (final) bus/shuttle for morning drop-offs

10:00 AM- 4:00 PM	Computer/Technology Lab open (by appt only)
11:30 AM-1:30 PM	Lunch served
3:00 PM-4:00 PM	Snack served
4:00 PM	First bus/shuttle for evening pick- ups
6:00 PM-8:00 PM	Dinner served
7:00-7:30 PM	Second bus/shuttle for evening pick- ups
10:00 PM-6:00 AM	Lights Out in Sleeping Area

C. Overflow Management

1. ***Coordinated Service Delivery Plan***

It is anticipated that in the early stages of operation for the Bridge Shelter needs and demands will outweigh the capacity of the 50 bed Bridge Shelter Program. Therefore, it is imperative that a Coordinated Service Delivery Plan be implemented that includes coordination of the following diversion and redirection strategies:

a. Homeless Diversion

The City of Costa Mesa Outreach staff will screen for Homeless Diversion prior to entry. The Shelter Operator will again review with the client potential Homeless Diversion services at intake to ensure that those with alternative resources will not be accessing the homeless system. Both City of Costa Mesa Outreach and the Shelter Operator will either provide themselves or partner with an agency that can offer successful diversion assistance.

b. Coordination with Family Bridge Shelter

The Shelter Operator will work with these countywide family shelter operators to redirect families seeking shelter at the Costa Mesa Bridge Shelter. If no family shelter vacancies are available, the City of Costa Mesa Outreach team will work with families in need by assisting them in seeking alternate shelter until such family programs becomes available.

c. Coordination with Transitional and Bridge Housing Providers

The City Case Managers will work with service providers with current transitional and/or bridge housing vacancies. This form of housing will be utilized by returning clients who have been matched with a housing opportunity and will soon move into permanent housing. This strategy will increase the Bridge Shelter bed turnover rate as clients are successfully matched to alternate housing opportunities.

d. Coordination with Other Bridge Shelter Providers

The City of Costa Mesa Case Managers/Outreach will partner with other emergency shelter program providers to redirect overflow to any additional shelter beds that may be available in the County. Case Managers will re-direct clients to shelter providers based on the client's community of origin.

2. ***Overflow Policies***

The Bed Reservation System is designed to prevent and minimize overflow and capacity issues for the bridge shelter. A daily bed utilization count will ensure that the 50-bed capacity will be fulfilled each evening, as need for beds persist.

In the event of a community-wide natural disaster or in extreme weather situations deemed so by state, county, or city authority, the shelter will maintain a "no walk-up" policy. However, the following option could be utilized by the Operator:

- Utilize alternative locations (churches) for additional beds that may accommodate homeless without a bed reservation during inclement weather or disaster. During inclement weather, 15 additional temporary beds may be provided to those in need with the individuals to exit the next day without being a part of the formal Bridge Shelter Program. These individuals will not sleep in the same common area of the Bridge Shelter guests who are part of the program.

D. Exit and Re-Admission

1. ***Exit and Readmission Policies***

Clients will be considered to have exited the program when they voluntarily leave or are exited from the shelter for safety or continual shelter violations, or find alternate housing.

When a client exits of their own volition or is exited for shelter violations, the client may contact the admission hotline to screen for readmission eligibility after the time designated by staff (30 days; with approved exceptions made by the Neighborhood Improvement Manager for medical/mental health and extenuating circumstances).

Length of exit for safety violations will depend on the severity of the infraction.

The Shelter Operator and City of Costa Mesa staff should be balanced in their approach to program exits and readmission policies, as it pertains to rule violations and infractions. Such policies should include considerations to maintain a safe and effective facility; safety for clients, volunteers, staff and the surrounding neighborhood; as well as demonstrate compassion toward homeless individuals who face increasingly vulnerable situations if forced to exit from a shelter situation to places not suitable for human habitation. No client shall be exited without review by the Neighborhood Improvement Manager and/or her

designee. Additionally, shelter staff will keep logs of “excused” versus “unexcused” absences to avoid unnecessary exits. Only case managers and/or Neighborhood Improvement Manager and/or her designee can approve excused absences. These excused absences will be promptly reported to shelter staff so that they are notated in appropriate logs.

It is recommended that infractions will be subdivided in a multi-tiered system based on the perceived impact of the infraction. Consequences for each tier level should be fitting and just for the level of the infraction and its perceived impact on the wellbeing of stakeholders.

As an example, a Tier 1 level may include “Basic Program Guideline Infractions” such as smoking in the bathrooms, not leaving sleeping area on time in the morning, cutting in line, etc. Tier 2 may include “moderate infractions” such as possessing alcohol on site, client fighting (minor scuffles), disrespect toward volunteers, etc.

For disobedience of rules in Tier 1 and Tier 2 levels, there will be increasing enforcement actions including verbal warnings and write-ups. After a compounded number of infractions in these tier levels, a client may be asked to leave and staff will determine and give them the designated time line for which they can be readmitted. Infractions at the Tier 3 level would be considered “major infractions” that include illegal drug use or possession, violent attacks/fights, possession of weapons, etc. The Shelter Operator maintains a zero-tolerance policy towards criminal activity including, but not limited to: violence & sexual misconduct, as well as drugs and medications used or possessed beyond the scope permitted in the “Health Policies”. These behaviors, when substantiated, are punishable by immediate expulsion upon first offense and a *minimum of 30 days* expulsion prior to readmission.

Clients who use the facility, programs, and services in violation of a specific rule will be obliged to adhere to those consequences. The consequences may also be subject to intervention by law enforcement, and if necessary, prosecution up to the limit of the law.

2. Exit Procedures

When a client is asked to exit due to disobedience of rules, violence, or criminal activity, security will escort the person off the property and be transported to a self-directed location, out of the surrounding area.

E. Case Manager Services Policy

Upon entering the shelter, each client will be assigned to a Case Manager. The primary function of the Case Manager is to work side-by-side with the client to create a pathway toward permanent housing opportunities, with the ultimate goal of ending their homelessness. The time frame is open-ended; however, the shelter guest will be on a strict housing plan schedule, meeting with their Case Manager on a weekly basis. Additionally, the Case Manager is to provide resources and support to the client during their stay, including encouragement to access any and all services provided at the Bridge Shelter.

The Case Manager will ensure that all clients have a complete assessment and are entered

into the Coordinated Entry system, as the first line of housing engagement. However, this will not be their only housing plan option. The case manager will continue to seek other housing opportunities, which could also include diversion services.

Case Managers will assist Bridge Shelter clients with obtaining the necessary documentation such as: California Identification, Social Security card or Birth Certification to move forward in their housing connection process, once matched to permanent housing opportunities.

Together the Case Manager and the client will complete a Housing Plan which will guide their efforts toward securing permanent housing opportunities. Meeting weekly, the Case Manager will document the client's progress towards actions outlined in the Housing Plan. Additionally, Case Managers will work with clients to provide referrals to services in the Bridge Shelter or any community referrals as necessary.

1. *Documentation of Case Management Services and Data Security Policies*

Shelter Operator logistical staff, upon client entry, will enter the new shelter guest into HMIS database. Once completed, a warm hand off will be provided to the guest's City Case Manager. Case Managers will keep case notes updated with each contact in the City of Costa Mesa database. The database will track the resources and referrals given, support rendered, and any infractions the client may accrue. Outcomes are recorded at exit and throughout participation in the program. When the client is exited from the Bridge Shelter program, the Shelter Operator logistic staff will update HMIS with their current status. Upon training and approval, City of Costa Mesa case management staff will enter and update HMIS database, when appropriate.

Paper files will be stored in a secure, locked location in the City Case Managers' office, which can only be accessible by necessary shelter staff.

The Shelter Operator will use HMIS as its primary database and ensure that every client completes and signs an Orange County HMIS Client Consent Form upon entry into the program. Intake Specialists will ensure collection of all HUD Data standards as required by the HMIS system.

The Shelter Operator will have a policy restricting computer access records and client information to authorized staff. All database and HMIS access will require passwords by authorized users.

Disclosure of client information to other social service agencies may be permitted only with the client's written consent. Disclosure of records relating to clients may be released without client consent in certain circumstances, as required by law.

F. Daytime Program Policies

Clients that are participating in the Bridge Shelter may, but are not required to, leave the facility during the day. The Shelter Operator will make every good-faith effort to

encourage all clients to stay on-site during the day and to take advantage of the on-site services provided to them during the daytime. Access to bed areas will be limited throughout the day to encourage clients to become active participants of the Bridge Shelter Program.

Two morning shuttle times will be available to clients who desire to leave the facility for work or personal appointments using the Bridge Shelter transportation services.

If not utilizing the morning transportation services, clients are encouraged to stay at the facility. Clients will have access to daytime services through the Bridge Shelter's partner organizations and will be able to meet with their assigned Case Manager on a weekly basis. They will also have access to activities provided by shelter staff and volunteer organizations. Clients are welcome to use the facility's recreational areas, lounge, computer lab, and designated outdoor spaces.

G. Bridge Shelter Program Policies

1. Bridge Shelter Clients

Access to the Bridge Shelter will be limited to homeless clients of the Bridge Shelter Program. Transportation to and from the Bridge Shelter for these clients must be provided and coordinated by the shelter staff and/or service partner organizations.

As with Bridge Shelter clients, Bridge Shelter clients are expected to follow all Bridge Shelter rules and maintain appropriate behavior with consideration for all other clients of the shelter. Rules of the Bridge Shelter will prominently be displayed in lobby waiting areas. Those in violation of these rules will be exited from the site, suspended or terminated from receiving services depending on the severity of the offense.

2. Lead Agency Protocols

The role of the Shelter Operator is not to provide all of the supportive services offered at the Bridge Shelter but to recruit and manage a group of partner agencies specialized in providing an array of supportive services beneficial to Bridge Shelter clients and other homeless populations.

The Shelter Operator will include in its staffing plan a Bridge Shelter volunteer coordinator position. The duties of the Bridge Shelter Volunteer Coordinator will be to recruit and encourage participation by outside service providers, maintain service provider room reservation schedule and ensure the day-to-day operational functions of the Bridge Shelter.

The Shelter Operator should ensure that the Bridge Shelter has flexible hours to allow clients to come before or after work, or alternatively, on the weekends. The Shelter Operator may also engage participation in and facilitate quarterly meetings through the formation of a Service Partner Advisory Board.

3. **Requirements for Service Provider Partners**

All service providers who desire to offer direct services at the Bridge Shelter will complete an interest application.

Responsibilities of the Service Provider Partners will include, but are not limited to:

- Set and maintain their own appointment schedule with clients;
- Provide clients with access to transportation to fulfill their scheduled appointments, if needed;
- Ensure that all clients are aware of Bridge Shelter rules and enact appropriate; enforcement of client shelter rules for their clients if and when necessary;
- Agree to share service output and outcome information;
- Communicate room reservation conflicts with Bridge Shelter Concierge in advance;
- Respect, maintain and keep clean all areas of the Bridge Shelter;
- Respect and cooperate with Shelter Operator staff, other service providers and clients;
- Participate in quarterly Service Partner Advisory Board meetings and provide input to the improvement of the Bridge Shelter and Bridge Shelter Program; and,
- Screen clients for eligibility (no sex offenses, registered arsonists, or felonies with open warrants will be allowed on-site).

H. **Good Neighbor Policy - Community Coordination and Communication**

1. **Communication and Coordination with Neighborhood, Businesses and Public**

The Shelter Operator is committed to communication with neighbors on an ongoing basis. As part of this commitment, prior to commencement of any services at the Bridge Shelter Program, the Shelter Operator will facilitate a number of Community Forums, as needed. These Community Forums will provide opportunities to answer any questions that members of the surrounding community might have on the operations of the Bridge Shelter Program. The Shelter Operator will provide information to the public including: operational design plans, estimated date to begin and complete construction efforts on the project, and when services will begin.

A public inquiry phone number and contact information will also be posted. Community stakeholders may call this number for information about the site or to have any questions answered. The phone number will be retained as a resource for community members while the shelter is up and operational. All community complaints and/or inquiries about the Bridge Shelter will be recorded and forwarded to the appropriate staff for prompt investigation. The Shelter Operator will be fully committed to an appropriate customer service response and will consider the resolution of community complaints a high priority.

The Shelter Operator will also create and maintain a program website that will include important information for community stakeholders and clients alike. The website will include a "Frequently Asked Questions" section which will help to provide instant

answers to community concerns. Additionally, the website will include a digital copy of the Shelter Operator's full "Good Neighbor Policy" and "Management and Operational Plan" to be made accessible to the public.

Visits by members of the community and tours of the facility will only be available by scheduling an appointment with City Staff. All requests must be submitted no less than 48 hours in advance and must be approved the City Manager or designee. Approved shelter tours will only be given during normal business days (M-F), during the hours of 8:30 am - 4:30 pm).

The Shelter Operator will have program brochures available on-site, and will also disseminate these resources to groups throughout the community. Information on the brochures will highlight the various services at the facility as well as criteria for admission and eligibility. Volunteer, in-kind and donation opportunities will also be listed for those who wish to support the program.

The Shelter Operator will create a set of media guidelines and appoint a Public Relations team to handle all media requests. The Public Relations team will be charged with ensuring that the public is regularly updated on the progress and successes of the shelter program through various local media outlets. All media inquiries must be approved the City Manager or designee.

2. *Communication and Coordination with Local Police and Fire Departments*

The Shelter Operator is committed to communicating and working collaboratively with local police and fire departments through all stages of program implementation - from facility design to program execution. The intention of the Shelter Operator should be to act as self-sufficient as possible and minimize the shelter's impact on the local police and fire departments. This includes ensuring that staff and security are trained to properly manage and respond to an array of difficult situations that may occur at shelter.

The Shelter Operator will provide an array of services and support that will be beneficial to local police and fire departments. These services include, but will not be limited, to:

- Security Officers stationed both on-site and at bus/shuttle locations;
- Access to medical facilities to respond to medical needs of the clients;
- Creation of an on-site police substation, if desired;
- Designated beds reserved each night for law enforcement referrals (including percentage set-aside for the host city);
- Staff Neighbor Patrol will monitor surrounding area to control issues of loitering, abandoned property, and other blight;
- Training opportunities on mental illness, homeless sensitivity or other topics of interest to supplement existing department trainings;
- Direct referral access to the Coordinated Entry system to assist local law enforcement officers in connecting homeless individuals with housing opportunities;

- Statistical reports on number of clients served, length of stay and/or demographic information.

Additionally, the City Staff/Operator will meet with local law enforcement from the host city and surrounding police departments. Initially, it is suggested to meet once per month when the shelter opens. Costa Mesa Public Safety personnel will have the ability to bring forward operator non-performance directly to the City.

3. *Communication and Coordination with City, County, and Service Providers*

Operation of the Bridge Shelter will be for the public good and to move the homeless Continuum of Care system forward. As such, successful implementation of the Bridge Shelter will require the partnership of various stakeholders including the City, County and other Service Providers.

The City Case Managers/Shelter Operator will be committed to working cooperatively with numerous other Service Providers, community, and government organizations to serve the needs of the homeless population in Orange County.

In order to effectively manage and operate a robust Bridge Shelter that provides an array of services for the shelter clients, Case Managers must demonstrate a strong history of collaboration and willingness to engage other Service Providers.

Additionally, the City Staff/Shelter Operator will be responsive to and provide support to the City Council Members as needed, in relation to the outcomes and operation of the program.

4. *Policies for Community Involvement*

The Shelter Operator will be committed to active participation in City and County-wide community events. To the extent reasonable and feasible, representatives of the Shelter Operator will attend meetings of the local Neighborhood Association(s) and local Chamber of Commerce(s) when invited, and communicate with neighborhood and business participants.

Additionally, the Shelter Operator may sponsor special events, such as community resource fairs which will include the community and the neighborhood on various occasions.

5. *Policies for Neighborhood Patrol*

A Shelter Operator staff-led Neighborhood Patrol will assemble daily to monitor a ½ mile radius around the shelter perimeter. The role of this patrol group is to collect litter, promote cleanliness, engage with neighbors, and enhance the safety and cleanliness of the immediate vicinity.

Additionally, they will prevent and control issues of loitering, unauthorized parking of client vehicles in the neighborhood, abandoned property, shopping carts and other blight. A log will be kept of the daily patrols. The following actions will be completed by the Neighborhood Patrol:

- All litter and trash items will be removed from the area and properly disposed of;
- Clients found loitering will be issued a warning and be asked to move along. Violations of this rule may cause a client to be exited from the facility;
- Unauthorized parking of client vehicles in the neighborhood are subject to towing;
- Shelter Operator will contact a city-designated shopping cart retrieval program to collect all shopping carts found that do not contain items of personal property;
- Shelter Operator will follow city codes for removing personal property found in the surrounding area;
- Shelter Operator will work with law enforcement to have staff conduct outreach and engagement activities to homeless in surrounding community such as parks, etc.

I. Shelter Advisory Boards

1. Advisory Board Composition:

The Shelter Operator will establish a Shelter Advisory Board comprised of varying stakeholders with the intent to:

- Regularly review the operations of the bridge shelter program
- Enhance community relations between the shelter and the public
- Address concerns of local community members, businesses, City of Costa Mesa and partner services providers pertaining to the operation of the Bridge Shelter
- Address grievances as they occur in the Bridge Shelter

The 11-member Shelter Advisory Board will include:

- Mercy House Shelter Manager
- City Council District Representative
- City Neighborhood Improvement Manager
- Police Department Representative
- Two Representatives from the Adjacent Business Community
- Two Representatives from the Adjacent Residential Community'
- Lighthouse Church Representative
- City Homeless Consultant
- Trellis Representative

2. Meeting Schedule

During the first 90-days of shelter operation, meetings will take place monthly. As operations are established, meetings may be adjusted to bi-monthly/quarterly, or as needed.

3. Accountability and Grievance Process and Policies

In addition to providing input to the operation of the Bridge Shelter Program, the Shelter Advisory Boards are also tasked with the on-going review of the Shelter

Provider's ability to effectively administer its Operational Plan and Good Neighbor Policies. In the event that a Shelter Advisory Board finds concerns over the Shelter Operator's implementation of the program, the following processes and policies will be enacted to allow the Shelter Operator to make corrective actions toward such grievances:

- Once a grievance has been filed, Shelter Operator and Advisory Board will create, at the meeting in which the grievance is filed, an action-plan to resolve the issues by the next regularly scheduled Advisory Board meeting;
- At the next meeting, the action plan's outcomes will be reviewed to determine if the issue has been resolved;
- If the issue has not been resolved, but the Shelter Operator has provided evidence of a good faith effort to follow the course of actions outlined on the plan, they will be given an additional 60-days to enact an alternative plan;
- If the issue has not been resolved and the Shelter Operator has not demonstrated or provided evidence of following the course of actions outlined in the plan, a formal complaint will be sent to the City Manager for investigation and possible suspension and/or termination of the Shelter Operator Contract. The City Manager shall have a plan for operation of the shelter if the Shelter Operator is terminated due to such violations including failure to enforce plan components such as Good Neighbor Policy, bed reservation requirements, no walk-up policy, etc. The plan may include selecting an eligible operator from an RFP process and/or entering into a sole source with a new operator, based on approval of the City Council. In addition to the Shelter Advisory Board, law enforcement will have the ability to bring forward operator non-performance directly to the City.

J. Safety Policies

1. Facility Maintenance

The Shelter Operator will keep a schedule for regular facility maintenance and cleaning. The Shelter Operator will contract with a janitorial service to provide daily cleaning services for all areas utilized by clients and weekly for office space at the Bridge Shelter.

Shelter Staff will rotate regular maintenance duties and inspections for minor repairs and replacements. Maintenance and cleaning forms are used to track completion of each task and reviewed monthly. The Shelter Operator will be responsible for staff training and performance in these duties.

The outside grounds will be incorporated into the maintenance schedule and rotation including cleaning of parking lot, watering of plants, maintenance and cleaning of sidewalks and patio areas, and checking of outside lights and furnishings. Graffiti will be reported to the Program Manager for removal within 24 hours.

Need for repairs will be reported promptly by staff to the Program Manager. Minor repairs may be completed by staff as trained. Major repairs are reported to the

Program Manager of the Shelter. Difficult repairs will be sent out to an approved list of vendors for bids, approval, and completion.

The Shelter Operator will be committed to maintaining a pest free environment throughout the premises. As such, no food will be allowed in living areas of facility. Trash bags will be emptied daily in all areas. Inspection of client spaces and lockers will be conducted for any items that would attract pests. All staff will receive appropriate training for the identification of common pests as well as prevention and control measures. A Pest Control company will be contracted by the Shelter Operator and will come regularly to spray for bugs, check for infestation of pests, and perform other pest prevention or extermination treatments that will be seen on their visits or reported by staff.

2. ***Fire and Earthquake Safety***

Evacuation Plan for Ambulatory and Non-Ambulatory Residents

Shelter staff will be trained in protecting the safety of everyone in the facility. Staff will respond quickly and safely when an emergency, incident, or natural disaster occurs. Evacuation routes and exits will be posted in each major area of facility. An evacuation point outside will be designated.

In case of the need for evacuation, the present site lead during the emergency will notify all staff and clients to evacuate, call 911, and direct evacuation plan. Staff will be assigned to oversee the evacuation of clients in each work area. Staff will check client areas, assigns assistance to non- ambulatory and disabled persons, and leads clients to safety through the nearest safe evacuation exit. Staff will assemble clients outside at designated evacuation point, read bed list for attendance and search for any missing clients as safety conditions allow.

In case of fire these additional protocols will be completed:

- The Program Manager or lead staff member will pull the nearest fire alarm if it is not already sounding; the Fire Department monitors the alarm and will respond immediately.
- While evacuating clients, staff will attempt to close all door(s), if safe to do so.
- Before exiting a room, the Program Manager or lead staff member will touch back of hand to the door to determine if the door is cool, then open it a crack, smell for smoke, and if deemed safe, open the door and leave the building to the evacuation meeting point.
- If the door is hot, it is not opened and staff will lead clients to leave via the nearest safe exit.
- Staff will locate and use appropriate fire extinguishers, if safe to do so.
- When the Fire Department arrives, a staff person will speak to the officer in charge and give the officer a set of staff keys.
- Staff will contact the Program Manager or his/her delegate as soon as possible, if not on site.
- Staff will report incident and procedure in Incident Report and staff shift notes as directed in shelter policy.

If the weather is inclement and if the evacuation will not be short, staff will:

- Contact the Program Manager to identify evacuation locations and disaster team if assistance is needed for client shelter, meals or services.
- Contact the City Neighborhood Improvement Manager.
- Contact other Homeless Providers for services, as needed.

For a false alarm or other short-term evacuation, staff will direct occupants back into the building once the Fire Department has authorized an “all-clear.”

3. *Fire Prevention Procedures*

The Bridge Shelter will be approved by the Fire Department for all fire codes, sprinklers, alarms, and exits prior to service implementation. Emergency lighting will be installed both inside the facility and outside on the grounds for safety and in compliance with all codes.

No smoking will be allowed inside or outside the building, within 20 feet of doors. A smoking section will be designated and a sign posted in the enclosed patio area.

4. *Fire Drills and Documentation*

Fire drills will be conducted at least quarterly. Documentation of fire drills will be kept for three years in Shelter Management Files.

5. *Fire Inspections and Extinguishers*

The most recent annual fire inspection will be posted in a designated area of the Bridge Shelter facility and will be included in the Shelter Management files. Fire extinguishers will be hung in each area of the building as shown in facility plans and in evacuation plan. Fire extinguishers will be inspected and maintained per City and County requirements. A certificate of the most recent OC fire inspection will be posted in a visible designated area.

6. *Earthquake Safety*

Earthquake drills will be conducted quarterly by staff. The evacuation route and procedures may be the same as other hazards. A client tally and search will be conducted once evacuation is conducted.

In case of an actual earthquake that causes damage to facility or grounds, staff from the City’s Public Services and Fire Departments will be called to inspect the facility as soon as safety permits. Clients will be evacuated from building and transported to other shelters as needed.

K. Security Plan

The Shelter Operator will follow policies and procedures that promote utmost safety for clients, staff, volunteers, and the community and will strive to provide an atmosphere that promotes community, stays alert for signs of conflict, and confronts behaviors before they

escalate.

1. Eligibility Screening

No person validated on the sex offender registry (Megan’s Law) or a registered arsonist will be allowed to access the shelter property. Additionally, no felons with open warrants will be allowed to access the shelter property.

2. Secured Entrances

All clients will be required to enter the shelter in a coordinated, peaceful fashion.

All clients will present identification upon entry. Clients without valid California identification cards will be given supportive services to secure a valid identification card. Clients will also receive a shelter-specific ID to use for admission into the shelter throughout the duration of their stay.

All clients and their belongings will be checked by security personnel, utilizing security wands each time they enter and exit from the shelter and all contraband will be seized. Contraband items include, but are not limited to: weapons, explosives, flammable or volatile substances, illegal drugs, controlled substances or drug paraphernalia, bio-hazardous items or environmentally harmful goods.

Clients will sign in upon entrance, and sign out upon exit from the building.

3. On-site Security Personnel

The Shelter Operator will provide a sufficient number of trained security guards to ensure the safety of clients and the surrounding neighborhood, 24 hours a day. Security will be on site at all times, and will conduct security rounds of the facility as necessary.

Security guards will be stationed both inside and outside the shelter to ensure maximum coverage. Security guards will be accessible and visible to clients, and survey facility for any potential concerns. Staff and security will have communication with each other via portable electronic equipment.

Security guards will be contracted through a third-party vendor. Security guards will carry non-lethal weapons such as mace, batons and handcuffs. Vendor will ensure that all security staff will be regularly trained.

Security guards will receive "Homeless Sensitivity Training" through the Shelter Operator’s resources.

Daily Recommended Operational Staff to Security Ratios

	Staff	Security Guards
6:00 AM	4	3
7:00 AM	6	3

8:00 AM	7	3
9:00 AM	8	3
10:00 AM	9	5
11:00 AM	9	5
12:00 PM	8	3
1:00 PM	8	3
2:00 PM	9	5
3:00 PM	11	5
4:00 PM	7	3
5:00 PM	7	3
6:00 PM	5	3
7:00 PM	4	3
8:00 PM	4	3
9:00 PM	4	3
10:00 PM	4	3
11:00 PM	5	3
12:00 AM	2	3
1:00 AM	2	3
2:00 AM	2	3
3:00 AM	2	3
4:00 AM	2	3
5:00 AM	4	3
Excludes Program Manager and Cook, who have flexible schedules		

4. Security Alarms and Cameras

The building will be equipped with security cameras inside and outside, safety alarms, and a portable communication device worn by staff. Staff will also have access to panic buttons which will silently summon police to the facility during emergency situations.

A City of Costa Mesa staff member will monitor security through an administrative office located on site.

5 Security Lighting

Security lighting will be used both inside and outside the facility to highlight entrances and parking lot. A staff person will escort any persons to parking lot or security gate

after sunset.

5. Loitering Policy

Clients will not be allowed to loiter in the surrounding neighborhood. Violations of this rule may cause a client to be exited from the facility. The Shelter Operator's Good Neighbor Policy will include regular checks of surrounding area to prevent and control loitering issues.

6. De-escalating Conflicts

All employees will receive training in communication techniques that de-escalate confrontations.

7. Entrance and Exit Procedures

All staff and clients will enter and exit through one main entrance and security checkpoint. Both entrances will be equipped with security cameras for inside and outside the facility, safety alarms, and a portable communication device worn by staff for control of entrance and activity inside the building. All areas of the building will be locked when not in use. The building will be zoned so that clients will only have access to the areas which they need. During sleeping hours, clients will have restricted access to other areas of the building.

All clients will present identification upon entry, and their person and belongings will be searched by security. They will sign in upon entrance and sign out upon exit from the building.

All clients will enter the property by bus/shuttle. Clients will be escorted from the designated parking lot area and bus/shuttle drop off area to the shelter entrance.

8. Policy Regarding Storage of Client's Possessions

All clients will have access to limited personal storage space in the outside storage area and indoor sleeping area.

A limited number of outdoor storage bins will be available to clients through a reservation process. A client who qualifies and requests their personal effects to be stored in these outdoor bins must sign a "Storage Bin Agreement" form which states that staff is not responsible for any items that are lost, stolen, or damaged. A client may store personal property in their assigned bin, to its maximum capacity.

A client storage log will be signed at each visit to the storage area. The storage area may be accessed, with staff supervision only during assigned hours during the day.

All items will be stored for the length of the client's stay at the shelter. The right to store items may be revoked based on violation of rules and/or at the management's discretion. Once a client has exited the shelter program, any personal effects may be stored for up to 7 days; after which, the property will be donated or disposed of. Clients who have exited from the shelter program must contact staff to set an appointment to collect their personal belongings.

In the event the client cannot come to retrieve their own property, they may name a proxy of their choosing to pick up their effects by filling out an Authorization for Release of Personal Property form. The client will be responsible for asking their designated contact person to retrieve property, if needed.

No contraband items may be stored at the shelter. Contraband items include but are not limited to: weapons, explosives, flammable or volatile substances, illegal drugs, controlled substances or drug paraphernalia, bio-hazardous items or environmentally harmful goods.

9. *Policy Pertaining to Authorized/Unauthorized Search of Clients' Property by Staff*

The Shelter staff will have the right to inspect all storage areas to ensure compliance with contraband policies. Staff has the right to designate a period of time when a client will be ineligible for re-entry to facility, if contraband is found. Length of ineligible time will be documented according to the "Exit and Readmission Policies".

When inspecting a client's possessions without them present, two staff persons will be responsible for the search. An Authorization Form will be signed by the client at time of entrance into facility when they place items into the storage area. When items are found in the client's possession that are not suitable for storage, clients can choose to have staff dispose of the item or client may store property off site, at their own cost.

10. *Policy on Possession of Weapons On-Site*

No weapons or objects which can be used as weapons will be brought into the shelter. All of a client's belongings brought on-site will be searched upon entry and inspected for weapons and items that could be used as such. Anyone found with a weapon or dangerous materials that can be used as a weapon will be asked to immediately leave the premises and neighborhood of the facility. Sharp objects such as tools or scissors will be stored in locked storage areas and not taken into shelter living areas.

All kitchen knives and sharp objects, hazardous materials, and cleaning equipment that could be used as a weapon will be kept in locked areas with only staff accessibility.

11. *Procedure for Contacting Police*

The intention of the Shelter Operator should be to act as self-sufficient as possible and minimize the shelter's impact on the local police department. This includes ensuring that staff and security will be trained to properly manage and respond to an array of difficult situations that may occur at the shelter.

In establishing a procedure for contacting police, the Shelter Operator will work cooperatively with the local police department to establish shelter policies and procedures on how and when to contact police for conflict resolution, trespassing, theft, unruly behaviors, loitering around property, mental health evaluation, and emergencies.

Upon consensus, a 911 protocol will be established and followed. All staff members will be trained in these procedures. 911 may be called for any medical emergencies, violent behaviors that endanger others, and suicidal ideation.

L. Health Policies

1. *Housekeeping Policy*

The Shelter Operator will commit to and understand the importance of maintaining hygienic, sanitary environments for the well-being of clients, volunteers and staff. The Shelter Operator will maintain written, standardized housekeeping procedures. Each procedure will be designed for safety of staff and clients and for a consistent, high standard of housekeeping. Staff will be provided with training in these procedures, will be monitored in performance of the procedures, and evaluated in their effective use of them. Training may include education on any hazardous materials with which staff may come into contact when carrying out their assigned work tasks. The complete list of procedures will be included in a Shelter Policy and Procedures Manual and made available to all employees.

Outside janitorial staff will be contracted to assist in the maintenance and cleaning of the facility. Thorough daily cleaning of all client areas including living quarters, kitchen and dining and common areas will be done using institution strength antibacterial products.

Bathrooms, showers, and eating areas will be given priority attention. The kitchen and dining areas will be cleaned according to strict health standards after each meal. Office space will be cleaned weekly by the contracted janitorial staff and as needed by Shelter staff and partner organizations using the space.

To prevent cross-contamination, clients will be required to store personal toiletries in plastic sealable bags on their beds when not in use. The Shelter Operator will assign a set of linens at intake for their use while in the shelter. The client will be responsible for making and maintaining their bed each morning. Staff will wash bed linens weekly in hot water with bleach unless special circumstances require more regular cleaning.

All staff will practice universal precautions in handling of laundry, cleaning of facility, and general self – health care. Specifically:

- Staff will wear appropriate protective garments (i.e. gloves) while completing tasks;
- Staff will use recommended disinfecting cleaning products for each area of facility;
- Staff will practice required hand-washing procedures;
- Kitchen staff will be trained in and practice required food-handling procedures;
- All client clothes will be washed upon initial intake and weekly thereafter;
- All laundry will be handled according to safety and washing procedures. Staff and volunteers will follow a set of Program Rules and Regulations for working when they are sick/contagious.

The outside grounds will be included in the housekeeping standards and schedule. The facility's outside spaces, parking lot, and green areas will be cleaned daily from debris and litter. Chairs and tables will be washed according to inside standards. Minor repairs of the facility and grounds will be completed by the Bridge Shelter staff. Any major repairs or work requiring specialized training will be completed by approved vendors.

The Service Partner agencies must adhere to housekeeping procedures. Service Provider Partners will be expected to respect and keep their areas clean after usage.

2. *Pet and Service Animal Policies*

Ten percent of the client will be permitted to bring pets and service animals into the shelter. Clients will be encouraged to have their pet registered and receive current vaccinations in order to access the Bridge Shelter program. They will also need to agree to have their animal altered in keeping with the shelter's policy on prohibition on breeding. Not having their pet registered or vaccinated will not be a disqualifier, but is something that will be worked on with their Case Manager. Emotional Support/Service animals will be permitted to stay in the shelter and living areas, all other animals must stay in the provided kennels on the grounds. In order to qualify as a service animal, a client must produce an official letter from a licensed physician stating that the animal is needed to help the disabled individual perform some of the functions and tasks that an individual with a disability cannot perform for him or herself.

The health and well-being of all pets and service animals brought into the Bridge Shelter will be the responsibility of their owner. Clients must feed and clean up after their pets and service animals, Shelter staff will not be able to provide food. Clients who are unable to care for or feed for their pets or cannot control them while at the shelter will be asked to remove the pets from the facility.

The Shelter Operator would work with the City to define rules and policies around pets, service animals and animal management at the shelter. The Operator would contract with Heart-Healthcare and Emergency Animal Rescue Team or a similar

provider, who works at Bridges at Kraemer Place shelter, to help provide animal management services at the shelter. Such services include but are not limited to: examination of pet health upon entering shelter and throughout, spaying/neutering services, vaccinations, treatments for injuries/health issues and pet owner education. All animals must remain either inside the facility or within the gated area of the shelter in the designated outdoor animal area. Animals may not be walked outside of the facility with the ½ mile radius area

3. ***Possession and Use of Controlled Substances***

The Shelter Operator will have a strict policy prohibiting the possession or use of alcohol or controlled substances at the Bridge Shelter and on the Bridge Shelter premises by employees, residents, clients, and the general public.

It will be the intent of the Shelter Operator to promote a safe, healthy and productive environment for everyone. Staff recognizes that the illegal and/or excessive use of drugs and alcohol, or the inappropriate use of prescribed drugs is not conducive to a safe living environment. It will be the objective of the Shelter Operator to have an environment that is free from the influence of controlled substances and alcohol at all times on the premises. The unlawful purchase, possession, transfer, manufacturing, distribution, dispensation or use of any illegal drug is inconsistent with the objective of operating in a safe and efficient manner, is contrary to the Bridge Shelter's mission, and will be strictly prohibited.

4. ***Policy for Drug Possession***

Staff will have the right to refuse entrance to any client who is noticeably under the influence, exhibiting behavior that is inappropriate due to influence, or otherwise cannot follow the rules and expected behaviors of a client while participating in Shelter activities. If alcohol, illegal substances, or paraphernalia are found in a client's possession after they have completed entry paperwork and necessary security screenings, that client may be asked to exit the facility at the discretion of staff. They may be given a timeframe of their next eligible readmission date. The illegal drug or alcohol will be disposed of and documented by two staff following written protocol in a Policy and Procedures Manual.

5. ***Security, Use and Access of Prescription Medications***

If a client has medications that must be administered throughout the evening/night or will be damaged by extreme heat or cold, they may retrieve them from a designated staff person. If a medication needs to be refrigerated, the medication will be packaged and labeled with person's name, bed number, and name of medication and placed inside a designated locked refrigerator.

A client who qualifies and requests their medications to be stored in a locked area must sign an Agreement Form and will have access to the medications as soon as possible by their request to the staff on duty. The client will be responsible for requesting and taking their own medications within limits of how they are prescribed. Only the person whose name is on the medications will be able to retrieve them.

6. ***Client Use of Over-The-Counter Medications***

Use and storage of over-the-counter medications follow the same policy and procedures of prescription medications.

7. ***Client Access to Emergency and Medical Care***

Clients may have access to medical care at any time. Client should communicate to staff member on duty their need for medical care, if possible.

If a client requires first aid items, they may access them from a shelter staff member at the service desk. The staff member may assist the client in first aid care with client's permission, as he/she will be trained, and using universal precautions.

In case of a seizure, staff will be trained in appropriate safety precautions or will call 911 if seizure persists or causes bodily harm. If a client needs emergency or serious medical care, the staff on duty will call 911 and follow 911 procedures. In case of an injury, staff will not move the client. They will contact other staff, call 911, and if appropriate, check breathing and pulse and begin CPR if needed. One staff member or trained volunteer will attempt to keep the client comfortable and keep other clients away from immediate scene, while another staff member will wait for medical personnel, give medical personnel information about client, and direct them to client.

The Program Manager will be called as soon as possible. After client emergency or incident has been controlled, the lead staff member will complete an Incident Report form which will be sent to the Program Manager and higher-level staff as needed.

8. ***First Aid Equipment, Supplies and Procedures***

The Shelter Provider and/or approved medical partner will have first aid supplies available at all times. The first aid kit will be inspected monthly, updated as items expire, and re-stocked after each use. Staff members will be trained annually in universal precautions, first aid care, seizure, and Mental Health crisis. Any incident occurring at the Bridge Shelter requiring first aid will be documented in the daily report and an Incident Report will be prepared and sent to the Program Manager and other higher-level staff as necessary.

9. ***Policies & Procedures for Disease Prevention***

The Shelter Operator will have protocols for the prevention and treatment of certain diseases and conditions such as seizures, diabetic episodes, mental health episodes, lice, bed bugs, influenza, and other communicable and contagious diseases. Universal precautions will be maintained at all times in handling of fluids, client clothing, laundry, and in all cleaning of premises.

When an accident or injury to an employee or client occurs or when there has been damage to Shelter property, staff will follow a set protocol which includes:

- Immediately contacting Supervisor about the situation
- Dealing with any injuries
- Securing the accident scene by obtaining names, addresses, and phone numbers

of witnesses (if possible), taking photos (if possible), and noting any unusual circumstances

- Recording all necessary information to complete a formal report
- Not accepting any responsibility on behalf of the Shelter Operator
- Reporting all accidents or injuries within 24 hours to insurance carrier

If a client shows symptoms of a contagious disease or other public health concern that might threaten another person, the client will be sent to a local medical facility or emergency room for diagnosis and treatment. If a client leaves due to disease, the bedding and client's clothes will be washed, bed cleaned, and bedding replaced on bed. Clothes and belongings will be stored in designated area and held for the maximum amount of time permitted. The Bridge Shelter will operate to conform to best health practices and concerns.

Universal precautions will be used for all handling of client possessions. Staff will follow hand washing techniques recommended by OC Health Department.

All staff will be tested for TB as required by OSHA standards and written in the Shelter Operator's Policy and Procedures handbook. If a client shows symptoms of tuberculosis, the client will be sent for medical diagnosis and asked to receive a TB test. All clients may be offered TB testing through partner medical services as a community health benefit.

M. Food Policies

1. *Provision of Nutritional Needs of Clients*

The Shelter Operator will provide a breakfast, lunch and dinner to each client every day. Meals will be prepared through the on-site kitchen facility or an approved off-site facility. They will ensure that meals will be nutritious and balanced. The Shelter Operator is responsible for providing and calendaring all meals and snacks either through a food volunteer network or through a registered food vendor.

The Shelter Operation will include in its in-kind donation strategies, opportunities for food donations and partnerships with local food banks. The Shelter Operator will also work with community and church partners and existing community meal service programs to offer opportunities to feed the homeless individuals and families at the shelter. The shelter operator may elect to schedule daily food deliveries through a third-party vendor and include such expenses in their operating budget.

Tables will be set up for meals in the central dining area of the Shelter at the scheduled meal times. Food will be served at designated times of operation for registered shelter clients. All such meals must meet OC Health Departments standards.

The Shelter Operator, Food Coordinator, and Kitchen Staff will meet all OC Health Department standards. Inspections will be completed by the Health Department and

any changes will be made if indicated. The certificates for Health Department inspection results will be posted in the kitchen area of the facility. All cooking staff will be required to have completed the ServSafe Food Handler Program.

2. *Provisions for the Sanitary Storage and Preparation of Food*

The Bridge Shelter will have adequate space for storage of dry foods, refrigerated foods, frozen foods, and supplies. Separate refrigerator/freezer space should be available for client medications. The Shelter Operator will provide extra refrigeration and freezer appliances as needed to supplement safe storage of food, if space is available. Current certificates of food handling safety will be posted in the kitchen area and in the employee file for each cook. Cooks and volunteers assisting them will follow the procedures of the OC Health Department as taught in the ServSafe Food Handler Program. All volunteers will be supervised by a Shelter employee.

All storage areas will be cleaned on a planned schedule and outdated food will be disposed of. There will be a rotation schedule for storage and use of food in freezer, refrigerator, and dry goods pantry that maximizes use of food so that it does not become outdated.

N. Transportation Policies

The policies for travel to and from the Bridge Shelter will be designed to support client needs and minimize potential impact on the adjacent residential neighborhood and businesses. The following transportation measures will be implemented:

1. *Transportation Flow On and Off the Property*

The Bridge Shelter Provider will create a plan for safe and effective flow of traffic on and off the property based on the schematics of the shelter grounds and surrounding neighborhood. Considerations should include provisions for personal automotive transportation and bus and shuttle services.

2. *Pedestrian Traffic*

The shelter will operate by bed reservation only and no walk-ins will be accepted. The clients will be expected to utilize the transportation options that will be provided to them by the Shelter Operator.

A no walk-up policy will be posted and disseminated throughout the community.

Any individual that does walk-up will receive information on how to make a bed reservation, set-up appointments with the Bridge Shelter and be provided transportation to a self-directed location out of the surrounding area to return only when the established reservation protocol has been followed.

3. *Bicycle Traffic and Parking*

A bicycle rack will be provided in a secured outdoor area. Bike locks will be encouraged but are the responsibility of the client to obtain. Bus and shuttle transportation vehicles will be designed to transport bicycles to mitigate foot traffic to

the facility.

4. **Bus and Shuttle Transportation Services**

Access to the shelter will be provided by bus and/or shuttle transportation services. The Shelter Operator will work cooperatively with city officials, OCTA and other stakeholders to provide the most cost-effective means for providing transportation to and from the shelter.

There shall be a minimum of two (2) designated pick up locations for qualified clients seeking shelter services. Locations will be selected by the City and the Police department and/or in collaboration with neighboring police departments as needed. Operator will not drop-off/pick-up other than at agreed upon locations. The City and the Shelter Operator reserve the right to change both the number and location of shuttle sites as needed.

Shuttles will be provided to transport all screened clients to the Shelter Site. Security guards will be staffed at each location to ensure only pre-screened clients with bed reservations receive transportation to the shelter. Operator/Security will also conduct random daily checks of ½ mile radius to shelter and drop-off/pick-up locations to enforce shelter rules and avoid loitering and homeless congregations.

To avoid long term loitering at the bus and/or shuttle pick up areas, clients may arrive at the bus and/or shuttle Stop fifteen (15) minutes before the Bus/Shuttle departure time. Security will be posted ½ hour prior to the shuttle bus arriving and ½ hour after its departure.

The bus and/or shuttles will be transporting new and returning clients. Drop-off/pick-up locations are an extension of the Shelter and thus, any violation such as loitering constitutes a violation of the shelter rules which will be strictly enforced. Clients will be able to ride the shuttle multiple times during the day with the approval of their Case Manager.

Shuttle Stop Agencies can expect the following five scheduled shuttle stops daily:

- 6:00 am
- 9:00 am
- 12:00 pm
- 4:00 pm
- 7:00 pm
- 7:30 pm* (Saturday @ Crossing Church only)

In the case of special circumstances, and only if arrangements have been communicated by the client to their Case Manager and/or bed reservation staff the prior evening, returning clients who are unable to return to the shelter at the designated time and utilize the second bus and/or shuttle may use alternate public transportation to return to the Bridge Shelter Program.

The Shelter Operator and the City of Costa Mesa reserve the right to amend, add or delete shuttle stop locations based on Bridge shelter needs and impact on the surrounding neighborhood.

5. *Personal Vehicle Transportation and Parking*

The Shelter parking lot will be available to Shelter staff. Volunteers, vendors, and community visitors may also park their vehicles in Bridge Shelter lot while at the facility.

Vehicles eligible to park in the Bridge Shelter lot will be listed on the Vehicle Parking Form by license plate and client name. Vehicles in lot overnight must be registered on this log each night. Security staff will include the parking lot during security rotations.

Shelter Operator also has the right to tow any vehicle found parked in undesignated areas outside the shelter in the surrounding neighborhoods.

6. *Staff Transportation of Clients*

Neither Bridge Shelter nor City Staff will be permitted to transport clients under any circumstances in their personal vehicles. Only designated staff in shelter owned/operated or contracted vehicles may transport clients.

7. *Delivery of Shelter Goods and Community Donations*

Deliveries for shelter goods and community donations will be dropped off in a designated area. The planned location for these designated drop-offs will take into consideration pedestrian, bike and other vehicle traffic routes to minimize safety risks and impact to the shelter site and surrounding area.

It is anticipated that delivery of goods from contracted vendors will occur approximately three times weekly. The delivery of community donations by private donors will occur approximately three times daily during designated donation drop-off times.

All deliveries of goods and/or donations will occur between the hours of 10:00 AM-4:00 PM. Shelter Operator will ensure that there is adequate space either onsite or offsite to store these donations.

O. Financial Policies

1. *Financial Requests from Clients*

Financial requests from clients must be requested and received through their City Case Manager to receive the requested item (bus pass, clothing/food voucher, etc.) to assist the client achieve their housing goals. All bus passes and/or vouchers are kept in a locked safe in a locked office or closet at all times when not in use.

2. *Client Possessions and Funds*

No funds of clients will be handled by the City or Shelter staff. Clients with funds, that they keep while at the Shelter, will be responsible for their security and safety. It will be encouraged by staff for clients not to have funds on site, and to store wallet, electronic devices, and any cash in appropriate locked storage. The Shelter Operator will have a policy of not being responsible for lost or stolen items that is included in a Policy and Procedures Manual, listed in the signed Rules agreement, and read nightly when rules will be reviewed before intake.

Clients will not be permitted to give cash to City or Shelter Operator staff at any time, for any reason.

3. Annual Outside Audit

An independent financial audit of the Shelter Operator may be completed on an annual basis. The most current audit will be kept on file at the Shelter Operator's administration office(s) and may be viewed as necessary.

The Bridge Shelter may also subject to an annual program audit or monitoring. It will be the responsibility of the Shelter Operator to correct any deficiencies reported by the audit within the time limits available to them. Failure to comply may result in the termination of their Shelter Operator contract.

4. Financial Reports Review

Financial reports will be produced each month by the accounting department of the Shelter Operator. These reports will be reviewed by an appropriate office of the City.

The Administration Office of the Shelter Operator will review financial statements and budgets with each Program Manager on a regular basis. Adjustment will be made in spending as necessary.

P. Legal Policies

1. Policy for Compliance with Local Laws

The Shelter Operator and City of Costa Mesa will follow all OC Health Department and City Fire Code requirements, and has staff trained for food handling, CPR, fire drills and other disaster

evacuation procedures. The Shelter Operator and staff will work cooperatively with local law enforcement to communicate any breaking of laws by clientele while on its premises. Additionally, Shelter staff and management will cooperate with law enforcement agencies on investigations for persons wanted for crimes as much as is possible while maintaining policies on client confidentiality.

2. Policy for Compliance with Labor Laws

The Shelter Operator will comply with all required labor laws. OSHA training and reviews will be done during staff meetings on a quarterly basis. OSHA flyers will be posted in administrative offices.

The Shelter Operator's wages will be at or above minimum wage. Employee breaks, meals, and overtime will be monitored legally and compensated as needed. The Shelter Operator will be contracted with a company to examine any work injuries. The proper incident reports, Workmen's Compensation forms, and requirements will be completed.

Q. Non-Discrimination Policies

The Shelter Operator and City of Costa Mesa will adhere to a policy of non-discrimination which will be stated in the Shelter Operator's Policies and Procedures Manual.

The Shelter Operator and City of Costa Mesa will not discriminate in the provision of client care based on age, race, color, religion, sex, sexual orientation or gender identity and expression, marital status, geographic, national or ethnic origin, HIV status, disability, or veteran status.

1. Policy for Compliance with Americans with Disabilities Act

The Shelter Operator and City of Costa Mesa will comply with appropriate standards of The Americans with Disabilities Act (ADA). Staff will be trained about and will be cognizant of any physical disability upon entrance of the client and will assist as needed to conquer any barriers from the structure of the building. Staff will receive training to work appropriately with persons with disabilities. All persons will be treated with dignity, value, and worth.

2. Gender-Specific Programming Policy

Persons accessing the Bridge Shelter services will be identified by the gender identification for which they choose. Staff will provide beds to persons of gender identity, expression and sexual orientation with due regard to privacy and client rights.

Bathrooms and showers will be constructed with equal privacy for all clients, regardless of sexual orientation, expression, or identity. All programs and services will be available with the dignity of all clients as highest priority.

3. Sexual Harassment Policy

All clients, volunteers, and employees should be able to coexist at the Bridge Shelter in a trauma informed care environment, free from sexual harassment and inappropriate sexual behavior.

The Shelter will have a zero-tolerance policy for sexual harassment and inappropriate behavior of a sexual nature. No sexual harassment will be tolerated by anyone on the facility grounds - including by staff, volunteers, or clients. Clients, staff, and volunteers will be notified if in the Shelter Operator's sole discretion any of their remarks, advances, gestures, or attire constitutes sexual harassment toward any person in the Bridge Shelter facility.

Anyone who believes he or she has been the subject of any such behavior will be urged to report it to the staff or supervisor immediately. A report will be completed and taken to appropriate staff or supervisor for resolution. Reported incidents will be investigated on a confidential basis. Provisions will be instituted to guard the safety and emotional health of persons who have been victims of a reported incident. After proper review, a person found to have engaged in sexual harassment or inappropriate behavior of a sexual nature will be subject to disciplinary action including possible immediate exit from program or termination from employment.

4. ***Policy Regarding Sex Offenders***

The Shelter Operator and City of Costa Mesa will have strict requirements for the safety of children and vulnerable adults. Staff and volunteers will be trained in sex abuse definitions, sex offender policies, child abuse, and vulnerable adult abuse. All employees must review this training yearly and be certified to have passed its standards.

The Shelter Operator and City of Costa Mesa will follow federal law requirements in reporting sex offenders. All clients will be screened for sex offenses through the National Megan's Law database. Screening will be conducted at the time of reservation; no potential participants with a registered sex offense will be allowed on the bus/shuttle or admitted as clients.

R. **Confidentiality Policies**

1. ***Personal Confidentiality***

People seek help from emergency shelters at a difficult time in their lives. Their need for service and the help that can be given is determined through sharing of factual and personal information. For this to be effective, every client must be able to trust that every staff member and volunteer hold confidential the shared information.

Therefore, the City and Shelter Operator staff will keep strict confidentiality practices as written in Confidentiality Policy. These practices include:

- a. Fact of Participation: The fact that an individual is or has been a participant in the Bridge Shelter should not be disclosed except as may be specifically defined. Inquiries by visit, telephone or letter regarding a participant in the program should be answered with the statement that information as to whether a particular person is or has been in residence cannot be divulged; that if in fact the individual is in residence, they will be advised of the inquiry, and that, at their discretion, they will or will not communicate with the inquirer.
- b. Disclosure to Other Agencies: Disclosure of client information to other social service agencies, whether on a referral to or from the agency, generally may be permitted only with the person's written consent. Information is to be withheld where enjoined by law and where by contract the Shelter Operator has agreed to maintain the confidentiality of client records (as under the Privacy Act.)

Disclosure of information relating to program participants should not be made to employers, credit agencies, unions or other similar organizations, except at the request, and with the consent of the participant.

- c. Information to the Client: In some situations, it may be required by law to disclose to the participant information contained in his/her own case record. Information disclosed should be limited to that which is included in the formal case record. The formal case record should contain factual information, not counselor notes and observations. Information provided by other agencies should not be shared.
- d. Law Enforcement Agencies: All requests for information regarding clients originating from law enforcement agents, should be referred to the Shelter Operator's acting Legal Department. Before any action is taken, on any legal request, a staff member or program manager should contact their Legal Department as there are boundaries in place to determine the sharing of information with law enforcement personnel according to its policies on client confidentiality (as stated in the Shelter Operator's Policy Manual) and applicable law.

When an arrest warrant or a search warrant has been issued by a court after a showing of probable cause, if such a warrant is presented to the facility relating to a client in the residence, staff will cooperate with the law enforcement agency in making the arrest or the search, preferably in a manner which will involve the least disruption of the program at the facility.

- e. Written Consent: If there is any doubt as to whether client information should be disclosed, the consent of the client should be first obtained, except as otherwise required by law. The consent will be in writing on a Release of Information form and should identify the information to be disclosed, the person or agency to whom it will be disclosed, and the purpose of the disclosure, and the period of time during which authorization is granted.
- f. Abuse Reporting: The Shelter Operator and Shelter staff will comply with all state and municipal laws requiring reporting to governmental agencies of instances of child abuse, domestic violence and elder abuse. Staff will report any suspicion or evidence of child abuse or vulnerable adult abuse according to the law's requirements. All staff persons at the shelter will be mandatory reporters. An incident report will also be completed and submitted to the Program Manager and any higher-level staff as needed. All staff will be trained at time of hire to spot signs of abuse and to properly document and report it. Training will be repeated annually.
- g. Harm to Self or Others: If a client at the shelter program shares with a staff person a viable threat to do harm to self or another, the terms of confidentiality can be revoked, as in the case of suicidal or homicidal admittance.

2. Database Confidentiality Policies

Only trained Intake staff, Case Managers, and management staff will be authorized to access the HMIS Database. Each staff person will have a separate password for entry. Staff is only to use computers that are authorized and HMIS compliant. No persons without a username and password set up by the Shelter Operator's IT department should have access to staff-only computers.

3. ***Exceptions to the Confidentiality Policy***

All clients will be informed that when the law requires management to disclose client-related information, such as to prevent danger to self or others, or to report child and elderly/vulnerable adult abuse, staff will do so.

S. Grievance Policies

The grievance procedure will be applicable for any conflicts or disagreements between clients, and between clients and staff. For example, the grievance process may be employed to address disruptive behavior or appeal incorrect formal action. However, in no way does the grievance procedure suspend the rules or consequences established in the Shelter Rules signed upon entering the program. Clients will have the right to file a grievance without the fear of harmful repercussions from staff or other residents.

1. ***Receiving and Posting***

The Grievance Procedure should be clearly posted in the Policy and Procedure Manual and available at the shelter facility. A client will be given a copy of the grievance procedure when a conflict has occurred that cannot be resolved satisfactorily between the client and a staff person or another client, or the client has a complaint about an event that occurred at the Shelter involving that client. The Grievance Policy Form will be read by the client and signed.

2. ***Meeting with Staff***

Once received, staff will decide at the earliest regular staff meeting which grievances warrant a meeting. If needed, a formal grievance meeting will be called, headed by the Program Manager or their assistant. Prior to this meeting, the client defendant will be given a copy of the grievance so he/she may prepare to respond to the grievance. At the grievance meeting, the plaintiff will begin stating his/her case. The defendant will then respond. All present will be allowed to ask questions of either the plaintiff or defendant. The burden of proof rests with the plaintiff. All decisions will be binding and after the formal grievance procedure has been completed, staff and residents will be expected to regard the matter as settled and in the past.

If a client expresses a concern or makes a complaint concerning their involuntary discharge, he/she may take the following steps:

- The client may request to discuss the matter with the Program Manager, who will make a decision on any corrective action required within the boundaries of his/her authority. When appropriate the Manager will notify higher-level staff.

- If the client is still unsatisfied with the outcome, he may submit a request for intervention to the Shelter Operator's Executive Director, who will acknowledge receipt within a reasonable time frame. The Executive Director will take any corrective action required within 10 days and inform the client, in writing, of the resolution.
- Clients have the right to ask assistance of another person to speak on their behalf, or to help fill out a grievance form.
- Client grievances will be reported in monthly program reports. The Executive Director, or other Shelter Operator executive staff member entity, review all grievances quarterly and/or annually, providing a level of review that does not involve the client about whom the complaint was made or the person who reached the decision.
- Grievances and resolutions should be documented in client file and incident reports.

3. ***Whistleblower Policy***

Clients should have several ways in which they may share a grievance – verbally or written, anonymous or through a third party. A suggestion and grievance box will be available in the common area and will be checked weekly by staff.

Confidentiality will be strictly kept between the person making the complaint and the Program Manager which will withhold information internally to the extent prudent where a complaint involves a staff member or volunteer. The Grievance Procedure will be clearly posted in the Policy and Procedure Manual and available at the facility

SECTION III. STAFFING AND MANAGEMENT PLAN

A. Staff Policies

1. *Hiring Policy*

The Shelter Operator must be an equal opportunity employer. A copy of its applicable Equal Opportunity and Affirmative Action Policy will be available in the Employee Handbook and through the Human Resources Department of the Administrative Offices.

All staff positions and newly hired staff will be approved by the Program Manager and Directors, and will be thoroughly vetted through a new hire process as outlined below.

2. *Screening Procedure*

Position openings will be posted on various employment networking websites. Potential applicants will be screened through a two-step interview process.

The first interview will be scheduled with the Orange County Program Director of Bridge Shelter Program, Services, and Outreach as well as the Program Manager of Bridge Shelter and Services. If deemed eligible, the applicant will conduct an interview with the Executive Director and Operations Director of the agency.

3. *Acceptance Procedure*

A completed application packet and staff letter of recommendation will be sent to the head of the Human Resources Department who conducts a thorough background check. Every potential applicant will be screened for active warrants, violent felony convictions, sexual offenses which require registration, and legal ability to work. Staff who will be in direct contact with clients will also be required to complete Tuberculosis screening as well as training for mandated reporting policies. The applicant must successfully complete all screening requirements before they will be able to begin working directly with clients.

Upon hire, the new employee will sign a job agreement form and will be provided a job description informational sheet for their records. They will also attend a general orientation program led by the Head of the Human Resources Department. This orientation will cover important topics, such as but not limited to, sexual harassment policies, and appropriate interactions with co-workers, volunteers, and clients. Training places a heavy emphasis on appropriate conduct between staff and clients will be expected to adhere to these practices when interacting with clients. Program Managers complete a more lengthy program-specific orientation process.

4. Staffing Policies for Safe Humane Environment

The Bridge Shelter will be staffed to provide the safest, most dignified environment for all clients. All staff will be easily identifiable and will be required to wear Shelter Operator-Approved shirts, as well as name tags while on site. Staffing will be scheduled to optimize safety of staff, volunteers and clients and to provide optimal coverage during hours of high volume. Initially, some positions described below maybe be fully or partially-filled by existing Mercy House staff and/or City staff and may not be included in the staff chart provided.

All Shelter operations and staff will be supervised by the **Program Manager of Bridge Shelter and Services**. The Manager will be a full-time, salaried position with an Associate's Degree and at least 2 years of direct life experience working with long-term homeless, low income, and diverse populations. The Program Manager will be responsible for coordinating program services for the Bridge Shelter. Primary responsibilities include supervising support staff. This position may require the transportation of supplies. This position will report directly to the Orange County Program Director of Bridge Shelter Program, Services, and Outreach.

A **Bridge Shelter Site Leader** will be responsible for overseeing services and activities in the Bridge Shelter Program. They will oversee all shelter activities including logistics and client intake, oversee distribution of services, and assist in coordination of volunteers and supportive services. They will provide support to staff during designated shifts and will assign tasks, oversee administrative duties that support program services. The Site Leader reports directly to the Bridge Shelter and Services Program Manager, reporting any staff or shelter issues as needed.

The **Bridge Shelter Logistics Staff** at the will be responsible for providing supportive services and logistical support to the Bridge Shelter during designated shifts. This position will require a flexible work schedule including weekend, morning, evening, and holiday shifts to provide optimal coverage during Shelter hours. This position will report directly to the Bridge Shelter and Services Program Manager. This position will assist with shelter setup and maintenance, general cleanliness and safety of facility, assisting and receiving orders from vendors, posting and updating signs and service calendars, and more as needed.

The **Bridge Shelter Volunteer and Coordinator/Bridge Shelter Concierge** will be responsible for coordinating volunteer services for the Bridge Shelter and provides support for the Bridge Shelter. The volunteer coordinator will work directly with volunteers, conducts orientation, training and provides support to volunteers at the shelter. In the Bridge Shelter, the Volunteer Coordinator' Concierge role will be to recruit and encourage participation by outside service providers, maintain service provider room reservation schedule and ensure the day-to-day operational functions

of the Bridge Shelter.

The **Bridge Shelter Case Manager** positions will be both hired and supervised by the City of Costa Mesa Neighborhood Improvement Manager. The Case Manager/s will provide assistance to Shelter clients and conducts an individual assessment of needs, followed by provision of targeted services focused on returning individuals to permanent housing as quickly as possible. The Case Managers will conduct the VI-SPDAT assessment, determine eligibility, enters assessment into Central Intake System for prioritization and linkage to housing provider, helps clients obtain necessary documents, and provides individuals with employment guidance and community resources. When clients are referred to other programs, the Case Manager provides a warm hand-off to the service provider.

The **Bridge Shelter Intake Coordinator** will be responsible for the reservations, intake, and data input and reporting for the Bridge Shelter Program. The intake coordinator assists clients and manages the HMIS and data reporting requirements. They will be responsible for managing the client reservation process, conducting diversion interviews, and ensure that HMIS data is complete.

The **Bridge Shelter Food Coordinator** will be responsible for coordinating and overseeing the preparation of meals for the Bridge Shelter. They will be responsible for planning the weekly menu and the cooking schedule, determining the amount of food and supplies as required for daily menus, following safety code, and adhering to strict health, safety, and sanitation standards.

The **Bridge Shelter Kitchen Staff/Cook** will be responsible for assisting with the preparation and meals for the Bridge Shelter and the general upkeep of the kitchen and dining area. They ensure that food preparation areas, cooking surfaces, and utensils will be cleaned using the strictest standards, and verify that prepared food meets requirements for quality and quantity.

The **Bridge Shelter Overnight Logistics** position will be a part-time position that covers overnight shifts at the Bridge Shelter Program. They resolve conflicts and file incident reports as necessary, report violations and general events in the daily log. They also oversee the cleaning crew and conduct property checks. The Overnight Coordinator provides general support for clients, ensuring their safety during the night.

Bridge Shelter Volunteers will assist with daily ongoing operations of the shelter as needed. Volunteers will be needed 7 days per week to help between the hours of 8:00am and 8:00p. Volunteers will be assisting with set-up, clean-up, preparing and serving meals, intake, laundry, daytime activities, reservation calls, administrative

duties and donations.

Volunteers will be assigned to duties that are appropriate for their age and activity level. It is important that volunteers be reliable and that staff treat them as a vital component of shelter operations.

All the positions requirements and descriptions will be available in the Shelter Operator's Human Resources Department and will be also made readily available to all staff. Please see attached job descriptions.

At its initial opening, staffing levels at the Bridge Shelter is intended to be as shown in the chart below.

Position (Blue highlight means one person has different job tasks on different days.)	Hours	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Total Position Hours Weekly
		Sun-Mon	Mon-Tues	Tues-Wed	Wed-Thurs	Thurs-Fri	Fri-Sat	Sat-Sun	
Program Manager	Flexible								40
Overnight Logistics	11:00 pm - 7:00 am	8	8	8	8			8	40
Overnight Logistics	11:00 pm - 7:00 am	8	8			8	8	8	40
Overnight Logistics plus one	11:00 pm - 7:00 am			8	8	8	8		40
AM Logistics/Laundry	5:00 am - 1:00 pm		8						
AM Logistics/Meals	5:00 am - 10:00 am	5	5	5	5	5			25
AM Logistics/Meals	10:00 am - 3:00 pm					5	5	5	15
AM Logistics/Meals	10:00 am - 3:00 pm	5	5	5					20
Breakfast Meals	5:00 am - 10:00 am							5	
AM Logistics/Laundry	7:30 am - 3:30 pm	8	8		8				24
AM Logistics/Laundry	7:00 am - 3:00 pm					8		8	26
Plus one AM meal	5:00 am - 10:00 am						5		
AM Logistics/Meals	10:00 am - 3:00 pm				5				
AM Site Leader	7:00 am - 3:00 pm		8	8	8	8	8		40
AM Site Leader Relief plus one	7:00 am - 3:00 pm	8						8	24
AM Logistics/Laundry	7:00 am - 3:00 pm			8					
PM Site Leader	3:00 pm - 11:00 pm		8	8	8	8	8		40
PM Site Leader Relief plus one	3:00 pm - 11:00 pm	8						8	24

Position	Hours	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Total Position Hours Weekly
		Sun-Mon	Mon-Tues	Tues-Wed	Wed-Thurs	Thurs-Fri	Fri-Sat	Sat-Sun	
PM Logistics	3:00 pm - 11:00 pm			8					
PM Logistics/Intake Specialist	3:00 pm - 10:00 pm	7				7	7	7	28
PM Logistics/Intake Specialist	3:00 pm - 10:00 pm		7	7	7				28
Call Center	8:00 am - 3:00 pm	7							
PM Logistics	3:00 pm - 11:00 pm	8	8		8				24
PM Logistics	3:00 pm - 11:00 pm					8	8	8	24
Call Center/Intake Specialist	8:00 am - 3:00 pm		7	7	7	7			28
Leasing Agent	9:00 am - 5:00 pm	8	8	8	8	8			40
Data	10:00 am - 3:00 pm	5		5	5	5			20
Driver 1 (1st shift)	5:30 am - 1:30 pm	8	8	8	8	8			40
Driver 2 (1st shift)	5:30 am - 1:30 pm						8	8	24
Driver 2 (2nd shift)	2:00 pm - 10:00 pm	8							
Driver 3 (2nd shift)	2:00 pm - 10:00 pm		8		8			8	24
Driver 4 (2nd shift)	2:00 pm - 10:00 pm			8		8	8		
AM Logistics/Intake Specialist	8:00 am - 3:00 pm						7	7	14

B. Policies for Staff Training

All Bridge Shelter staff will be trained when hired in emergency evacuation, first aid procedures, mandated reporting policies, crisis intervention, and CPR procedures. This training will be repeated and updated annually and as needed. Staff may receive additional training on different topics as opportunities arise and are needed.

Each staff member also receives on-going in-service training in crisis management. Staff will also be trained in Strength Based Approaches and positive communication skills. Each staff member will be required to attend annual training to update and improve their knowledge. Documentation of training will be kept in each employee's file by the Program Manager and is provided to the Head of Human Resources for filing, when appropriate.

Security staff will be provided sensitivity training to better equip them to work with homeless clients, and those in crisis.

1. *Emergency Procedures - Evacuation, First Aid, and CPR, 911 Reporting*

Bridge Shelter staff will be trained in fire, earthquake, and chemical spill evacuation procedures when hired and annually. Evacuation drills with all staff and clients will be held and recorded quarterly. Evacuation protocols will be recorded at the Service Desk for reference.

Evacuation maps will be posted throughout the facility. All staff will be trained in first aid and CPR procedures annually. 911 reporting will be taught in orientation and reviewed annually. CPR certificates will be kept in staff files. Universal precautions will be followed.

2. *Safety Conduct - Prevention of Abuse, Crisis Intervention, Conflict Resolution*

The Shelter Operator will have a required training program in prevention of child abuse, vulnerable adult abuse, child abuse reporting, and sexual harassment titled. Each staff will complete this training program annually. Certificates of completion will be recorded in Human Resource files.

Bridge Shelter staff will complete a course in conflict resolution and crisis intervention upon hire and annually. Documentation of completion will be recorded in staff file.

3. *Appropriate Behavior for Dignity and Respect*

Operations, program, administrative and management staff will be trained in a Strengths Based Perspective model of client care. They will be trained regularly, including at time of hire, on the best methods of working with, treating, and responding to clients who have had difficult and traumatic life experiences. Each staff member will be expected to put these models to use in every interaction they have with clients and potential clients. Staff members will be offered training regularly and expected to participate actively. Notice of completion will be recorded in staff files, and each staff member should have access to this information in the readily-available staff handbook.

4. *Communication*

Clients, Staff, Community

Shelter staff will undergo classes in communication skills – such as handling phone calls,

confidentiality policies, crisis management and de-escalation of conflict. The communication skills will be reinforced through practice and reviewed at regular staff meetings as warranted. Courses covering topics such as communication skills with mentally ill persons, receptionist skills, communication with difficult people, and conflict resolution will be completed. This training should be done at least monthly and additionally, if deemed necessary.

5. *Resources and Referrals*

Operations, Program, and Case Manager staff will be oriented to resources, homeless services, and organizations for collaboration and referral. They will also be highly trained staff to connect clients to the Coordinated Entry System, as a system designated entry point. Staff representatives will attend the Homeless Provider Forum, Case Management Forum, and Implementation Committees for the Ten-Year Plan to End Homelessness in Orange County. Resource lists will be updated monthly and kept on-site.

Protocols for offering and accepting referrals from other agencies will be in place, reviewed by staff, updated, and kept in a manual on-site.

6. *Mental Health and Addiction Skills*

All Program staff will attend mental health training events which include naming of symptoms, co-occurring diseases, de-escalation techniques, and safety protocols. This training will be done at time of hire and annually, or as necessary. Client speakers present workshops on various aspects of mental health diagnoses, symptoms, and care. Staff will be trained in symptoms of drug abuse, and referrals for treatment. Recovery programs will be encouraged and off-site referrals will be made as appropriate.

Though sobriety will be not a requirement to stay in the shelter or participate in services, clients will be expected to be able to practice self-care, follow all rules and regulations, and

behave appropriately and respectfully toward staff, volunteer, and other clients. Drug use while at the shelter will be prohibited and will result in immediate exit from the program.

7. *Self - Care*

Regular staff meetings will be held for all staff. Part of the purpose of these meetings will be communication and processing of stressors while working in the difficult environment of a large-scale Bridge Shelter Program. Staff will be welcome to participate in team-building activities throughout the year, including holiday parties, and events with co-workers.

All staff will be trained in effective communication with coworkers and in proper techniques to address coworker harassment and stressors and will be made aware of the importance in practicing self-care. Staff will be informed of an open-door policy with supervisors and the Head of the Human Resources department.

8. *Annual Staff Evaluation and Training Plan*

All staff will be evaluated by their direct supervisor at 90 days from their hire date and at semi-annual intervals. The evaluation form will be stored in the employee file held at the Human Resource office.

9. Documentation of Staff Training

Attendance of and participation in staff training will be recorded in each staff file by the Program Manager of Emergency and Shelter Services. Training required by all staff members will also be recorded in the Human Resources file to ensure each member's knowledge and information will be up-to-date.

C. Volunteer Policies

1. Selection, Screening, and Background Checks

The Bridge Shelter Volunteer Coordinator will actively recruit through a variety of sources, including schools, church groups, and community programs. Volunteer Coordinators will hold regular Volunteer Recruitment events in order to increase the number of volunteers that serve at the Bridge Shelter Program.

Individuals, as well as groups, will be invited to volunteer at the shelter. It is recommended that children 13 and older will be accompanied by an adult or legal guardian and both adults and guardians must be registered to volunteer on the day they appear.

All potential volunteers will be screened for sex offenses and criminal background checks before being confirmed for volunteer duty.

With regard to meal provision, all volunteers interested in providing meals to shelter clients will have their applications forwarded to City of Costa Mesa Shelter Meal Volunteer Coordinator. The Meal Volunteer Coordinator will be responsible for holding orientations with meal volunteers regarding ServSafe food handling procedures, OC Health Department rules regarding meal provision at the shelter and calendaring all volunteer meals with the Bridge Shelter Manager. This meal calendar will be provided 30 days in advance to allow the Bridge Shelter adequate time to work with Bridge Shelter Meal Vendor and ensure that projected volunteer meals are substituted for regular meals in the upcoming month.

2. Orientation and Training

The Shelter Operator will include a Volunteer Coordinator position(s) in its staffing plan to support volunteer coordination efforts at the shelter. The Volunteer Coordinator will handle scheduling, orientation and training of the volunteers.

Before beginning service, volunteers will be provided an Application and Agreement that includes information about volunteer duties, appropriate conduct with clients, staff, and other volunteers. Each volunteer will be required to sign this Agreement before they will be assigned a duty at the shelter.

Volunteers who do not agree with the requirements or refuse to sign will not be assigned a duty and will not be able to volunteer at the shelter.

Volunteers will sign up for an open position, time and date using online volunteer scheduling software. Volunteer Coordinators will call and confirm volunteer's date and time and to provide them with the location of the shelter and any necessary important information.

Volunteers will be trained on-site at tasks by the Volunteer Coordinator on duty. Any tasks that require a trained staff member will be supervised by that staff member to ensure accuracy and cleanliness.

Volunteers will be given opportunities to attend community forums and events to receive more training about community resources and network with other community agencies.

Volunteers will be expected to adhere to a strict code of ethics and standards. Those found in violation of this code will be removed from the facility and may be limited in future volunteer opportunities.

The volunteer code of ethics includes the following:

a. **Each volunteer Must Maintain a Firm Commitment to Professional Conduct**

Volunteers of the Bridge Shelter will be expected to maintain the highest level of moral, ethical, and professional conduct while at the site. Volunteers will not engage in verbal abuse, inappropriate jokes and stories, and or any type of inappropriate interaction with Bridge Shelter staff or clients.

b. **Limiting Relationships with Clients**

Volunteers will be prohibited from developing dual relationships with any clients they meet through their volunteer involvement at the Bridge Shelter Program. Examples of dual relationships include (but will be not limited to) a volunteer entering into a business, romantic, or sexual relationship with a client. Soliciting clients for their business will be strictly prohibited.

Volunteers will be not allowed to be named as having authority to make decisions for a client under any type of power of attorney or other legal procedure.

c. **Food and Other Substances**

Volunteers will not consume any food items or drinks supplied by the Bridge Shelter while volunteering. Food and drinks will be purchased solely for the consumption of the homeless clients. Volunteers must also commit to not consuming any type of illicit drugs on the property while volunteering. Volunteers who appear to be under the influence of any substance that impedes their ability to perform their duties safely and efficiently may be turned away.

d. **Discrimination**

Volunteers will not discriminate against any client. They will not judge an individual based on their race, disability, religious preference, sexual orientation, color, age, veteran status, citizenship, ancestry, national origin or gender.

e. **Volunteer Boundaries**

Volunteers will be not permitted to loan or give money to clients, should not meet with clients outside of the Bridge Shelter without permission from program staff, and will be not allowed to drive clients in their vehicles.

f. **Commitment**

The Bridge Shelter will be reliant upon the work of volunteers. This commitment should be taken seriously. If a volunteer misses a shift without removing themselves from the schedule and giving notice, the volunteer may be limited or restricted from volunteering.

g. Identifiable Lines of Authority

Volunteers will be informed of identifiable lines of authority in their Application Packet. Volunteers will defer to the Volunteer Coordinator on duty to give resources, referrals, and handle situations beyond their responsibility and volunteer agreement.

Volunteers will also have access to the Program Manager or lead staff member on site, for questions and grievances.

All volunteers will be provided with a name tag identifying them as such.

3. Descriptions of Volunteer Tasks

Volunteers will be needed 7 days per week to help both in the evening up to 8 volunteers (5-8pm), morning hours up to 4 volunteer (5-10am) and mid-day hours up to 10 volunteers (11-4).

The Bridge Shelter Volunteer Coordinator and The City of Costa Mesa Network for Homeless Solutions Coordinator will ensure all volunteers will be provided with a task and description of any duties they might perform. Tasks and duties include, but will be not limited to:

- Assisting the Intake Specialist in registering and signing in clients at time of entry
- Setting up and breaking down tables for dinners and breakfasts
- Distributing donations and hygiene items
- Organizing and setting up donations of clothing
- Helping direct lines to donations and food
- Serving meals, setting up snacks and drinks for clients
- Organizing play hour and activities for children and families

D. Fund Development Strategies

Funding to support the annual operational shelter should consider a diverse stream of funding from federal and local public resources, private donations and foundation support, in-kind donations.

Potential Funding Resource	Type of Resource	Entity	Type of Support
Emergency Solutions Grant	Public	County, Cities	General Operating
Community Development Block Grant	Public	County, Cities	General Operating
Emergency Food and Shelter Program	Public	Local EFSP Board	Food and Operations

SB2	Public	County	Operations
Dept. of Housing and Urban Development - Continuum of Care	Public	Federal	Coordinated Entry Activities
Mental Health Service Act (MHSA)	Public	County	Mental Health Service Support
Health Resources and Services Administration (HRSA)	Public	Federal	Medical Facility Services
Children and Families Commission	Public	Local	Family Shelter and Services
Homeless Veterans Reintegration Program (HVRP) Grants	Public	Federal	Veterans Services
Corporate Foundations	Private	Local	General, Service Specific
CESH Funds	Public	Local	General, Service Specific
Private Foundations	Private	Local	General, Service Specific
Private Individuals	Private/In- Kind	Local	General, Service Specific
Private Corporations	Private/In- Kind	Local	General, Service Specific

SECTION V. ATTACHMENTS

A. Job Descriptions

B. Shelter Client Rules

C. Volunteer Policies

ATTACHMENT A:
JOB DESCRIPTIONS

Program Management and Development Job Description

Goal: Oversee the development and implementation of all program services for our Bridge Shelter to ensure quality delivery of services.

- Maintain performance of existing shelter services
- Oversee the scheduling and coordination of all Shelter Sites
- Ensure strong communication between Staff and Partner agencies
- Oversee coordination of shelter activities and distribution of services
- Provide monthly reports to the Operations Director
- Develop new partnerships with other agencies in order to enhance our current services
- Oversee implementation of new services
- Implement new services/year-round, permanent facility
- Manage Budget
- Oversee Purchases, Vendor Bids and MOU's

Staff Management

Goal: Manage Identified Staff facilitating optimal performance.

- Manage and supervise Shelter Program Managers
- Assist in various aspects of staff's duties
- Provide support and guidance when necessary
- Provide support for crisis/conflict intervention
- Coordinate trainings and orientations when needed
- Conduct Meetings monthly
- Meet with identified staff individually when necessary
- Review and evaluate performances
- Conduct midyear and annual review

Outreach Services

Goal: Provide leadership in critical support in the development and implementation of Outreach Services

- Brainstorm, research and assist in the development our outreach strategy
- Oversee implementation of our outreach services including the City of Costa Mesa Network for Homeless Solutions
- Assist with Front Door Calls when necessary

Community Relations

Goal: Positively advance agencies reputation in the broader community.

- Maintain active involvement with neighbors and program partners
- Maintain active involvement with community service organizations

Miscellaneous

- Provide creative input to the Executive and Operations Directors

- Participate in networking functions
- Attend appropriate training workshop as needed
- Attend appropriate house and staff meetings
- Complete ad hoc projects as appointed by Supervisor

Program Manager - Bridge Shelter Job Description

Introduction:

This Program Manager is responsible for coordinating program services for the Bridge Shelter And Multi-Purpose Center. This position requires dependability, responsibility, organizational skills; and strong written and verbal communication skills. Primary responsibilities include program management, program development, and outreach and community relations and reports to the O.C. Program Director of Bridge Shelter Program, Services, and Outreach Programs. This position includes supervising support staff and requires a flexible schedule (weekend, morning, evening and holiday shifts). This position may require the transportation of supplies. Fluency in Spanish is a significant value.

Qualifications:

Associate's Degree and at least 2 years of direct life experience working with long-term homeless, low income, and diverse populations and have a working knowledge of mental health and addictions issues. Possess a high level of tolerance and understanding for individuals who present for services with urgent multiple case management and health needs. Ability to perform crisis intervention as needed; clearly communicate information and instructions verbally and in written form; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others. Valid CA driver's license, proof of insurance and reliable vehicle is required.

Bridge Shelter Program

Goal: Ensure that the Shelter and Multi-Purpose Center run smoothly and that we maintain accurate data and strong communication with community partners.

- Oversee Client Services
- Coordinate calendar and services provided by partner agencies
- Support all aspects of operations including direct client services when necessary
- Oversee the collection and distribution of donations
- Assist with monitoring facility security and maintenance
- Ensure enforcement of our good neighbor policies
- Assist with securing necessary resources
- Oversee collection, input and distribution of intakes / summary sheets / reports
- Provide support with community resources and referrals
- Develop new partnerships with other agencies in order to enhance our current services
- Manage program budget
- Facilitate Resident Advisory Council and Partnership Meetings.

Management

Goal: Manage Identified Program Staff, Interns and Volunteers facilitating optimal performance.

- Manage and supervise support staff in all of their duties
- Assist in various aspects of staff's duties

- Assist in coordinating and managing on-site volunteers
- Assist in coordinating and managing special group events and holiday events
- Provide crisis/conflict intervention
- Coordinate trainings and orientations when needed
- Conduct 90 day, midyear, and annual reviews.

Community Relations

Goal: Positively advance Agencies reputation in the broader community.

- Maintain active involvement with neighbors and program partners
- Maintain active involvement with community service organizations

Miscellaneous

- Must participate in networking functions and community meetings.
- Attend staff meetings and training workshops as needed
- Assist with general duties (stocking supplies, copies, fax, phone calls, etc.)
- Enhance job performance by applying up-to-date professional knowledge gained by attending seminars and conferences and reviewing professional publications.
- Perform ad hoc projects as appointed by Supervisor

Site Leader - Bridge Shelter Job Description

Introduction:

The Emergency Services Site Leader is responsible for overseeing services and activities at the Bridge Shelter Program. Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills. Ability to work effectively with a diverse population; plan, organize and prioritize duties; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others This position requires a flexible work schedule including some weekend, morning and evening and holiday shifts.

This position reports directly to the Bridge Shelter Manager. Fluency in Spanish is a significant value.

Qualifications:

Possess a high level of tolerance and understanding for individuals who present for services with urgent multiple case management and health needs. Ability to perform crisis intervention as needed; clearly communicate information and instructions verbally and in written form; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others. Associate's Degree preferred but not required.

Shelter

- Assist in the implementation of all shelter activities to ensure quality delivery of services.
- Oversee all shelter activities including logistics and client intakes
- Oversee distribution of services and all program services while on duty
- Assist in the coordination of volunteers and support services
- Oversee the organization of supplies and facilities needs

Management

- Goal: Support Identified Program Staff facilitating optimal performance.
- Support shelter staff during designated shifts
- Assist in various aspects of staff's duties
- Assist in coordinating and managing special group events and holiday events
- Provide crisis/conflict intervention
- Communicate any staff or shelter issues to Program Manager.

Administration

- Goal: Oversee administrative duties that support program services.
- Coordinate supply and service needs

- Assist with securing necessary resources
- Assist with record keeping and reporting

Miscellaneous

- Attend staff meetings and training workshops as needed
- Assist with general duties (stocking supplies, copies, fax, phone calls, etc.)
- Enhance job performance by applying up-to-date professional knowledge gained by attending seminars and conferences and reviewing professional publications.
- Perform ad hoc projects as appointed by Supervisor

Intake Coordinator - Bridge Shelter Job Description

Introduction:

The Bridge Shelter Intake Coordinator is responsible for the reservations, intake, and data input and reporting for the Bridge Shelter Program. The objective of this position is to help clients access our Bridge Shelter and to manage our HMIS data and reporting requirements. This position requires a flexible work schedule including some weekend, morning and evening shifts. Detail-oriented and computer proficient in Microsoft Word and Excel required. Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills. Fluency in Spanish is a significant value. This position reports to the Bridge Shelter and Services Program Manager.

Qualifications:

Strong computer and data processing skills. Ability to work effectively with a diverse population; plan, organize and prioritize duties; clearly communicate information and instructions verbally and in written form; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others Possess a high level of tolerance and understanding for individuals who present for services with urgent multiple case management and health needs. Associate's Degree preferred but not required.

Bridge Shelter Services

- Manage client reservation process
- Conduct diversion interviews
- Manage intake process
- Maintain intake area and ensure daily forms and supplies are stocked and ready prior to shelter opening
- Supervise on-site reservation and intake volunteers
- Collect client sign-in sheets and intake packets, counting and verifying signatures and enter client information on Daily Summary Sheet

Program Data Entry and Reporting

- Ensure HMIS intake forms are completed by clients and data is entered into the HMIS.
- HMIS data quality management.
- Responsible for entering all Bed Nights and Services into database on a daily basis.
- Scan and file intake packets and other pertinent documents daily.
- Generate monthly, quarterly, and annual reports.

Miscellaneous

- Participate in networking functions
- Attend staff meetings
- Attend training workshops as needed
- Enhance job performance by applying up-to-date professional and technical knowledge

- gained by attending seminars and conferences and reviewing professional publications.
- Perform ad hoc projects as appointed by Supervisor

Case Manager – Bridge Shelter Job Description

Introduction:

The case manager provides assistance to individuals that are literally homeless. This assistance includes an individualized assessment of needs, followed by provision of targeted services focused on returning individuals to permanent housing as quickly as possible. The Case Manager will conduct an assessment, determine eligibility, enter assessment into Central Entry System for prioritization and linkage to housing provider, help client obtain documents required for housing placement, provide individuals with employment guidance and community resources.

Qualifications:

Associate's Degree and at least 2 years of direct life experience working with long-term homeless, low income, and diverse populations and have a working knowledge of mental health and addiction issues. Possess a high level of tolerance and understanding for individuals who present for services with urgent multiple case management and health needs. Ability to perform crisis intervention as needed; clearly communicate information and instructions verbally and in written form; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others. Valid CA driver's license, proof of insurance and reliable vehicle is required.

Supportive Services

- Provide assessment for client within seven days of entering shelter.
- Determine eligibility and enter assessment into Central Entry System for prioritization and linkage to housing provider
- Assist client with obtaining documents required for housing placement
- While client is at the shelter provide employment linkage, benefits establishment, linkage to community providers for substance abuse, primary and mental health care, and all other services needed to assist clients in reaching their stabilization goals
- While client is at the shelter provide strengths based case management and service coordination designed to assist clients in obtaining and maintaining stable housing
- Conduct crisis and risk assessments in consultation with supervisor and case management team
- Provide crisis intervention services focused on enhancing the client's' ability to independently problem solve, utilize effective coping skills, and manage and self - coordinate own care
- Provide warm hand off to selected housing provider ensuring a smooth transition from the shelter into housing.

Documentation

- Maintain documentation standards as set forth by the program contract and program policies
- Complete progress notes on every meeting with client
- Input accurate and complete data into HMIS and update snapshots to reflect client progress

- Maintain confidential hard copy case files with all relevant documentation in the appropriate section

Food Coordinator – Bridge Shelter Job Description

Introduction:

The Food Coordinator is responsible for coordinating and overseeing the preparation of meals for the Bridge Shelter Program. This position reports directly to the Bridge Shelter and Services Program Manager.

Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills. Fluency in Spanish is a significant value.

Qualifications:

High school graduate or equivalent education is preferred. Preference is given to persons with education in quantity cooking; Minimum one (1) year food service experience is desired. Have general knowledge of quantity food preparation and portioned serving. Must have verbal and writing abilities necessary to communicate and work effectively with various levels of staff and residents. Must have a willingness to perform routine and repetitive tasks with frequent interruptions and have an awareness of the requirement for careful handling and the economy of serving. Ability to read, understand, and follow recipe directions.

Food Services

- Prepare weekly menu
- Plan and initiate cooking schedule for food preparation to meet meal schedule.
- Determine amount and type of food and supplies as required for daily menus.
- Acquire necessary ingredients through donations or vendor
- Assist with general cleanliness and safety of kitchen and dining area
- Follow defined safety codes while performing all duties.
- Maintain sanitation, health, and safety standards in work areas.
- Assist with receiving and verifying orders from vendors, completing tally sheets
- Manage meal preparations and oversee assistant cooks and volunteers
- Prepare, season, cook and serve for assigned meal; ensure appropriate portion servings according to portion control standards.
- Taste and smell prepared food to determine quality and palatability.
- Monitor temperature of hot and cold foods through food preparation and service to ensure that established temperature goals are met prior to steam table transfer and maintained throughout
- Supervise kitchen staff.
- Be knowledgeable of Federal, State, and facility's rules, regulations, policies and procedures.

Miscellaneous

- Attend Staff Meetings and educational programs.
- Complete ad hoc projects as appointed by Supervisor

Logistics - Bridge Shelter Kitchen Staff/Cook Job Description

Introduction:

This position is responsible for assisting with the preparation of meals for the Bridge Shelter and the general upkeep of the kitchen and dining area. This position reports directly to the Food Coordinator. Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills. Fluency in Spanish is a significant value.

Qualifications High school graduate or equivalent education is preferred. Preference is given to persons with education in quantity cooking; Minimum one (1) year food service experience is desired. Have general knowledge of quantity food preparation and portioned serving. Must have verbal and writing abilities necessary to communicate and work effectively with various levels of staff and residents. Must have a willingness to perform routine and repetitive tasks with frequent interruptions and have an awareness of the requirement for careful handling and the economy of serving. Ability to read, understand, and follow recipe directions.

Food Services

- Maintain sanitation, health, and safety standards in work areas.
- Clean food preparation areas, cooking surfaces, and utensils.
- Assist with general cleanliness and safety of kitchen and dining area
- Follow defined safety codes while performing all duties.
- Read recipes or receive verbal instructions as to food required by food coordinator and prepare and cook food according to instructions.
- Verify that prepared food meets requirements for quality and quantity.
- Assist with receiving and verifying orders from vendors, completing tally sheets
- Measure ingredients required for specific food items being prepared.
- Wash, cut, and prepare foods designated for cooking.
- Clean, stock, and restock workstations.
- Prepare, season, cook and serve for assigned meal; ensure appropriate portion servings according to portion control standards.
- Taste and smell prepared food to determine quality and palatability.
- Monitor temperature of hot and cold foods through food preparation and service to ensure that established temperature goals are met prior to steam table transfer and maintained throughout
- Be knowledgeable of Federal, State, and facility's rules, regulations, policies and procedures.

Miscellaneous

- Attend Staff Meetings and educational programs.
- Complete ad hoc projects as appointed by Supervisor

Volunteer Coordinator - Bridge Shelter Job Description

Introduction: The Volunteer Coordinator works in conjunction with the Volunteer and Bridge Shelter Coordinator and is responsible for coordinating volunteer services for the Bridge Shelter Program. This position also provides support for the Multi Service Center. This position requires a flexible work schedule including some weekend, morning and evening shifts.

Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills for this position. Fluency in Spanish is a significant value.

Qualifications: Strong computer and data processing skills. Ability to work effectively with a diverse population; plan, organize and prioritize duties; clearly communicate information and instructions verbally and in written form; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others Associate's Degree preferred but not required.

Volunteer Coordination

Goal: Maintain volunteer retention and satisfaction for the Bridge Shelter by ensuring that the volunteer services program is running in an organized manner to promote efficiency and order.

- Set up facility for volunteer activities
- Greet volunteers
- Ensure that volunteers are easily recognizable while volunteering
- Work with staff to assign volunteers to tasks that are vital to the success of the Shelter Program.
- Train volunteers to perform required tasks
- Ensure that all volunteers are effectively performing assigned tasks, staying on task and behaving appropriately
- Check in with volunteers on a regular basis to ensure volunteer satisfaction and resolve any conflicts that may arise
- Assist with obtaining volunteer feedback
- Assist with volunteer recognition efforts
- Assist with program activities, as needed

Administration

- Ensure that all volunteers have filled out necessary paperwork before they begin their volunteer service
- Ensure that all volunteers sign-in and out for each shift
- Responsible for making sure all volunteer hours are logged and entered into the data system.

Miscellaneous

- Attend staff meetings and training workshops as needed

- Assist with general duties (stocking supplies, copies, fax, phone calls, etc.)
- Enhance job performance by applying up-to-date professional knowledge gained by attending seminars and conferences and reviewing professional publications.
- Perform ad hoc projects as appointed by Supervisor.

Logistics – Bridge Shelter Job Description

Introduction: The Logistics staff is responsible for providing supportive services and logistical support to the Bridge Shelter during designated shifts. This position requires a flexible work schedule including some weekend, morning and evening and holiday shifts.

This position reports directly to the Bridge Shelter Program Manager. Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills. Fluency in Spanish is a significant value.

Qualifications: Possess a high level of tolerance and understanding for individuals who present for services with urgent multiple case management and health needs. Ability to perform crisis intervention as needed; clearly communicate information and instructions verbally and in written form; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others.

Shelter Support

- Assist in the implementation of all shelter activities to ensure quality delivery of services.
- Assist with shelter setup and maintenance
- Assist with general cleanliness and safety of facility including emptying trash cans and cleaning- up spills.
- Assist with receiving and verifying orders from vendors, completing tally sheets
- Post and update signs and service calendars
- Audio Equipment set up and monitoring
- Assist in the organization of supplies and facilities needs

Administration

Goal: Oversee administrative duties that support program services.

- Assist with keeping detailed daily summary sheets
- Assist with record keeping and reporting

Miscellaneous

- Assist with client services and program activities if necessary
- Complete ad hoc projects as appointed by Supervisor

Overnight Logistics - Bridge Shelter Job Description

Introduction: The Overnight Coordinator covers overnight shifts at the Bridge Shelter Program. Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills. The position's primary responsibilities include security and program support. This position would include overnight shifts including weekends and holidays. The Overnight Coordinator reports directly to the Bridge Shelter and Services Program Manager.

Qualifications: Possess a high level of tolerance and understanding for individuals who present for services with urgent multiple case management and health needs. Ability to perform crisis intervention as needed; clearly communicate information and instructions verbally and in written form; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others.

Security

Goal: Maintain safety and serenity of residents protecting against external and internal disruptions.

- Provide staff presence during assigned shifts
- Resolve any conflicts and file incident reports when necessary
- Report violations and general events in daily log
- Provide necessary emergency support / follow emergency procedures
- Oversee cleaning crew
- Conduct property checks
- Communicate potential concerns with Security Staff to ensure staff and client safety.

Program

Goal: Assist Program Manager with program functions and activities.

- Provide general support for clients
- Observe and report concerns
- Provide support for on-site volunteers
- Supervise evening and morning activities
- Organize morning coffee and food

ATTACHMENT B:
SHELTER CLIENT RULES

CLIENT RULES

Welcome to the Costa Mesa Bridge Shelter program. The Shelter Staff and Volunteers are working very hard to make your stay safe and comfortable. As a client of the program, you *must* agree in writing to follow these rules at all times:

1. **Sign-in at the Shelter begins at 6:00am AND ENDS AT 10:00pm.**
2. **Alcohol and drugs are NOT permitted** in or around the Shelter Property and they will be confiscated if found. At the discretion of the Site Leader or Management, you may be excluded from the program for that night, or possibly terminated for the remainder of the season.
3. **No weapons or objects that may be perceived as weapons are permitted.** If found, they will be tagged by security and kept until you leave. **Anyone with a concealed weapon will be immediately excluded from the program.**
4. We reserve the **right to search all applicants** for weapons (or items that could be used as weapons), alcohol, and illegal drugs.
5. **All prescription medication must be checked in with security upon entering the shelter building in its original container.** No medicinal marijuana will be checked-in without a *valid* Medicinal Use Card and must be 8 oz. or less.
6. **Photo ID's** are required of all registered clients. **Shelter Staff will take photos to produce program ID's for clients, and for security reasons, if necessary.** By entering this program, you give your consent to this.
7. **All Clients must complete and Intake and check in** as well as complete all appropriate paperwork with Shelter Staff.
8. **Showers are strongly recommended** for all shelter clients. Showers *may* be required if lack of personal hygiene becomes a risk to the health & safety of the population. Only 1 towel will be given for showers. Clients **MUST** sign to receive one, and sign to return one.
9. **No smoking inside the shelter.** There is a designated smoking area outside the shelter. Smoking is only permitted in the designated area while staff or security is present. **E-Cigarettes and Vaporizers will not be allowed at the shelter.**
10. **Lights go out at or around 10:00 PM.** Clients must remain at their beds after lights out.
11. **The early wake-up call is at 5:00 AM.** Coffee and breakfast is provided to clients between 5 and 8 AM. Clients are expected to be out of bed by 9:00 am unless special arrangements have been made due to overnight work or illness. No one is allowed in the Sleeping Area from 9:00 AM to 6:00 PM.

12. **In public areas, shirts, pants are mandatory for men and women** at all times; socks and shoes are strongly encouraged.
13. **The evening meal is served from 6:00 PM to 9:00 PM.** Please clean up around your area after you eat, and wear shoes when in the meal line. Should you have a spill, please notify staff immediately.
14. **A Cell Phone Charging Station will be available for clients to use during designated hours.** Clients are NOT allowed to use ANY unauthorized electrical outlets for any reason.
15. Any undesignated parking either on or off the property is subject to being towed at the owner's expense.
16. A limited amount of storage is available for each client. Shopping carts, excessive luggage/bags, etc. will not be allowed in the shelter.
17. **No children under 18 years of age will be admitted into the shelter unless a verifiable parent or guardian is present.** If a client is an emancipated youth, official documentation proving emancipation must be presented at time of intake.
18. **There is a women's section and a men's section for sleeping. Women are not allowed in the men's section, and men are not allowed in women's section.**
19. Only the Site Leader or Manager on duty can expel / prevent any clients from staying at the shelter. Any conflicts between clients should be brought to the attention of the staff immediately. If you are asked to leave and you do not, it is a trespass on City property.
20. **Clients can only reserve beds for themselves. Do not put any of your items on another bed** to reserve a space.
21. **Donations** will be handed out in an orderly fashion by the staff & volunteers. Clients will not interfere with donations being brought in or the distribution of donations.

The **Shelter Program** operates as clients of the city in which it is located. As a result, all clients are expected to be **Good Neighbors** and have an obligation to comply with all state and local laws and/or ordinances and shelter rules and behave in a courteous manner at all times. **Complaints from residents, business owners, or public officials may result in warnings to the clients and expulsion from the Shelter program.**

22. **Any threats or acts of violence** such as loud and disruptive behaviors, threats, fighting, etc. towards staff, volunteers, security or other clients will result in immediate expulsion.
23. **Neither Shelter, nor any of its vendor/partners are in any way responsible or liable for lost, stolen, or damaged items that clients bring onto premises. IT IS THE CLIENTS' RESPONSIBILITY TO TAKE ALL PERSONAL BELONGINGS WITH THEM UPON EXITING THE PROGRAM, AND TO CLAIM THEIR ITEMS FROM THE SECURITY CHECK-IN WHEN THEY LEAVE THE PROPERTY. ANY ITEMS LEFT BEHIND MAY BE DISCARDED AFTER _____**

DAYS.

- 24. **A Pet Kennel is available for client use on a first come, first served basis, kennel space permitting.** All Animals will be permitted ONLY with appropriate documentation (including: Up-to-date vaccination and registration for the City of Costa Mesa) and approval by Site-Leader or management. Any animal may be asked to leave at any time due to aggressive or disruptive behavior, or if owner does not properly clean- up after the animal.

- 25. **Cash is never to be given** to Staff, Volunteers or Interns at ANY time.

As a result of signing this form, I have read and do understand that neither Shelter, any of its volunteers, service providers, Security, or any of the vendors providing services for the Bridge Shelter will be responsible for any loss, theft, or damage to personal property including, but not limited to, Bicycles, Carts, Luggage, Cell Phones and other items that are brought onto the program property. I understand that program rules may change as necessary and that I am required to abide by any amended rules and protocols as they are created.

I have read the above and agree to follow the Shelter rules.

Name (please print): _____

Signature: _____

Date: _____

ATTACHMENT C:
VOLUNTEER POLICIES

Bridge Shelter Volunteer Policies

1. Each Volunteer Must Maintain a Firm Commitment to Professional Conduct

Volunteers of the Emergency Shelter are expected to maintain the highest level of moral, ethical, and professional conduct while at the site. Volunteers will not engage in verbal abuse, inappropriate jokes and stories, and or any type of inappropriate interaction with Emergency Shelter staff or clients.

2. Relationships with Clients

Volunteers are prohibited from developing dual relationships with any clients they meet through their volunteer involvement at the Emergency Shelter. Examples of dual relationships include (but are not limited to) a volunteer entering into a business, romantic, or sexual relationship with a client. Soliciting clients for your business is strictly prohibited. Volunteers are not allowed to be named as having authority to make decisions for a client under any type of power of attorney or other legal procedure.

3. Food and Other Substances

Volunteers will not consume any food items or drinks supplied by the Emergency Shelter while volunteering. Food and drinks are purchased solely for the consumption of the homeless clients. Volunteers must also commit to not consuming any type of illicit drugs on the property while volunteering. Volunteers who appear to be under the influence of any substance that impedes their ability to perform their duties safely and efficiently may be turned away.

4. Discrimination

Volunteers will not discriminate against any client. They will not judge an individual based on their race, disability, religious preference, sexual orientation, color, age, veteran status, citizenship, ancestry, national origin or gender.

5. Volunteer Boundaries

Volunteers are not permitted to loan or give money to clients, should not meet with clients outside of the Emergency Shelter without permission from program staff, and are not allowed to drive clients in their vehicles.

6. Commitment

The Emergency Shelter is reliant upon the work of volunteers. This commitment should be taken seriously. If a volunteer misses a shift without removing themselves from the schedule and giving notice, the volunteer may be limited or restricted from volunteering.

Costa Mesa Bridge Shelter Volunteer Description

Purpose: Mercy House is looking for volunteers to assist at the Costa Mesa Bridge Shelter. The purpose of the Costa Mesa Bridge Shelter is to provide safe emergency shelter for adult men and women in the City of Costa Mesa. In addition, the shelter provides clients access to case management services, meals, resources, and service providers. Volunteers Reports to the on-Site Volunteer Associate, Site Leader, and Program Manager

Volunteers must be willing to do all the following tasks - Major Duties May Include:

1. Greet Clients – Check in
2. Assist with serving meals (breakfast, lunch, and dinner)
3. Set out snacks and drinks
 - a. Prepare Coffee
 - b. Prepare Cold Drinks
4. Client Bin Check Outs
 - a. Must be able to lift 30lbs
5. Light cleaning – wiping down tables, sweeping, taking out trash
6. Organize and pass out donations

Time Commitment:

Volunteers are needed 7 days per week. We ask that volunteers make a weekly commitment, if possible. We offer 3 & 4 hour shifts. We ask that volunteers who sign up serve the entire shift.

Shift Times:

- First Shift: 5:00am-8:00am: 5 volunteers
- Second Shift: 10:00am-2:00pm: 5 volunteers
- Third Shift: 2:00pm-5:00pm: 5 volunteers
- Fourth Shift: 5:00pm-9:00pm: 5 volunteers

Skills and Qualifications:

- Must be very reliable, have good communication skills
- Must have ability to bend, squat, lift at least 30lbs,
- Must be willing to volunteer and interact with people who come from different backgrounds, life styles and be open to adapting to shelter needs.

Age Restriction:

The minimum age to volunteer at the Costa Mesa Bridge Shelter is 13 years old with a parent/guardian who is also signed up to serve on the same shift.

Background Check:

To ensure the safety of our clients, staff and all of our volunteers, we require a background check on interested Mercy House Volunteers. Individuals with a history of violent crimes or sexual offense will not be allowed to participate in any of the Mercy House Volunteer Programs.

Benefit to Volunteer:

Recommendation letters, human services on-the-job experience, and the knowledge that you have given back to you community and are helping to make your corner of the world a better place.

To sign up for this worthy cause please contact, Mercy House's Community Engagement Coordinator, Alyssa Salazar at AlyssaS@mercyhouse.net.