

**CITY OF COSTA MESA
PROFESSIONAL SERVICES AGREEMENT
WITH VOLUNTEERS OF AMERICA OF LOS ANGELES**

THIS PROFESSIONAL SERVICES AGREEMENT (“Agreement”) is made and entered into this 1st day of July, 2026 (“Effective Date”), by and between the CITY OF COSTA MESA, a municipal corporation (“City”), and VOLUNTEERS OF AMERICA OF LOS ANGELES, a California Nonprofit Public Benefit Corporation (“Consultant”).

RECITALS

A. City proposes to utilize the services of Consultant as an independent contractor to perform shelter operator services for the Costa Mesa Bridge Shelter, as more fully described herein; and

B. Consultant represents that it has that degree of specialized expertise contemplated within California Government Code section 37103, and holds all necessary licenses to practice and perform the services herein contemplated; and

C. City and Consultant desire to contract for the specific services described in Exhibit “A” and desire to set forth their rights, duties and liabilities in connection with the services to be performed; and

D. No official or employee of City has a financial interest, within the provisions of sections 1090-1092 of the California Government Code, in the subject matter of this Agreement.

NOW, THEREFORE, for and in consideration of the mutual covenants and conditions contained herein, the parties hereby agree as follows:

1.0. SERVICES PROVIDED BY CONSULTANT

1.1. Scope of Services. Consultant shall provide the professional services described in City’s Request for Proposals, attached hereto as Exhibit “A,” and Consultant’s Proposal, attached hereto as Exhibit “B,” and the Management Operations and Procedures, attached hereto as Exhibit “C,” all incorporated herein.

1.2. Professional Practices. All professional services to be provided by Consultant pursuant to this Agreement shall be provided by personnel experienced in their respective fields and in a manner consistent with the standards of care, diligence and skill ordinarily exercised by professional consultants in similar fields and circumstances in accordance with sound professional practices. Consultant also warrants that it is familiar with all laws that may affect its performance of this Agreement and shall advise City of any changes in any laws that may affect Consultant’s performance of this Agreement.

1.3. Performance to Satisfaction of City. Consultant agrees to perform all the work to the complete satisfaction of the City. Evaluations of the work will be done by the City Manager or his or her designee. If the quality of work is not satisfactory, City in its discretion has the right to:

- (a) Meet with Consultant to review the quality of the work and resolve the

matters of concern;

- (b) Require Consultant to repeat the work at no additional fee until it is satisfactory; and/or
- (c) Terminate the Agreement as hereinafter set forth.

1.4. Warranty. Consultant warrants that it shall perform the services required by this Agreement in compliance with all applicable Federal and California employment laws, including, but not limited to, those laws related to minimum hours and wages; occupational health and safety; fair employment and employment practices; workers' compensation insurance and safety in employment; and all other Federal, State and local laws and ordinances applicable to the services required under this Agreement. Consultant shall indemnify and hold harmless City from and against all claims, demands, payments, suits, actions, proceedings, and judgments of every nature and description including attorneys' fees and costs, presented, brought, or recovered against City for, or on account of any liability under any of the above-mentioned laws, which may be incurred by reason of Consultant's performance under this Agreement.

1.5. Non-Discrimination. In performing this Agreement, Consultant shall not engage in, nor permit its agents to engage in, discrimination in employment of persons because of their race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, or military or veteran status, except as permitted pursuant to section 12940 of the Government Code.

1.6. Non-Exclusive Agreement. Consultant acknowledges that City may enter into agreements with other consultants for services similar to the services that are subject to this Agreement or may have its own employees perform services similar to those services contemplated by this Agreement.

1.7. Delegation and Assignment. This is a personal service contract, and the duties set forth herein shall not be delegated or assigned to any person or entity without the prior written consent of City. Consultant may engage a subcontractor(s) as permitted by law and may employ other personnel to perform services contemplated by this Agreement at Consultant's sole cost and expense.

1.8. Confidentiality. Employees of Consultant in the course of their duties may have access to financial, accounting, statistical, and personnel data of private individuals and employees of City. Consultant covenants that all data, documents, discussion, or other information developed or received by Consultant or provided for performance of this Agreement are deemed confidential and shall not be disclosed by Consultant without written authorization by City. City shall grant such authorization if disclosure is required by law. All City data shall be returned to City upon the termination of this Agreement. Consultant's covenant under this Section shall survive the termination of this Agreement.

2.0. COMPENSATION AND BILLING

2.1. Compensation. Consultant shall be paid in accordance with the fee schedule set forth in Exhibit "D," attached hereto and made a part of this Agreement. Consultant's total annual not-to-exceed compensation is Two Million Sixty-Six Thousand Eight Hundred Sixty-Three

Dollars and Seventy-Four Cents (\$2,066,863.74).

2.2. Cost Increases. City may, at the sole discretion of the City Manager, annually increase Consultant's not-to-exceed compensation by a maximum of five percent (5%). This optional increase must be requested in writing by Consultant and justified by providing documentation related to an increase in wages paid to Consultant's staff assigned to the Shelter.

2.3. Maximum Capacity Decreases. City may, as authorized by the City Council, decrease the maximum capacity of the Shelter, resulting in the need for Consultant to reduce staffing and certain programmatic costs directly related to the maximum number of beds available at the Shelter. However, at no time may Consultant reduce staffing levels and programmatic costs below that which is necessary to fulfill the services outlined in City's Request for Proposals (Exhibit "A"), Consultant's Proposal (Exhibit "B"), and the Management Operations and Procedures (Exhibit "C").

2.4. Additional Services. Consultant shall not receive compensation for any services provided outside the scope of services specified in the Consultant's Proposal unless the City Manager or designee, prior to Consultant performing the additional services, approves such additional services in writing. It is specifically understood that oral requests and/or approvals of such additional services or additional compensation shall be barred and are unenforceable.

2.3. Method of Billing. Consultant may submit invoices to the City for approval on a progress basis, but no more often than two times a month. Said invoice shall be based on the total of all Consultant's services which have been completed to City's sole satisfaction. City shall pay Consultant's invoice within forty-five (45) days from the date City receives said invoice. Each invoice shall describe in detail, the services performed, the date of performance, and the associated time for completion. Any additional services approved and performed pursuant to this Agreement shall be designated as "Additional Services" and shall identify the number of the authorized change order, where applicable, on all invoices.

2.4. Records and Audits. Records of Consultant's services relating to this Agreement shall be maintained in accordance with generally recognized accounting principles and shall be made available to City or its Project Manager for inspection and/or audit at mutually convenient times from the Effective Date until three (3) years after termination of this Agreement.

3.0. TIME OF PERFORMANCE

3.1. Commencement and Completion of Work. Unless otherwise agreed to in writing by the parties, the professional services to be performed pursuant to this Agreement shall commence within five (5) days from the Effective Date of this Agreement. Failure to commence work in a timely manner and/or diligently pursue work to completion may be grounds for termination of this Agreement.

3.2. Excusable Delays. Neither party shall be responsible for delays or lack of performance resulting from acts beyond the reasonable control of the party or parties. Such acts shall include, but not be limited to, acts of God, fire, strikes, pandemics (excluding COVID-19), material shortages, compliance with laws or regulations, riots, acts of war, or any other conditions beyond the reasonable control of a party (each, a "Force Majeure Event"). If a party experiences a Force Majeure Event, the party shall, within five (5) days of the occurrence of the Force Majeure Event, give written notice to the other party stating the nature of the Force Majeure Event, its

anticipated duration and any action being taken to avoid or minimize its effect. Any suspension of performance shall be of no greater scope and of no longer duration than is reasonably required and the party experiencing the Force Majeure Event shall use best efforts without being obligated to incur any material expenditure to remedy its inability to perform; provided, however, if the suspension of performance continues for sixty (60) days after the date of the occurrence and such failure to perform would constitute a material breach of this Agreement in the absence of such Force Majeure Event, the parties shall meet and discuss in good faith any amendments to this Agreement to permit the other party to exercise its rights under this Agreement. If the parties are not able to agree on such amendments within thirty (30) days and if suspension of performance continues, such other party may terminate this Agreement immediately by written notice to the party experiencing the Force Majeure Event, in which case neither party shall have any liability to the other except for those rights and liabilities that accrued prior to the date of termination.

4.0. TERM AND TERMINATION

4.1. Term. This Agreement shall commence on the Effective Date and continue for a period of thirty-six (36) months, ending on June 30, 2029, unless previously terminated as provided herein or as otherwise agreed to in writing by the parties. This Agreement may be extended by two (2) additional one (1) year periods upon mutual written agreement of both parties.

4.2. Notice of Termination. The City reserves and has the right and privilege of canceling, suspending or abandoning the execution of all or any part of the work contemplated by this Agreement, with or without cause, at any time, by providing written notice to Consultant. The termination of this Agreement shall be deemed effective upon receipt of the notice of termination. In the event of such termination, Consultant shall immediately stop rendering services under this Agreement unless directed otherwise by the City.

4.3. Compensation. In the event of termination, City shall pay Consultant for reasonable costs incurred and professional services satisfactorily performed up to and including the date of City's written notice of termination. Compensation for work in progress shall be prorated based on the percentage of work completed as of the effective date of termination in accordance with the fees set forth herein. In ascertaining the professional services actually rendered hereunder up to the effective date of termination of this Agreement, consideration shall be given to both completed work and work in progress, to complete and incomplete drawings, and to other documents pertaining to the services contemplated herein whether delivered to the City or in the possession of the Consultant.

4.4. Documents. In the event of termination of this Agreement, all documents prepared by Consultant in its performance of this Agreement including, but not limited to, finished or unfinished design, development and construction documents, data studies, drawings, maps and reports, shall be delivered to the City within ten (10) days of delivery of termination notice to Consultant, at no cost to City. Any use of uncompleted documents without specific written authorization from Consultant shall be at City's sole risk and without liability or legal expense to Consultant.

5.0. INSURANCE

5.1. Minimum Scope and Limits of Insurance. Consultant shall obtain, maintain, and keep in full force and effect during the life of this Agreement all of the following minimum scope of insurance coverages with an insurance company admitted to do business in California, rated

“A,” Class X, or better in the most recent A.M. Best’s Rating Guide, and approved by City:

- (a) Commercial general liability, including premises-operations, products/completed operations, broad form property damage, blanket contractual liability, independent contractors, personal injury or bodily injury with a policy limit of not less than One Million Dollars (\$1,000,000.00) per occurrence, Two Million Dollars (\$2,000,000.00) general aggregate.
- (b) Business automobile liability for owned vehicles, hired, and non-owned vehicles, with a policy limit of not less than One Million Dollars (\$1,000,000.00) combined single limit per accident for bodily injury and property damage.
- (c) Workers’ compensation insurance as required by the State of California. Consultant agrees to waive, and to obtain endorsements from its workers’ compensation insurer waiving subrogation rights under its workers’ compensation insurance policy against the City, its officers, agents, employees, and volunteers arising from work performed by Consultant for the City and to require each of its subcontractors, if any, to do likewise under their workers’ compensation insurance policies.
- (d) Professional errors and omissions (“E&O”) liability insurance with policy limits of not less than One Million Dollars (\$1,000,000.00), combined single limits, per occurrence and aggregate. Architects’ and engineers’ coverage shall be endorsed to include contractual liability. If the policy is written as a “claims made” policy, the retro date shall be prior to the start of the contract work. Consultant shall obtain and maintain, said E&O liability insurance during the life of this Agreement and for three years after completion of the work hereunder.

5.2. Endorsements. The commercial general liability insurance policy and business automobile liability policy shall contain or be endorsed to contain the following provisions:

- (a) Additional insureds: “The City of Costa Mesa and its elected and appointed boards, officers, officials, agents, employees, and volunteers are additional insureds with respect to: liability arising out of activities performed by or on behalf of the Consultant pursuant to its contract with the City; products and completed operations of the Consultant; premises owned, occupied or used by the Consultant; automobiles owned, leased, hired, or borrowed by the Consultant.”
- (b) Notice: “Said policy shall not terminate, be suspended, or voided, nor shall it be cancelled, nor the coverage or limits reduced, until thirty (30) days after written notice is given to City.”
- (c) Other insurance: “The Consultant’s insurance coverage shall be primary insurance as respects the City of Costa Mesa, its officers, officials, agents, employees, and volunteers. Any other insurance maintained by the City of Costa Mesa shall be excess and not contributing with the insurance provided by this policy.”

- (d) Any failure to comply with the reporting provisions of the policies shall not affect coverage provided to the City of Costa Mesa, its officers, officials, agents, employees, and volunteers.
- (e) The Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

5.3. Deductible or Self-Insured Retention. If any of such policies provide for a deductible or self-insured retention to provide such coverage, the amount of such deductible or self-insured retention shall be approved in advance by City. No policy of insurance issued as to which the City is an additional insured shall contain a provision which requires that no insured except the named insured can satisfy any such deductible or self-insured retention.

5.4. Certificates of Insurance. Consultant shall provide to City certificates of insurance showing the insurance coverages and required endorsements described above, in a form and content approved by City, prior to performing any services under this Agreement.

5.5. Non-Limiting. Nothing in this Section shall be construed as limiting in any way, the indemnification provision contained in this Agreement, or the extent to which Consultant may be held responsible for payments of damages to persons or property.

6.0. GENERAL PROVISIONS

6.1. Entire Agreement. This Agreement constitutes the entire agreement between the parties with respect to any matter referenced herein and supersedes any and all other prior writings and oral negotiations. This Agreement may be modified only in writing, and signed by the parties in interest at the time of such modification. The terms of this Agreement shall prevail over any inconsistent provision in any other contract document appurtenant hereto, including exhibits to this Agreement.

6.2. Representatives. The City Manager or his or her designee shall be the representative of City for purposes of this Agreement and may issue all consents, approvals, directives and agreements on behalf of the City, called for by this Agreement, except as otherwise expressly provided in this Agreement.

Consultant shall designate a representative for purposes of this Agreement who shall be authorized to issue all consents, approvals, directives and agreements on behalf of Consultant called for by this Agreement, except as otherwise expressly provided in this Agreement.

6.3. Project Managers. City shall designate a Project Manager to work directly with Consultant in the performance of this Agreement.

Consultant shall designate a Project Manager who shall represent it and be its agent in all consultations with City during the term of this Agreement. Consultant or its Project Manager shall attend and assist in all coordination meetings called by City.

6.4. Notices. Any notices, documents, correspondence or other communications

concerning this Agreement or the work hereunder may be provided by personal delivery or mail and shall be addressed as set forth below. Such communication shall be deemed served or delivered: (a) at the time of delivery if such communication is sent by personal delivery, and (b) 48 hours after deposit in the U.S. Mail as reflected by the official U.S. postmark if such communication is sent through regular United States mail.

IF TO CONSULTANT:

Volunteers of America of Los Angeles
3600 Wilshire Blvd. Ste 1500
Los Angeles, CA 90010
Tel: (213) 389-1500
Attn: Veronica Lara, COO

IF TO CITY:

City of Costa Mesa
77 Fair Drive
Costa Mesa, CA 92626

Tel: (714) 754-5274
Attn: Nate Robbins,
Neighborhood Improvement
Manager

Courtesy copy to:

City of Costa Mesa
77 Fair Drive
Costa Mesa, CA 92626
Attn: Finance Dept. | Purchasing

6.5. Drug-Free Workplace Policy. Consultant shall provide a drug-free workplace by complying with all provisions set forth in City’s Council Policy 100-5, attached hereto as Exhibit “E” and incorporated herein. Consultant’s failure to conform to the requirements set forth in Council Policy 100-5 shall constitute a material breach of this Agreement and shall be cause for immediate termination of this Agreement by City.

6.6. Attorneys’ Fees. If litigation is brought by any party in connection with this Agreement, the prevailing party shall be entitled to recover from the opposing party all costs and expenses, including reasonable attorneys’ fees, incurred by the prevailing party in the exercise of any of its rights or remedies hereunder or the enforcement of any of the terms, conditions, or provisions hereof.

6.7. Governing Law. This Agreement shall be governed by and construed under the laws of the State of California without giving effect to that body of laws pertaining to conflict of laws. In the event of any legal action to enforce or interpret this Agreement, the parties hereto agree that the sole and exclusive venue shall be a court of competent jurisdiction located in Orange County, California.

6.8. Assignment. Consultant shall not voluntarily or by operation of law assign, transfer, sublet or encumber all or any part of Consultant’s interest in this Agreement without City’s prior written consent. Any attempted assignment, transfer, subletting or encumbrance shall be void and shall constitute a breach of this Agreement and cause for termination of this Agreement. Regardless of City’s consent, no subletting or assignment shall release Consultant of Consultant’s obligation to perform all other obligations to be performed by Consultant hereunder for the term of this Agreement.

6.9. Indemnification and Hold Harmless. Consultant agrees to defend, indemnify, hold free and harmless the City, its elected officials, officers, agents and employees, at Consultant's sole expense, from and against any and all claims, actions, suits or other legal proceedings brought against the City, its elected officials, officers, agents and employees arising out of the performance of the Consultant, its employees, and/or authorized subcontractors, of the work undertaken pursuant to this Agreement. The defense obligation provided for hereunder shall apply without any advance showing of negligence or wrongdoing by the Consultant, its employees, and/or authorized subcontractors, but shall be required whenever any claim, action, complaint, or suit asserts as its basis the negligence, errors, omissions or misconduct of the Consultant, its employees, and/or authorized subcontractors, and/or whenever any claim, action, complaint or suit asserts liability against the City, its elected officials, officers, agents and employees based upon the work performed by the Consultant, its employees, and/or authorized subcontractors under this Agreement, whether or not the Consultant, its employees, and/or authorized subcontractors are specifically named or otherwise asserted to be liable. Notwithstanding the foregoing, the Consultant shall not be liable for the defense or indemnification of the City for claims, actions, complaints or suits arising out of the sole active negligence or willful misconduct of the City. This provision shall supersede and replace all other indemnity provisions contained either in the City's specifications or Consultant's Proposal, which shall be of no force and effect.

6.10. Independent Contractor. Consultant is and shall be acting at all times as an independent contractor and not as an employee of City. Consultant shall have no power to incur any debt, obligation, or liability on behalf of City or otherwise act on behalf of City as an agent. Neither City nor any of its agents shall have control over the conduct of Consultant or any of Consultant's employees, except as set forth in this Agreement. Consultant shall not, at any time, or in any manner, represent that it or any of its agents or employees are in any manner agents or employees of City. Consultant shall secure, at its sole expense, and be responsible for any and all payment of Income Tax, Social Security, State Disability Insurance Compensation, Unemployment Compensation, and other payroll deductions for Consultant and its officers, agents, and employees, and all business licenses, if any are required, in connection with the services to be performed hereunder. Consultant shall indemnify and hold City harmless from any and all taxes, assessments, penalties, and interest asserted against City by reason of the independent contractor relationship created by this Agreement. Consultant further agrees to indemnify and hold City harmless from any failure of Consultant to comply with the applicable worker's compensation laws. City shall have the right to offset against the amount of any fees due to Consultant under this Agreement any amount due to City from Consultant as a result of Consultant's failure to promptly pay to City any reimbursement or indemnification arising under this paragraph.

6.11 Conflicts with Independent Contractor. Contractor/consultant's duties and services under this Agreement shall not include preparing or assisting the public entity with any portion of the public entity's preparation of a request for proposals, request for qualifications, or any other solicitation regarding a subsequent or additional contract with the public entity. The public entity entering into this Agreement shall at all times retain responsibility for public contracting, including with respect to any subsequent phase of this project. Contractor/consultant's participation in the planning, discussions, or drawing of project plans or specifications shall be limited to conceptual,

preliminary, or initial plans or specifications. Contractor/consultant shall cooperate with the public entity to ensure that all bidders for a subsequent contract on any subsequent phase of this project have access to the same information, including all conceptual, preliminary, or initial plans or specifications prepared by contractor pursuant to this Agreement.

6.12. PERS Eligibility Indemnification. In the event that Consultant or any employee, agent, or subcontractor of Consultant providing services under this Agreement claims or is determined by a court of competent jurisdiction or the California Public Employees Retirement System (PERS) to be eligible for enrollment in PERS as an employee of the City, Consultant shall indemnify, defend, and hold harmless City for the payment of any employee and/or employer contributions for PERS benefits on behalf of Consultant or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of City.

Notwithstanding any other agency, state or federal policy, rule, regulation, law or ordinance to the contrary, Consultant and any of its employees, agents, and subcontractors providing service under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any claims to, any compensation, benefit, or any incident of employment by City, including but not limited to eligibility to enroll in PERS as an employee of City and entitlement to any contribution to be paid by City for employer contribution and/or employee contributions for PERS benefits.

6.13. Cooperation. In the event any claim or action is brought against City relating to Consultant's performance or services rendered under this Agreement, Consultant shall render any reasonable assistance and cooperation which City might require.

6.14. Ownership of Documents. All findings, reports, documents, information and data including, but not limited to, computer tapes or discs, files and tapes furnished or prepared by Consultant or any of its subcontractors in the course of performance of this Agreement, shall be and remain the sole property of City. Consultant agrees that any such documents or information shall not be made available to any individual or organization without the prior consent of City. Any use of such documents for other projects not contemplated by this Agreement, and any use of incomplete documents, shall be at the sole risk of City and without liability or legal exposure to Consultant. City shall indemnify and hold harmless Consultant from all claims, damages, losses, and expenses, including attorneys' fees, arising out of or resulting from City's use of such documents for other projects not contemplated by this Agreement or use of incomplete documents furnished by Consultant. Consultant shall deliver to City any findings, reports, documents, information, data, in any form, including but not limited to, computer tapes, discs, files audio tapes or any other Project related items as requested by City or its authorized representative, at no additional cost to the City.

6.15. Public Records Act Disclosure. Consultant has been advised and is aware that this Agreement and all reports, documents, information and data, including, but not limited to, computer tapes, discs or files furnished or prepared by Consultant, or any of its subcontractors, pursuant to this Agreement and provided to City may be subject to public disclosure as required by the California Public Records Act (California Government Code section 7920.000 *et seq.*). Exceptions to public disclosure may be those documents or information that qualify as trade secrets, as that term is defined in the California Government Code section 7924.510, and of which Consultant informs City of such trade secret. The City will endeavor to maintain as confidential all information obtained by it that is designated as a trade secret. The City shall not, in any way, be

liable or responsible for the disclosure of any trade secret including, without limitation, those records so marked if disclosure is deemed to be required by law or by order of the Court.

6.16. Conflict of Interest. Consultant and its officers, employees, associates and subconsultants, if any, will comply with all conflict of interest statutes of the State of California applicable to Consultant's services under this agreement, including, but not limited to, the Political Reform Act (Government Code sections 81000, *et seq.*) and Government Code section 1090. During the term of this Agreement, Consultant and its officers, employees, associates and subconsultants shall not, without the prior written approval of the City Representative, perform work for another person or entity for whom Consultant is not currently performing work that would require Consultant or one of its officers, employees, associates or subconsultants to abstain from a decision under this Agreement pursuant to a conflict of interest statute.

6.17. Responsibility for Errors. Consultant shall be responsible for its work and results under this Agreement. Consultant, when requested, shall furnish clarification and/or explanation as may be required by the City's representative, regarding any services rendered under this Agreement at no additional cost to City. In the event that an error or omission attributable to Consultant occurs, then Consultant shall, at no cost to City, provide all necessary design drawings, estimates and other Consultant professional services necessary to rectify and correct the matter to the sole satisfaction of City and to participate in any meeting required with regard to the correction.

6.18. Prohibited Employment. Consultant will not employ any regular employee of City while this Agreement is in effect.

6.19. Order of Precedence. In the event of an inconsistency in this Agreement and any of the attached Exhibits, the terms set forth in this Agreement shall prevail. If, and to the extent this Agreement incorporates by reference any provision of any document, such provision shall be deemed a part of this Agreement. Nevertheless, if there is any conflict among the terms and conditions of this Agreement and those of any such provision or provisions so incorporated by reference, this Agreement shall govern over the document referenced.

6.20. Costs. Each party shall bear its own costs and fees incurred in the preparation and negotiation of this Agreement and in the performance of its obligations hereunder except as expressly provided herein.

6.21. Binding Effect. This Agreement binds and benefits the parties and their respective permitted successors and assigns.

6.22. No Third Party Beneficiary Rights. This Agreement is entered into for the sole benefit of City and Consultant and no other parties are intended to be direct or incidental beneficiaries of this Agreement and no third party shall have any right in, under or to this Agreement.

6.23. Headings. Paragraphs and subparagraph headings contained in this Agreement are included solely for convenience and are not intended to modify, explain or to be a full or accurate description of the content thereof and shall not in any way affect the meaning or interpretation of this Agreement.

6.24. Construction. The parties have participated jointly in the negotiation and drafting

of this Agreement and have had an adequate opportunity to review each and every provision of the Agreement and submit the same to counsel or other consultants for review and comment. In the event an ambiguity or question of intent or interpretation arises with respect to this Agreement, this Agreement shall be construed as if drafted jointly by the parties and in accordance with its fair meaning. There shall be no presumption or burden of proof favoring or disfavoring any party by virtue of the authorship of any of the provisions of this Agreement.

6.25. Amendments. Only a writing executed by the parties hereto or their respective successors and assigns may amend this Agreement.

6.26. Waiver. The delay or failure of either party at any time to require performance or compliance by the other of any of its obligations or agreements shall in no way be deemed a waiver of those rights to require such performance or compliance. No waiver of any provision of this Agreement shall be effective unless in writing and signed by a duly authorized representative of the party against whom enforcement of a waiver is sought. The waiver of any right or remedy in respect to any occurrence or event shall not be deemed a waiver of any right or remedy in respect to any other occurrence or event, nor shall any waiver constitute a continuing waiver.

6.27. Severability. If any provision of this Agreement is determined by a court of competent jurisdiction to be unenforceable in any circumstance, such determination shall not affect the validity or enforceability of the remaining terms and provisions hereof or of the offending provision in any other circumstance. Notwithstanding the foregoing, if the value of this Agreement, based upon the substantial benefit of the bargain for any party, is materially impaired, which determination made by the presiding court or arbitrator of competent jurisdiction shall be binding, then both parties agree to substitute such provision(s) through good faith negotiations.

6.28. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original. All counterparts shall be construed together and shall constitute one agreement.

6.29. Corporate Authority. The persons executing this Agreement on behalf of the parties hereto warrant that they are duly authorized to execute this Agreement on behalf of said parties and that by doing so the parties hereto are formally bound to the provisions of this Agreement.

[Signatures appear on following page.]

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by and through their respective authorized officers, as of the date first above written.

CONSULTANT

Signature

Date: _____

[Name and Title]

CITY OF COSTA MESA

Cecilia Gallardo-Daly
City Manager

Date: _____

ATTEST:

Brenda Green
City Clerk

APPROVED AS TO FORM:

Kimberly Hall Barlow
City Attorney

Date: _____

APPROVED AS TO INSURANCE:

Ruth Wang
Risk Management

Date: _____

APPROVED AS TO CONTENT:

Nate Robbins
Project Manager

Date: _____

DEPARTMENTAL APPROVAL:

Cecilia Gallardo-Daly
City Manager

Date: _____

APPROVED AS TO PURCHASING:

Finance Director

Date: _____

EXHIBIT A
REQUEST FOR PROPOSALS



REQUEST FOR PROPOSAL 26-14

FOR

Shelter Operator Services



City Managers Office

CITY OF COSTA MESA

Released on February 10, 2026

RFP Facilitator: Mike Fuentes; mike.fuentes@costamesaca.gov

**REQUEST FOR PROPOSAL
FOR
Shelter Operator Services**

The City of Costa Mesa (hereinafter referred to as the “City”) is requesting Proposals from qualified consultants for Shelter Operator Services. The awarded Contract, (hereinafter referred to as “Contract”) shall be in accordance with the Sample Professional Service Agreement, **Appendix B** terms, conditions, and scope of work. Prior to submitting a Proposal, Proposers are advised to carefully read the instructions below, including the Sample Professional Service Agreement and any solicitation appendix/exhibits. The term is expected to be for 5 year(s). The City reserves the right to award one or more contracts for this service.

I. GENERAL INFORMATION

The City of Costa Mesa is a general law city, which operates under the council/manager form of government with an annual General Fund budget of over \$186.8 million and a total budget of over \$224 million for fiscal year 2025-2026.

The City of Costa Mesa, incorporated in 1953, has an estimated population of 115,000 and has a land area of 16.8 square miles. It is located in the northern coastal area of Orange County, California, and is bordered by the cities of Santa Ana, Newport Beach, Huntington Beach, Fountain Valley and Irvine.

The City is a “full service city” providing a wide range of services. These services include: police and fire protection; animal control; emergency medical aid; building safety regulation and inspection; street lighting; land use planning and zoning; housing and community development; maintenance and improvement of streets and related structures; traffic safety maintenance and improvement; and full range of recreational and cultural programs.

The City of Costa Mesa is home to the Segerstrom Center for the Arts, Orange County Fairgrounds, South Coast Repertory Theater and the South Coast Plaza Shopping Center, which is the single largest commercial activity center in the City. The volume of sales generated by South Coast Plaza secures its place as the highest volume regional shopping center in the nation.

The successful Proposer, shall have experience in similar types of services. All Proposers responding to this Request for Proposal (RFP) will be evaluated on the basis of their expertise, prior experience on similar projects, demonstrated competence, ability to meet the requested services, adequate staffing, reference checks, understanding of services, cost and responsiveness to the needs and concerns of the City of Costa Mesa.

- 1. Important Notice:** The City has attempted to provide all information available. It is the responsibility of each Proposer to review, evaluate, and, where necessary, request any clarification prior to submission of a Proposal. **Proposers are not to contact other City personnel with any questions or clarifications concerning this Request for Proposal (RFP).** The City’s Purchasing Department contact set out in RFP title page. Any City response relevant to this RFP other than through or approved by City’s Purchasing Department is unauthorized and will be considered invalid.

If clarification or interpretation of this solicitation is considered necessary by City, a written addendum shall be issued and the information will be posted on PlanetBids. Any interpretation of, or correction to, this solicitation will be made only by addendum issued by the City's Purchasing Department. It is the responsibility of each Proposer to periodically check PlanetBids website to ensure that it has received and reviewed any and all addenda to this solicitation. The City will not be responsible for any other explanations, corrections to, or interpretations of the documents, including any oral information.

2. Schedule of Events: This Request For Proposal shall be governed by the following schedule:

3. Release of RFP	February 10, 2026 at 5:00pm
4. Deadline for Written Questions	February 18, 2026 at 10:00am.
5. Responses to Questions Posted	February 24, 2026 at 5:00pm
6. Proposals are Due	March 3, 2026 at 10:00am
7. Interviews (if held)	March 17-18, 2026
8. Approval of Contract	April 2026

**All dates are subject to change at the discretion of the City.

3. Proposer's Minimum Requirements: Interested and qualified Proposers that can demonstrate their ability to successfully provide the required services outlined in Appendix A– Scope of Work, of this RFP are invited to submit a proposal, provided they meet the following requirements. All requirements must be met at the time of the proposal due date. **If these requirements are not met, the proposal may not receive further consideration, as determined in the sole discretion of the City.**

1. Minimum of three (3) years of experience providing the services outlined in the scope of work.

II. GENERAL INSTRUCTIONS AND PROVISIONS

1. Proposal Format Guidelines: Interested entities or contractors are to provide the City of Costa Mesa with a thorough Proposal using the following guidelines: Proposal should be typed and should contain no more than 20 typed pages using a 12-point font size, including transmittal letter and resumes of key people, but excluding Index/Table of Contents, tables, charts, graphic exhibits and pricing forms. Each Proposal will adhere to the following order and content of sections. Proposal should be straightforward, concise and provide "layman" explanations of technical terms that are used. Emphasis should be concentrated on conforming to the RFP instructions, responding to the RFP requirements, and on providing a complete and clear description of the offer. Proposals which appear unrealistic in terms of technical commitments, lack of technical competence or are indicative of failure to comprehend the complexity and risk of this contract may be rejected. The following Proposal sections are to be included in the Proposer's response:

- **Cover Letter:** A cover letter, not to exceed three pages in length, should summarize key elements of the Proposal. An individual authorized to bind the Contractor must sign the letter. Indicate the address and telephone number of the contractor's office located nearest to Costa Mesa, California, and the office from which the project will be managed. Include proposed working relationship among the offering agency and subcontractors, if applicable.

- **Background and Project Summary Section:** The Background and Project Summary Section should describe your understanding of the City, the work to be done, and the objectives to be accomplished. Refer to **Scope of Work, Appendix A** of this RFP.
- **Method of Approach:** Provide a detailed description of the approach and methodology that will be used to fulfill each requirement listed in the Scope of Work of this RFP. The section should include:
 1. An implementation plan that describes in detail (i) the methods, including controls by which your firm manages projects of the type sought by this RFP; (ii) methodology for soliciting and documenting views of internal and external stakeholders; (iii) and any other project management or implementation strategies or techniques that the respondent intends to employ in carrying out the work.
 2. Detailed description of efforts your firm will undertake to achieve client satisfaction and to satisfy the requirements of the "Scope of Work" section.
 3. Detailed project schedule, identifying all tasks and deliverables to be performed, durations for each task, and overall time of completion.
 4. Detailed description of specific tasks you will require from City staff. Explain what the respective roles of City staff and your staff would be to complete the tasks specified in the Scope of Work.
- Proposers are encouraged to provide additional innovative and/or creative approaches for providing the service that will maximize efficient, safe, and cost-effective operations or increased performance capabilities. **Qualifications & Experience of the Firm:** Describe the qualifications and experience of the organization or entity performing services/projects within the past eight years that are similar in size and scope to demonstrate competence to perform these services. Information shall include:
 1. If the owner is a corporation please provide: Name of corporation, corporate office street address, city, state, and zip code, state where incorporated, date of incorporation, first and last name of officers, local office address, city, state & zip, and the date local office opened its doors for business.
 2. If the owner is a partnership or joint venture, please provide: Name of partnership or joint venture, principal office street address, city, state, and zip code, state of organization, date of organization, first and last name of general partner(s), local office address, city, state, and zip code, and date local office opened its doors for.
 3. List all businesses owned or controlled by yourself (applicant) or business manager doing similar business in California under another business name. List business name and address and specify who owns or controls the business (e.g., self, business manager, etc.).
 4. List all businesses for which you or your business manager is or was an officer, director, or partner doing similar business in California under another business name. List business name and address, title, date(s) in position; specify who was in position (e.g., self, business manager, etc.).

5. How many years have you been in business under your present business name?
6. Provide a list of current and previous contracts similar to the requirements for Costa Mesa, including all public agencies served (if any). For each, provide a brief description of the scope of work performed, the length of time you have been providing services, and the name, title, and telephone number of the person who may be contacted regarding your organization's service record. Provide a sample of each background investigation for each contract.
7. Submit a description of the organization's qualifications, experience and abilities that make it uniquely capable to provide the services specified in the Scope of Work.
8. The City of Costa Mesa is interested in knowing how Proposers support the communities that they serve. Please provide information on your organization's participation in local community, charitable and civic organizations and events, including membership in the Costa Mesa Chamber of Commerce, charitable contributions made by your organization, etc.

Any public entity which submits a Proposal should describe in detail how it currently performs services like those identified in the Scope of Work within its or other jurisdictions, including photographs, written policies and/or video of services provided. If you have performed these services under contract for another public entity, please provide references for those entities as set forth above for private Proposers.

- **Financial Capacity:** The City is concerned about bidders' financial capability to perform, therefore, may ask you to provide sufficient data to allow an evaluation of firm's financial capabilities.
- **Key Personnel:** It is essential that the Proposer provide adequate experienced personnel, capable of and devoted to the successful accomplishment of work to be performed under this contract. The Proposer must agree to assign specific individuals to the key positions.
 - Identify the members of the staff who would be assigned to act for Proposer's firm in key management and field positions providing the services described in the Proposal, and the functions to be performed by each.
 - Include resumes or curriculum vitae of each such staff member, including name, position, telephone number, email address, education, and years and type of experience. Describe for each such person, the relevant transactions on which they have worked.
- **Cost Proposal:** Provide a fee schedule/pricing information for the project as referenced in the attached in Appendix C. Proposals shall be valid for a minimum of 180 days following submission.
- **Disclosure:** Please disclose any and all past or current business and personal relationships with any current Costa Mesa elected official, appointed official, City employee, or family member of any current Costa Mesa elected official, appointed official, or City employee. **Any past or current business relationship may or may not disqualify the firm from consideration.**

- **Sample Professional Service Agreement:** The firm selected by the City will be required to execute a Professional Services Agreement with the City. A sample of the Agreement is enclosed as **Appendix B**, but may be modified to suit the specific services and needs of the City. **If a Proposer has any exceptions or conditions to the Agreement, these must be submitted for consideration with the Proposal. Otherwise, the Proposer will be deemed to have accepted the form of Agreement.** See No. 12 of this RFP below.
- **Checklist of Forms to Accompany Proposal:** The following is a list of the forms, **Appendix C** included in this RFP, which must be completed in full and included with Proposals:
 1. Vendor Application Form
 2. Company Profile & References
 3. Ex Parte Communications Certificate
 4. Disclosure of Government Positions
 5. Disqualifications Questionnaire
 6. Bidder/Applicant/Contractor Campaign Contribution
 7. Cost Proposal

2. Process for Submitting Proposals:

- **Content of Proposal:** The Proposal must be submitted using the format as indicated in the Proposal format guidelines.
- **Preparation of Proposal:** Each Proposal shall be prepared simply and economically, avoiding the use of elaborate promotional material beyond those sufficient to provide a complete, accurate and reliable presentation.
- **Cost for Preparing Proposal:** The cost for developing the Proposal is the sole responsibility of the Proposer. All Proposals submitted become the property of the City. Fee proposal shall be submitted in a **separate** file containing the following:
 - ✓ Cover letter stating the total lump sum fee.
 - ✓ A spreadsheet with a detailed fee schedule of the proposed costs. Each fee schedule shall depict individual project tasks, number of hours assigned for specific personnel and their basic hourly rates, mark up on supplies, if any, etc..
- **Forms to Accompany Proposal:** Appendix C forms shall be attached at the end of the Proposal with the exception of the Cost Proposal which shall be submitted in a separate file.
- **Number of Proposals:** Submit one (1) PDF file format copy of your proposal in sufficient detail for thorough evaluation and comparative analysis
- **Submission of Proposals:** ***Complete written Proposals must be submitted electronically in PDF file format via the planetbids.com website not later than 10:00 a.m. (P.S.T) on March 3, 2026. Proposals will not be accepted after this deadline. Bids received after the scheduled closing time will not be accepted. It shall be the sole responsibility of the Bidder to see that the bid is received by the deadline. Faxed or e-mailed Proposals will not be accepted. NO EXCEPTIONS.***

- **Inquiries:** Questions about this RFP must be posted in the Q & A tab on Planetbids no later than **February 18, 2026 at 10:00 A.M.** The City reserves the right not to answer all questions.

The City reserves the right to amend or supplement this RFP prior to the Proposal due date. All addenda, responses to questions received, and additional information will be posted to the Costa Mesa Procurement Registry, Costa Mesa-Official City Web Site, Business-Bids & RFP's. Proposers should check this web page daily for new information.

From the date that this RFP is issued until a firm or entity is selected and the selection is announced, firms or public entities are not allowed to communicate outside the process set forth in this RFP with any City employee other than the contracting officer listed herein regarding this RFP. The City reserves the right to reject any Proposal for violation of this provision. No questions other than posted on Planetbids will be accepted, and no response other than written will be binding upon the City.

- **Conditions for Proposal Acceptance:** This RFP does not commit the City to award a contract or to pay any costs incurred for any services. The City, at its sole discretion, reserves the right to accept or reject any or all Proposals received as a result of this RFP, to negotiate with any qualified source(s), or to cancel this RFP in part or in its entirety. The City may waive any irregularity in any Proposal. All Proposals will become the property of the City of Costa Mesa, California. If any proprietary information is contained in the Proposal, it should be clearly identified.
- **Insurance & W-9 Requirements:** Upon recommendation of contract award, Contractor will be required to submit the following documents with ten (10) days of City notification, unless otherwise specified in the solicitation:
 - **Insurance** - City requires that licensees, lessees, and Contractors have an approved Certificate of Insurance (not a declaration or policy) or proof of legal self-insurance on file with the City for the issuance of a permit or contract. Within ten (10) consecutive calendar days of award of contract, successful Bidder must furnish the City with the Certificates of Insurance proving coverage as specified in the sample contract.
 - **W-9** – Current signed form W-9 (Taxpayer Identification Number & Certification) which includes Contractor's legal business name(s).

3. Evaluation Criteria: The City's evaluation and selection process will be conducted in accordance with Title II, Chapter V, Article 2 of the City's Municipal Code (Code). In accordance with the Code, the most qualified responsive and responsible proposer shall be determined based on evaluation of qualitative factors in addition to cost. At all times during the evaluation process, the following criteria will be used. Sub-criteria are not necessarily listed in order of importance. Additional sub-criteria that logically fit within a particular evaluation criteria may also be considered even if not specified below.

1. Qualifications of Experience of Key Personnel ----- 25%

2. Qualifications of the Firm ----25%

3. Method of Approach ----25%

4. Cost Proposal ---- 25%

4. Evaluation of Proposals and Selection Process: In accordance with its Municipal Code, the City will adhere to the following procedures in evaluating Proposals. An Evaluation Committee, which may include members of the City's staff and possibly one or more outside experts, will screen and review all Proposals according to the weighted criteria set forth above. While price is one basic factor for award, it is not the sole consideration.

A. Responsiveness Screening: Proposals will first be screened to ensure responsiveness to the RFP. The City may reject as non-responsive any Proposal that does not include the documents required to be submitted by this RFP. At any time during the evaluation process, the City reserves the right to request clarifications or additional information from any or all Proposers regarding their Proposals.

B. Initial Proposal Review: The Committee will initially review and score all responsive written Proposals based upon the Evaluation Criteria set forth above. The Committee may also contact Proposer's references. Proposals that receive the highest evaluation scores may be invited to the next stage of the evaluation process. The City may reject any Proposal in which a Proposer's approach, qualifications, or price is not considered acceptable by the City. An unacceptable Proposal is one that would have to be substantially rewritten to make it acceptable. The City may conclude the evaluation process at this point and recommend award to the most qualified or lowest responsible bidder. Alternatively, the City may elect to negotiate directly with one or more Proposers to obtain the best result for the City prior to making a recommendation or selection.

C. Interviews, Reference Checks, Revised Proposals, Discussions: Following the initial screening and review of Proposals, the Proposers included in this stage of the evaluation process will be invited to participate in an oral interview. Interviews are tentatively scheduled for the week of **March 16-20, 2026** and will be conducted at City of Costa Mesa City Hall, 77 Fair Drive, Costa Mesa, CA 92626. This date is subject to change. The individual(s) from Proposer's organization that will be directly responsible for carrying out the contract, if awarded, should be present at the oral interview. The oral interview may, but is not required to, use a written question/answer format for the purpose of clarifying the intent of any portions of the Proposal.

In addition to conducting an oral interview, the City may during this stage of the evaluation process also contact and evaluate the Proposer's references, contact any Proposer to clarify any response or request revised or additional information, contact any current users of a Proposer's services, solicit information from any available source concerning any aspect of a Proposal, and seek and review any other information deemed pertinent to the evaluation process.

Following conclusion of this stage of the evaluation process, the Committee will again rank all Proposers according to the evaluation criteria set forth above. The Committee may conclude the evaluation process at this point, and make a recommendation for

award, or it may request Best and Final Offers from Proposers. The City may accept the Proposal or negotiate the terms and conditions of the agreement with the highest ranked organization. The City may recommend award without Best and Final Offers, so Proposers should include their best Proposal with their initial submission.

Recommendation for award is contingent upon the successful negotiation of final contract terms. Negotiations shall be confidential and not subject to disclosure to competing Proposers unless an agreement is reached. If contract negotiations cannot be concluded successfully within a time period determined by the City, the City may terminate negotiations and commence negotiations with the next highest scoring Proposer or withdraw the RFP.

5. Protests: Failure to comply with the rules set forth herein may result in rejection of the protest. Protests based upon restrictive specifications or alleged improprieties in the Proposal procedure, which are apparent or reasonably should have been discovered prior to receipt of Proposals shall be filed in writing with the City's Purchasing Department at least 10 calendar days prior to the deadline for receipt of Proposals. The protest must clearly specify in writing the grounds and evidence on which the protest is based.

Protests based upon alleged improprieties that are not apparent or that could not reasonably have been discovered prior to submission date of the Proposals, such as disputes over the staff recommendation for contract award, shall be submitted in writing to the City's Purchasing Department, within 48 hours from receipt of the notice from the City advising of City's recommendation for award of contract. The protest must clearly specify in writing the grounds and evidence on which the protest is based. The City's Purchasing Department will respond to the protest in writing at least 3 days prior to the meeting at which City's recommendation to the City Council will be considered. Should Proposer decide to appeal the response of the City's Purchasing Department, and pursue its protest at the Council meeting, it will notify the City's Purchasing Department of its intention at least 2 days prior to the scheduled meeting.

A. Procedure – All protests shall be typed under the protester's letterhead and submitted in accordance with the provisions stated herein. All protests shall include at a minimum the following information:

- The name, address and telephone number of the protester;
- The signature of the protester or the protester's representative;
- The solicitation or contract number;
- A detailed statement of the legal and/or factual grounds for the protest; and
- The form of relief requested.

6. Accuracy of Proposals: Proposers shall take all responsibility for any errors or omissions in their Proposals. Should there be any discrepancies in numbers or calculations, the lowest price or total shall prevail.

If prior to contract award, a Proposer discovers a mistake in their Proposal which renders the Proposer unwilling to perform under any resulting contract, the Proposer must immediately notify the facilitator and request to withdraw the Proposal. It shall be solely within the City's discretion as to whether withdrawal will be permitted. If the solicitation contemplated evaluation and award of "all or none" of the items, then any withdrawal must be for the entire Proposal. If the solicitation provided for evaluation and award on a line item or combination of items basis, the City may

consider permitting withdrawal of specific line item(s) or combination of items. Any Proposer who withdraws a Proposal will be ineligible to bid further on the work included in the RFP scope.

7. Responsibility of Proposers: The City shall not be liable for any expenses incurred by potential Contractors in the preparation or submission of their Proposals. Pre-contractual expenses are not to be included in the Contractor's Pricing Sheet. Pre-contractual expenses are defined as, including but not limited to, expenses incurred by Proposer in:

- Preparing Proposal in response to this RFP;
- Submitting that Proposal to the City;
- Negotiating with the City any matter related to the Proposal; and,
- Any other expenses incurred by the Proposer prior to the date of the award and execution, if any, of the contract.

8. Confidentiality: The California Public Records Act (Cal. Govt. Code Sections 7920.000, et seq.) mandates public access to government records. Therefore, unless information is exempt from disclosure by law, the content of any request for explanation, exception, or substitution, response to this RFP, protest, or any other written communication between the City and Proposer, shall be available to the public. The City intends to release all public portions of the Proposals following the evaluation process at such time as a recommendation is made to the City Council.

If Proposer believes any communication contains trade secrets or other proprietary information that the Proposer believes would cause substantial injury to the Proposer's competitive position if disclosed, the Proposer shall request that the City withhold from disclosure the proprietary information by marking each page containing such proprietary information as confidential. Proposer may not designate its entire Proposal as confidential nor designate its Price Proposal as confidential.

Submission of a Proposal shall indicate that, if Proposer requests that the City withhold from disclosure information identified as confidential, and the City complies with the Proposer's request, Proposer shall assume all responsibility for any challenges resulting from the non-disclosure, indemnify and hold harmless the City from and against all damages (including but not limited to attorney's fees and costs that may be awarded to the party requesting the Proposer information), and pay any and all costs and expenses related to the withholding of Proposer information. Proposer shall not make a claim, sue, or maintain any legal action against the City or its directors, officers, employees, or agents concerning the disclosure, or withholding from disclosure, of any Proposer information. If Proposer does not request that the City withhold from disclosure information identified as confidential, the City shall have no obligation to withhold the information from disclosure and may release the information sought without any liability to the City.

9. Ex Parte Communications: Proposers and Proposers' representatives should not communicate with the City Council members about this RFP. In addition, Proposers and Proposers' representatives should not communicate outside the procedures set forth in this RFP with an officer, employee or agent of the City, including any member of the evaluation panel, with the exception of the RFP Facilitator, regarding this RFP until after Contract Award. Proposers and their representatives are not prohibited, however, from making oral statements or presentations in public to one or more representatives of the City during a public meeting.

A "Proposer" or "Proposer's representative" includes all of the Proposer's employees, officers, directors, consultants and agents, any subcontractors or suppliers listed in the Proposer's Proposal, and any individual or entity who has been requested by the Proposer to contact the City on the Proposer's behalf. Proposers shall include the Ex Parte Communications Form in **Appendix C** with their Proposals certifying that they have not had or directed prohibited communications as described in this section.

10. Conflict of Interest: The Proposer warrants and represents that it presently has no interest and agrees that it will not acquire any interest which would present a conflict of interest under California Government Code Sections 1090, et seq., or Sections 87100, et seq., during the performance of services under any Agreement awarded. The Proposer further covenants that it will not knowingly employ any person having such an interest in the performance of any Agreement awarded. Violation of this provision may result in any Agreement awarded being deemed void and unenforceable.

11. Disclosure of Governmental Position: In order to analyze possible conflicts that might prevent a Proposer from acting on behalf of the City, the City requires that all Proposers disclose in their Proposals any positions that they hold as directors, officers, or employees of any governmental entity. Additional disclosure may be required prior to contract award or during the term of the contract. Each Proposer shall disclose whether any owner or employee of the firm currently hold positions as elected or appointed officials, directors, officers, or employees of a governmental entity or held such positions in the past twelve months using the attached Disclosure of Government Positions Form in **Appendix C**.

12. Conditions to Agreement: The selected Proposer will execute a Professional Services Agreement for Services with the City describing the Scope of Services to be performed, the schedule for completion of the services, compensation, and other pertinent provisions. The contract shall follow the sample form of Agreement provided as **Appendix B** to this RFP, which may be modified by the City.

All Proposers are directed to particularly review the indemnification and insurance requirements set forth in the sample Agreement. **The terms of the agreement, including insurance requirements have been mandated by the City and can be modified only if extraordinary circumstances exist.**

Submittal of a Proposal shall be deemed acceptance of all the terms set forth in this RFP and the sample agreement for services unless the Proposer includes with its Proposal, in writing, any conditions or exceptions requested by the Proposer to the proposed Agreement.

13. Disqualification Questionnaire: Proposers shall complete and submit, under penalty of perjury, a standard form of questionnaire inquiring whether a Proposer, any officer of a Proposer, or any employee of a Proposer who has a proprietary interest in the Proposer, has **ever** been disqualified, removed, or otherwise prevented from proposing on, or completing a federal, state, or local government project because of a violation of law or safety regulation and if so, to explain the circumstances. A Proposal may be rejected on the basis of a Proposer, any officer or employee of such Proposer, having been disqualified, removed, or otherwise prevented from

proposing on, or completing a federal, state, or local project because of a violation of law or a safety regulation, included in **Appendix C**.

- 14. Standard Terms and Conditions:** The City reserves the right to amend or supplement this RFP prior to the Proposal due date. All addenda and additional information will be posted to www.Planetbids.com

APPENDIX A

SHELTER OPERATOR – SCOPE OF WORK

The following outlines the responsibilities of the Shelter Operator (“Contractor”) of the Costa Mesa Bridge Shelter (“Shelter”). These responsibilities are more fully outlined in the Management Operations and Procedures (MOP), attached hereto as Exhibit B.

Services

1. Janitorial and Logistics

Contractor shall maintain the Shelter facility and surrounding property in a clean, safe, and orderly condition. Specific duties include, but are not limited to:

- Cleaning the Common Hall twice daily (after the lunch meal service and during overnight hours).
- Conducting weekly bed inspections to ensure guests maintain their living areas in accordance with Shelter guidelines.
- Cleaning the dormitories and clothing storage room at least once per week.
- Sorting the clothing/storage room and storage sheds, located on the back patio, at least once per week.
- Maintaining a laundry schedule to ensure guests’ bedding and clothing are washed a minimum of once per week.
- Keeping offices and staff break areas clean and free from trash and debris at all times.
- Cleaning the pet area, smoking section, and back patio at least once per day.
Cleaning guest and staff restrooms regularly, with one (1) deep cleaning performed nightly between 9:00 p.m. and 6:00 a.m.

2. Transportation –

Contractor shall provide transportation services to assist guests with their housing and case management plans.

- Shuttle service shall be available seven (7) days per week from 6 a.m. to 7 p.m.
- Contractor must supply a vehicle that seats at least eight (8) people total, including the driver.
- A rideshare program should be used only as a last resort and limited circumstances when no other transportation options are available.

3. Security

Contractor shall provide on-site security 24 hours per day, seven (7) days per week. Contractor may either execute and manage a contract with a qualified third-party vendor or provide their own qualified security staff.

- Security staff shall be trained in the skills needed to be successful in an emergency shelter setting, including but not limited to de-escalation, conflict resolution, and trauma-informed care.
- Contractor shall provide a copy of all incident reports to City within 24 hours.
- Contractor shall ensure security personnel conduct proactive patrols within a ½-mile radius of the shelter to discourage loitering and other nuisance behavior, in accordance with the Shelter’s Good Neighbor Policy.

4. Kitchen

Meal services and kitchen operations are provided by a separate Kitchen Operator. Contractor shall provide one (1) fully trained staff person per shift to assist with kitchen operations.

- Assigned staff shall possess a current Food Handler Certification
- Duties include assisting the Kitchen Operator before, during, and after meal services.

5. Staffing

Contractor shall maintain staffing levels sufficient to fulfill the requirements of this contract.

- Staff shall receive consistent and ongoing training to ensure proficiency in industry-recognized skills including de-escalation, trauma-informed care, motivational or strengths-based interviewing, etc.
- A training calendar and log of completed trainings shall be submitted to the Shelter Supervisor for review and approval.
- The City reserves the right to request replacement of staff member who fails to meet performance or conduct expectations.

6. Concierge Desk

Contractor shall staff the Concierge Desk from 7 a.m. to 9 p.m. seven (7) days per week.

- Concierge staff shall provide guest support, including shuttle coordination, rideshare scheduling, and distribution of toiletries and sundry items (e.g., towels, sleep masks, etc.).
- Staff shall provide courteous and professional customer service to all Shelter guests.

7. Discipline

Contractor shall administer guest discipline in accordance with the policies and procedures outlined in the Management Operations and Procedures (MOP), attached hereto as Exhibit B.

- All guest disciplinary actions, except exits involving exigent circumstances regarding health and safety and requiring immediate action, shall be approved by the City's Shelter Supervisor or their designee **prior** to being administered.

Reporting

1. Contractor shall submit monthly invoices for review and reimbursement by the City.
 - Invoices shall request reimbursement only for completed payments and must be accompanied by applicable supporting documentation in a City-approved format.
 - Only reasonable and direct shelter operating expenses are eligible for reimbursement.
2. Contractor shall submit monthly accomplishment reports containing operational and performance data in a format approved by the City.

APPENDIX B
SAMPLE
PROFESSIONAL/MAINTENANCE SERVICE AGREEMENT

**APPENDIX C
FORMS**

**Vendor Application Form
Ex Parte Communications Certification
Disclosure of Government Positions
Disqualification Questionnaire
Company Profile & References
Bidder/Applicant/Contractor Campaign Contribution
Cost Proposal**

EXHIBIT B
CONSULTANT'S PROPOSAL

February 27, 2026

City of Costa Mesa
77 Fair Drive
Costa Mesa, CA 92626

Re: RFP For Shelter Operator Services at Costa Mesa Bridge Shelter

Dear Review Committee,

Volunteers of America of Los Angeles (VOALA) is pleased to submit this proposal seeking to provide Shelter Operator Services at Costa Mesa Bridge Shelter. Founded in 1896, VOALA is one of Southern California's longest-running, largest, and most successfully managed nonprofit organizations. Each year, VOALA serves more than 13,500 people experiencing homelessness through a continuum of 90+ service programs and successfully administers a funding portfolio of contracts totaling more than \$200 million. VOALA will bring unparalleled experience and qualifications to the proposed role, as the agency operates more than 2,800 interim housing shelter beds across a wide network of shelter programs Orange County and L.A. County.

A selection of shelter programs currently operated by VOALA includes: Central Cities Navigation Center (CCNC, featuring 85 shelter beds located in Garden Grove), Pathways to Home (featuring 300 beds, the largest homeless shelter in Los Angeles), Hope for Home (126 beds in Pomona), South L.A. Women's Shelter (125 beds), a 100-bed shelter in La Puente, a 100-bed shelter in Hacienda Heights, and numerous others.

VOALA has an established service presence in the City of Costa Mesa, which includes our Housing and Disability Advocacy Program (HDAP) for Families, Supportive Services for Veterans (SSVF), and outreach for Veterans. In the course of providing services in the surrounding area, VOALA has developed strong collaborative relationships with cities, public departments, law enforcement, and fellow service providers to facilitate services, referrals, and operations. As part of operating the CCNC, as well as other shelters, VOALA has ample experience conducting the responsibilities outlined in the RFP Scope of Work including janitorial duties and logistics; transportation assistance; concierge desk support; kitchen and meal service; disciplinary action; and consistent reporting, evaluation, and quality improvement.

Thank you for your consideration. We look forward to the potential to work with the City of Costa Mesa to provide a well-maintained, supportive, encouraging program environment for guests as they transition out of homelessness and work toward long-term stability and well-being. Please feel free to contact Eric Richards, Director of Housing, at (213) 435-4206 or erichardson@voala.org with any questions or requests for further information.

Sincerely,

Robert Pratt
President & CEO

**Volunteers of America of Los Angeles
City of Costa Mesa
Shelter Operator Services Proposal**

Table of Contents

Background and Summary	1
Method of Approach	1
Qualifications and Experience	10
Financial Capacity	13
Key Personnel	14
Resumes	15
Appendix C Forms	19

**Volunteers of America of Los Angeles
City of Costa Mesa
Shelter Operator Services Proposal**

Background and Summary

Founded in 1896, Volunteers of America of Los Angeles (VOALA) is one of Southern California's oldest, largest, and most successfully managed nonprofit organizations. Each year, VOALA serves more than 13,500 people experiencing homelessness through 90+ service programs in Orange and L.A. Counties, including more than 2,800 interim housing/shelter beds. VOALA owns, operates, and maintains 26 buildings that house service programs, and operates an even greater number of shelter sites. Some examples of shelter programs operated by VOALA include the Central Cities Navigation Center (CCNC, featuring 85 shelter beds located in Garden Grove), Pathways to Home (featuring 300 beds, the largest homeless shelter in Los Angeles), Hope for Home (126 beds in Pomona), South L.A. Women's Shelter (125 beds), a 100-bed shelter in La Puente, a 100-bed shelter in Hacienda Heights, and numerous others.

For most shelter programs, VOALA is responsible for both the direct service provision (case management, housing navigation, service linkages) and operations (janitorial, transportation, kitchen, security, and more). VOALA understands that this RFP seeks a shelter operator to conduct the latter set of duties, while the City of Costa Mesa will conduct the direct service provision. Given VOALA's extensive experience in shelter operations, we are thoroughly familiar with the level of technical commitment, complexity, and risk associated with the proposed role at Costa Mesa Bridge Shelter. VOALA has closely reviewed the Scope of Work, Appendix A included with the RFP, and is prepared to fulfill the responsibilities as outlined.

VOALA has an established service presence in the City of Costa Mesa, which includes our Housing and Disability Advocacy Program (HDAP) for Families, Supportive Services for Veterans (SSVF), and outreach for Veterans. In the course of providing services in the surrounding area, VOALA has developed strong collaborative relationships with cities, public departments, law enforcement, and fellow service providers to facilitate services, referrals, and operations. As part of operating the CCNC, as well as other shelters, VOALA has ample experience conducting the responsibilities outlined in the RFP Scope of Work including janitorial duties and logistics; transportation assistance; concierge desk support; kitchen and meal service; disciplinary action; and consistent reporting, evaluation, and quality improvement.

Method of Approach

Provide a detailed description of the approach and methodology that will be used to fulfill each requirement listed in the Scope of Work of this RFP. The section should include:

1. An implementation plan that describes in detail (i) the methods, including controls by which your firm manages projects of the type sought by this RFP; (ii) methodology for soliciting and documenting views of internal and external stakeholders; (iii) and any other project management or implementation strategies or techniques that the respondent intends to employ in carrying out the work.

Upon confirmation of award to serve as Shelter Operator, VOALA leadership will put together a transition plan that involves a dedicated start-up team working with the Director of Housing,

Human Resources, IT, Operations, Compliance, Finance, Development, and VOALA's President and CEO to fully oversee the project implementation. The capacity to employ a dedicated start-up team to support successful implementation of the project, sometimes on short notice, is a key benefit of VOALA's large organizational size and programmatic infrastructure. The start-up team creates an implementation plan with action steps and timeline; moves forward with staff recruitment; evaluates and incorporates reporting, compliance, and contractual requirements; and performs other functions to ensure effective implementation. VOALA will work closely with the City of Costa Mesa to ensure a smooth and successful transition, including finalizing budget allocations and program policies as needed. VOALA has internal program policies and procedures which, along with policies and requirements set by local jurisdictions and public departments, govern and guide all activities associated with shelter operations. VOALA has an established relationship with Mercy House, the existing provider, and has previously completed a successful transition process when VOALA assumed operation of our HDAP Families program from Mercy House.

As an organization with a well-established presence in Orange County, VOALA can rapidly and efficiently assume the full scope of the Shelter Operator role come the beginning of the grant term and immediately begin fulfilling contract responsibilities. VOALA will communicate with the existing operator of the shelter to determine if there are any staff who wish to remain in their position; if so, VOALA would conduct a thorough review and provide training upon hiring the person to fulfill their respective position.

Evaluation, Quality Assurance, and Continuous Quality Improvement

VOALA has a robust Evaluation and Quality Assurance Department that monitors data collection, measures progress toward achieving performance objectives, drives program evaluation, identifies potential issues, and informs corrective actions as needed for the program on an ongoing basis. Monitoring is conducted on an ongoing basis through our Quality Assurance team that provides real-time data for program management. Formal monitoring by the Quality Assurance team takes place quarterly through on-site visits to the program. VOALA's Quality Assurance team reviews all program forms for accuracy, reviews participant files to ensure that documentation is correct and complete, and conducts periodic audits of case files and database information to ensure that all data is correct and up to date. Additionally, VOALA's Evaluation Department develops and oversees an outcomes dashboard for each of the agency's programs, which allows staff to have access to real-time data to monitor program effectiveness and progress in achieving outcomes. Any issues identified with the program will be addressed through the development of a Corrective Action Plan.

Staff Recruitment, Human Resources, and Back-Office Capacity

One of the benefits of VOALA's size and volume of programs is the agency's expansive back-office capabilities, which would enable the project to launch with full operational capacity quickly once funding is awarded. VOALA has the necessary infrastructure to rapidly recruit, hire, and train all new staff to be brought on for the program prior to the service commencement date. Given the agency's profile and reach, VOALA is capable of quickly connecting with qualified candidates for positions that need to be filled urgently. VOALA's HR department is skilled at recruiting staff members with the requisite experience and education to provide support

for individuals experiencing homelessness, and our training department has developed high-quality training to effectively prepare and deploy staff within service programs.

Because VOALA operates a large number of service programs that draw a high volume of applicants for service positions, the agency's HR department maintains an extensive file of resumes and contact information for a strong pipeline of potential hires should the need arise. As necessary, positions will initially be filled by existing VOALA staff (whose current positions will be backfilled with new hires) to allow for rapid program start-up with staff who are experienced in serving the target population. VOALA's HR department has the capacity to fill any vacancies within 30 days of notification of the vacancy. VOALA will advertise open positions internally first, and then externally to recruit for remaining vacancies. Recruitment efforts will be focused on individuals with a proven history of working with people experiencing homelessness and those who can serve as trusted messengers, as described above. Additionally, VOALA's robust accounting, evaluation, IT, and leadership departments will be immediately available to implement and support the program.

Financial and Grants Management

VOALA's annual operating budget is more than \$200 million, with 90%+ generated from federal, state, and local public grant funding. VOALA's accounting department is exceptionally qualified at overseeing these funds, ensuring accountability, comparing outlays with budget amounts, and providing records supported by source documentation. VOALA has a history of fully expending all government funds for allowable expenses according to contract guidelines, regularly submitting all required financial and programmatic reports for government contracts timely and accurately, and inputting all relevant data into collaborative databases as required by contracts. VOALA's effective coordination and maintenance of program budgets within contracted maximums has resulted in repeated renewals and expansion of service contracts, and longstanding, trusted relationships with public entities administering service contracts. Further, VOALA Directors and Program Management are highly trained to review and report on service delivery and budget adherence to regularly monitor and ensure that any variances are acted on and corrected immediately.

Partnerships and External Stakeholders

As an established service provider in the City of Costa Mesa and the surrounding region, VOALA has developed strong collaborative relationships with cities, public departments, law enforcement, and fellow service providers to facilitate services, referrals, and operations. As part of the start-up process for the Shelter Operator role, VOALA would notify our existing partners as well as any stakeholders, departments, and organizations with which we do not have a pre-existing relationship. During process of assuming the role of Shelter Operator, VOALA will share program details and contact information with community partners and key stakeholders including neighbors, fellow service providers, law enforcement, public agencies (including City and County offices), jails, rehabilitation centers, and other facilities that may potentially discharge unhoused individuals. VOALA's Program Managers will maintain ongoing communication with neighbors and stakeholders, providing excellent and responsive customer service and accommodations when requests are made.

VOALA will work with the City to establish a Shelter Advisory Board comprised of key stakeholders in order to (1) regularly review the operations of the Costa Mesa Bridge Shelter (CMBS) program; (2) enhance community relations between the shelter and the public; (3) address concerns of local community members, businesses, City of Costa Mesa, and partner services providers pertaining to the operation of the CMBS; and (4) address grievances as they occur in the CMBS. The Shelter Advisory Board will be comprised of a VOALA Program Manager, City Representative, and various local stakeholder representatives as outlined in the Management Operations and Procedures (MOP).

2. Detailed description of efforts your firm will undertake to achieve client satisfaction and to satisfy the requirements of the "Scope of Work" section.

VOALA will conduct all of the Shelter Operator responsibilities outlined in the Scope of Work, listed below. As an experienced Shelter Operator, VOALA is familiar with the range of needs and potential issues commonly experienced by program participants in a shelter environment. We provide services in accordance with the rights program participants, per established Orange County Standards of Care, that include at minimum:

- The right to be treated with dignity and respect
- The right to be treated with cultural responsiveness
- The right to privacy within the constrictions of the shelter environment
- The right to self-determination in identifying and setting goals
- The right to be clearly informed, in understandable language, about the purposes of the services being delivered, including for participants who are not literate or have limited English proficiency
- The right to reasonable accommodation and modifications based on disability or limited English proficiency
- The right to have services provided only in the context of a professional relationship based on valid, informed consent
- The right to confidentiality and information about when confidential information will be disclosed, to whom and for what purpose, as well as the right to deny disclosure, unless required by law
- The right to reasonable access to records concerning their involvement in the program

Per the Standards of Care, participants responsibilities include:

- Supporting an environment that promotes safety toward staff and other participants
- Following participant guidelines reviewed at intake
- Participating and remaining active in their care, to the degree possible, in developing and achieving mutually agreed upon service plan goals
- Providing, to the extent possible, accurate information needed by professional staff providing services to ensure thorough assessment, service planning, appropriate linkages, and referrals
- Maintaining confidentiality and privacy of others; just as theirs must be maintained

VOALA will provide equal access to transgender, intersex, gender fluid, and non-binary participants in accordance with their gender identity. Staff will not request or require any form of

proof of gender to validate eligibility, and will not require that a persons' gender match the sex listed on their legal documentation. VOALA will maintain a non-discrimination policy in compliance with federal and state laws; the policy will ensure that services do not discriminate based on the grounds of race, creed, color, sex, gender, gender identity, gender expression, sexual orientation, religion, ancestry, age, disability (including physical and mental disabilities), medical condition, genetic information, marital status, familial status, political affiliation, national origin, source of income, citizenship, primary language, immigration status, arbitrary characteristics as protected by the Unruh Civil Rights Act, and all other classes of individuals protected from discrimination under federal or state fair housing laws, individuals perceived to be a member of any of the preceding classes, or any individual or person associated with any of the preceding classes.

VOALA will make reasonable accommodations and modifications to services and the program facility when necessary to ensure equal access to participants with disabilities, unless it would result in a fundamental alteration in the nature of their program. VOALA will track all reasonable accommodation requests and outcomes, including the reasons for approval or denial. VOALA policy will offer appeals based on a denial, and will track appeal outcomes and make them available upon request. VOALA will have public postings of the shelter's reasonable accommodation and modification policy. The postings will include contact information including the contact information for an Americans with Disabilities Act (ADA) Coordinator. VOALA staff will receive and attend an annual training covering general accessibility provided by the County to ensure requirements under federal and state law (including but not limited to: the ADA Title II and Title III, Section 504, FHA, FEHA, Gov. Code Section 11135, Unruh Act, and California Disabled Persons Act) are addressed. VOALA will also provide an annual training for staff relating to programmatic and facility-based compliance with federal and state law requirements.

VOALA will have a Language Access Plan and accompanying guidance to ensure that participants with limited English proficiency can receive services in their desired language. VOALA will provide training for all shelter staff on how to support limited English proficiency services. VOALA will have a Disability Communication Access Plan for participants with disabilities including people who are deaf and/or blind and people who have speech disabilities, to ensure access and effective communication when needed, by providing auxiliary aids and services (such as sign language interpreters, information in braille or large print, video relay communications) or other accommodations. VOALA will provide training for all shelter staff on how to support and access various interpretation services, as well as auxiliary aids and services.

All VOALA staff will complete mandatory trainings on:

- Mandated Child/Elder Abuse Reporting
- Privacy and Confidentiality
- Due Process/Grievance Process
- ADA Compliance/Reasonable Accommodation
- Emergency Evacuation/Incident Management
- First Aid/Universal Precautions/CPR
- Domestic Violence and Safety Planning
- Cultural Humility

- Harassment
- Equal Access and Gender Identity
- Mental Health First Aid
- Trauma-Informed Care
- Harm Reduction
- Motivational Interviewing
- Problem Solving and Diversion Intervention
- Crisis Intervention and De-Escalation
- Housing First Principles

VOALA will maintain certificates and other documentation that verify training attendance for each employee, and will provide proof upon request that appropriate staff have been trained in the legal requirements of being a mandated reporter, reporting any suspicion of abuse or neglect to relevant authorities as required by law.

3. Detailed project schedule, identifying all tasks and deliverables to be performed, durations for each task, and overall time of completion.

VOALA will conduct all Shelter Operator responsibilities which span 24 hours per day, 7 days per week throughout the full contract term. VOALA will perform deliverables as outlined in the Scope of Work, including:

Janitorial and Logistics

VOALA will maintain the Shelter facility and surrounding property in a clean, safe, and orderly condition. VOALA will conduct specific duties including, but not limited to:
Cleaning the Common Hall twice daily (after the lunch meal service and during overnight hours).
Conducting weekly bed inspections to ensure guests maintain their living areas in accordance with Shelter guidelines.
Cleaning the dormitories and clothing storage room at least once per week.
Sorting the clothing/storage room and storage sheds, located on the back patio, at least once per week.
Maintaining a laundry schedule to ensure guests' bedding and clothing are washed a minimum of once per week.
Keeping offices and staff break areas clean and free from trash and debris at all times.
Cleaning the pet area, smoking section, and back patio at least once per day.
Cleaning guest and staff restrooms regularly, with one (1) deep cleaning performed nightly between 9:00 p.m. and 6:00 a.m.

Transportation

VOALA will provide transportation services to assist guests with their housing and case management plans, including facilitating access to service and care appointments.
VOALA will make shuttle service available seven (7) days per week from 6 a.m. to 7 p.m., staffing three Shuttle Drivers to ensure coverage of all shifts.
VOALA will supply a vehicle that seats at least eight (8) people total, including the driver.

VOALA will provide transportation assistance for program participants to enter and exit the shelter; walk-ins will not be permitted, entry and exit only through scheduled minibus transport or other means of staff-facilitated transportation will be allowed. The minibuses will make regularly scheduled trips on a circuit with drop-off and pick-up points throughout the surrounding community, and trips can be added or modified to provide direct transportation for participants to attend scheduled service and care meetings as needed. VOALA anticipates that City-staffed Case Managers will assist guests to organize transportation assistance that fits their needs.

VOALA will use a rideshare program only as a last resort and in limited circumstances when no other transportation options are available.

Security

VOALA will provide on-site security 24 hours per day, seven (7) days per week. VOALA anticipates providing our own qualified security staff. VOALA has budgeted for two external security positions, though we generally find that because our internal Monitor positions regularly interact with and build rapport with participants, they are better suited to provide security support and response. This notion is backed up by feedback we have received from participants, who often feel more supported by VOALA staff, while security staff in uniform from external agencies can sometimes cause confrontation. If selected as Shelter Operator, VOALA would seek to discuss the best security staffing approach with the City.

VOALA will ensure that Monitors are present on site at all times to ensure the program is safe and functional for all staff and participants. Monitors will maintain a scheduled routine of conducting security rounds throughout the building, monitor the grounds for any concerns to be reported or addressed, and continually engage with participants to build rapport, involve them in maintaining safety, and support them should crisis situations occur. The security rounds will include routinely monitoring the outside perimeter of the building; VOALA will communicate with neighboring businesses and community partners to inform them of this process and welcome them to request a security response to any issue that may arise on the outside perimeter.

Security staff will be trained in the skills needed in an emergency shelter setting, including but not limited to de-escalation, conflict resolution, and trauma-informed care.

VOALA will provide a copy of all incident reports to City within 24 hours.

VOALA will ensure security personnel conduct proactive patrols within a half-mile radius of the shelter to discourage loitering and other nuisance behavior, in accordance with the Shelter's Good Neighbor Policy.

During process of assuming the role of Shelter Operator, VOALA will share program details and contact information with community partners and key stakeholders including neighbors, fellow service providers, law enforcement, public agencies (including City and County offices), jails, rehabilitation centers, and other facilities that may potentially discharge unhoused individuals. VOALA's Program Managers will maintain ongoing communication with neighbors and stakeholders, providing excellent and responsive customer service and accommodations when requests are made.

Kitchen

VOALA will coordinate and work closely with the Kitchen Operator that provides meal service and kitchen operations.
While acknowledging that the Scope of Work requires one full-time staff person per shift to be trained and in possession of a current Food Handler’s Certificate, VOALA will go further and ensure that all Monitor staff are trained and in possession of a current Food Handler’s Certificate. This will ensure that regardless of sick days or vacancies, there will always be trained and certified staff available to assist the Kitchen Operator before, during, and after meal service for guests.

Staffing

VOALA will maintain staffing levels sufficient to fulfill the requirements of this contract. VOALA will staff multiple Monitor positions who are trained across and can fulfill all required functions including concierge desk, meal service/assisting kitchen operator, janitorial, logistics, and security.
VOALA will ensure staff shall receive consistent and ongoing training to ensure proficiency in industry-recognized skills including de-escalation, trauma-informed care, motivational and strengths-based interviewing, and other best practices.
VOALA will maintain a training calendar and submit a log of completed trainings to the Shelter Supervisor for review and approval.
VOALA acknowledges the right of the City to request replacement of a staff member who fails to meet performance or conduct expectations.
A log of all staff activity will be tracked and updated daily. VOALA will maintain clear and comprehensive job descriptions, and maintain an organizational chart that outlines the staff and reporting structure for all positions working with the shelter. Shelter staff will wear identification badges to ensure they are identifiable to program participants

Concierge Desk

VOALA will staff the Concierge Desk from 7 a.m. to 9 p.m. seven (7) days per week. All Monitor staff will be trained to fulfill the role of Concierge Desk, ensuring total coverage.
Concierge staff will provide guest support, including shuttle coordination, rideshare scheduling, and distribution of toiletries and sundry items (e.g., towels, sleep masks, etc.).
Staff at the Concierge Desk will welcome and engage with residents as they enter the building, ensure that sign-in sheets are completed, and support the entrance security. The Concierge Desk will also collate the transportation detail for participants, and serve as the main port of call for any participant. requests or issues (see Grievance Procedure in section below).
VOALA will provide courteous and professional customer service to all Shelter guests.

Discipline

VOALA will administer guest discipline in accordance with the policies and procedures outlined in the Management Operations and Procedures (MOP), Exhibit B in the RFP.

VOALA acknowledges that all guest disciplinary actions, except exits involving exigent circumstances regarding health and safety and requiring immediate action, shall be approved by the City's Shelter Supervisor or their designee prior to being administered.

VOALA takes the well-being and fair treatment of all of its program participants seriously and will listen to and address all participant complaints in a respectful and timely manner. To that end, VOALA will provide a copy of the VOALA Grievance Procedures and associated forms to all participants at intake, with additional copies available upon request. This Grievance Policy and related forms will be posted in prominent locations within the shelter for easy access and reference by all participants. A toll-free complaint hotline number will be posted in case participants want to make an anonymous complaint about a VOALA staff member or program. Participants will also have the ability to provide feedback through a suggestion box checked weekly by the Program Director.

All staff will have a copy of the VOALA Shelter Policies and Procedures, as well as the OC Standards of Care and Customer Service; VOALA uses these documents at the staff orientation and refers back to them regularly in training to ensure we are meeting the required standards. The VOALA Shelter Policies and Procedures are based on the OC Standards of Care and were compiled in collaboration with the County staff.

Reporting

VOALA will submit monthly invoices for review and reimbursement by the City.

VOALA will request reimbursement only for completed payments and requests will be accompanied by applicable supporting documentation in a City-approved format.

VOALA will submit monthly accomplishment reports containing operational and performance data in a format approved by the City.

VOALA currently conducts data collection, data entry, and reporting utilizing HMIS for all of the agency's numerous homeless service programs. Given this experience, the agency is highly adept at utilizing HMIS for data collection, tracking, and reporting purposes. The program's policies and procedures will require that all service activities and linkages provided through the program be recorded and tracked in HMIS by staff. VOALA's HMIS Data Coordinator will run biweekly reports to ensure the completeness and integrity of recorded data and tracking of participant progress. These reports will be aggregated and shared with the HMIS Administrator (2-1-1 Orange County) along with the Orange County CoC Board and other key stakeholders. VOALA's HMIS Data Coordinator, along with direct service staff, participates in the CoC's Data Quality Committee meetings as well as ongoing trainings conducted by 2-1-1 Orange County regarding the use of HMIS.

4. Detailed description of specific tasks you will require from City staff. Explain what the respective roles of City staff and your staff would be to complete the tasks specified in the Scope of Work.

VOALA works in a collaborative fashion with all funding/contracting partners; one example being an involved partnership with the tri-cities (Garden Grove, Fountain Valley, Westminster) in our operation of the CCNC. VOALA anticipates that City staff will provide timely review and response to invoices/reimbursement requests and supporting documentation. VOALA also

anticipates that the City will work collaboratively in evaluating operational reports and performance data, and implementing changes to shelter operations as needed to support the success of the shelter program and guests of the shelter. It is our understanding that the City will provide direct housing-focused and supportive services for shelter guests, including case management, housing navigation, and service linkages, to support them to transition out of homelessness and into long-term stability and well-being. VOALA will provide shelter operations in such a way as to support guests throughout the process of seeking housing and services. This includes ensuring a clean, well-maintained, comfortable, peaceful, and orderly environment within the shelter program.

Qualifications and Experience of the Firm

Describe the qualifications and experience of the organization or entity performing services/projects within the past eight years that are similar in size and scope to demonstrate competence to perform these services. Information shall include:

1. If the owner is a corporation please provide:

Name of Corporation: Volunteers of America of Los Angeles

Corporate Office Address: 3600 Wilshire Boulevard, Suite 1500, Los Angeles, CA 90010

State Where Incorporated: California

Date of Incorporation: 1896

2. If the owner is a partnership or joint venture, please provide:

Not applicable.

3. List all business owned or controlled by applicant:

1. Volunteers of America of Los Angeles (VOALA)

2. Southern California Alcohol and Drug Programs, Inc. (SCADP); 11500 Paramount Blvd, Downey, CA 90241. SCADP is a subsidiary organization owned by VOALA that provides multiple residential and outpatient treatment programs for substance use recovery.

4. List all businesses for which you or your business manager is or was an officer, director, or partner doing similar business in California under another business name:

Not applicable.

5. How many years have you been in business under your present business name?

VOALA was established in 1896 and has operated under the same name since.

6. Provide a list of current and previous contracts similar to the requirements for Costa Mesa, including all public agencies served (if any). For each, provide a brief description of the scope of work performed, the length of time you have been providing services, and the name, title, and telephone number of the person who may be contacted regarding your organization's service record. Provide a sample of each background investigation for each contract.

Below is a list of shelters operated by VOALA through contracts with public agencies. Given the extensive number of shelters operated by VOALA, we have provided thorough details for a

selection of shelters/contracts. We can provide additional detail regarding any shelter/contract upon request.

Central Cities Navigation Center (City of Garden Grove)

1. Scope of Work
 - o Delivery of 85 bed Navigation Center for Tri-cities (Garden Grove, Westminster, and Fountain Valley). Offering low-barrier transitional emergency housing and wrap-around services to homeless individuals in Orange County's Central Service Planning Area.
2. Length of Time Services Provided
 - o 2023 – Present
3. Agency/Department name, address, and contact person:
 - City of Garden Grove
 - 11222 Acacia Pkwy, Garden Grove, CA 92840
 - Contact Name: Timothy Throne
 - Email: Timothyt@ggcity.org
 - Telephone number: (714) 741-5144

Pomona Hope for Home (City of Pomona)

1. Scope of Work
 - o Navigation Center for 208 adults providing short term housing, case management, housing navigation, daily meals, health services, employment sessions, and laundry services.
2. Length of Time Services Provided
 - o 2023 – Present
3. Agency/Department name, address, and contact person:
 - o City of Pomona
 - o 505 S. Garey Ave., Pomona, CA 91766
 - o Contact Name: Donyielle Holley
 - o Email: donyielle_holley@ci.pomona.ca.us
 - o Telephone number: (909) 620-2571

Jan Clayton Center (LAHSA)

1. Scope of Work
 - o 52 beds of interim housing with services including case management, mental health/addiction treatment, job placement, and housing navigation.
2. Length of Time Services Provided
 - o 2024 – Present
3. Agency/Department name, address, and contact person:
 - o Los Angeles Homeless Service Authority
 - o 707 Wilshire Blvd., 10th Floor, Los Angeles, CA 90017
 - o Contact Name: Stephanie Garcia
 - o Email: slgarcia@lahsa.org
 - o Telephone Number: (213) 683-3333

Additional shelter contracts:

- Foley (LAHSA, 42 bed interim housing site)
- Bailey Shelter (LAHSA, 72 bed interim housing site)
- Hope Street (LAHSA, 100 bed interim housing site)
- Sun Valley Tiny Homes (LAHSA, 161 bed interim housing site)
- Boyle Heights Tiny Homes (Mission) (LAHSA, 144 bed interim housing site)
- T-House (LAHSA, 73 bed interim housing site)
- Pathways (LAHSA, 230 bed interim housing site)
- Lancaster MACC (LAHSA, 95 bed interim housing site)
- The Avenue Shelter (LAHSA, 140 bed interim housing site)
- The Nest (Homekey, 41 bed interim housing site)
- Devonshire Lodge (Homekey, 76 bed interim housing site)
- Sepulveda Villa (Homekey, 76 bed interim housing site)
- Women's Care Cottage (DCFS, 30 beds of interim housing for women/women with children)
- TH-RRH, DV (HUD/LAHSA, 16 bed interim housing for victims of DV and their families)

7. Submit a description of the organization’s qualifications, experience and abilities that make it uniquely capable to provide the services specified in the Scope of Work.

VOALA brings extensive experience in shelter operations and serving people transitioning out of homelessness. Each year, VOALA serves more than 13,500 people experiencing homelessness through 90+ service programs in Orange and L.A. Counties, including more than 2,800 interim housing/shelter beds. VOALA currently operates more than 40 interim housing, emergency shelter, and transitional living programs, having greatly expanded this service over the last five years. From 2019 to 2020 alone, VOALA increased the number of shelter beds operated by the agency from approximately 1,810 to 2,810 beds. Examples of shelter programs operated by VOALA include the Central Cities Navigation Center (CCNC, featuring 85 shelter beds located in Garden Grove), Pathways to Home (featuring 300 beds, the largest homeless shelter in Los Angeles), Hope for Home (126 beds in Pomona), South L.A. Women’s Shelter (125 beds), a 100-bed shelter in La Puente, a 100-bed shelter in Hacienda Heights, and numerous others.

Each of VOALA’s interim housing programs provide the full range of services to be provided at the Costa Mesa Bridge Shelter, including clean and safe shelter, hygiene services, transportation, quality meals, trauma-informed case management, substance abuse counseling, housing navigation, on-site supportive services provided by VOALA and community partners, coordination with the CES, and good neighbor community outreach and engagement.

VOALA has an established service presence in the City of Costa Mesa, which includes our Housing and Disability Advocacy Program (HDAP) for Families, Supportive Services for Veterans (SSVF), and outreach for Veterans. In the course of providing services in the surrounding area, VOALA has developed strong collaborative relationships with cities, public departments, law enforcement, and fellow service providers to facilitate services and operational support. As part of operating the CCNC in Garden Grove, as well as other shelters, VOALA has ample experience conducting the responsibilities outlined in the RFP Scope of Work including janitorial duties and logistics; transportation assistance; concierge desk support; kitchen and meal service; disciplinary action; and consistent reporting, evaluation, and quality improvement.

8. The City of Costa Mesa is interested in knowing how Proposers support the communities that they serve. Please provide information on your organization’s participation in local community, charitable and civic organizations and events, including membership in the Costa Mesa Chamber of Commerce, charitable contributions made by your organization, etc.

As part of our role operating the CCNC, VOALA staff participate in numerous local community meetings including Garden Grove Chamber of Commerce meeting; Garden Grove Neighborhood Association (GGNA) Homeless Edition 4.0 meeting; City of Fountain Valley City council meeting; City of Garden Grove Council meeting; City of Westminster council meeting; and the City of Fountain Valley Homeless task group. Additionally as part of operating the CCNC, VOALA partners with a variety of organizations to provide medical care, wellness resources, and community support for program participants. The Vituity Cares Foundation offers on-site health services on the last Wednesday of each month, giving clients access to doctors they might not otherwise see. The Mind Wellness Center visits every other Wednesday to provide mental health support and wellness resources. Health Care in Action and Be Well Garden Grove also offer ongoing medical and behavioral health services. Community partners such as Mariners Church, Our Redeemer Lutheran Church, and Hope Community Church–Westminster host weekly engagement activities and offer support for participants. VOALA’s partnership with Sprouts market provides weekly food donations every Sunday to help supplement meals for guests. More generally, VOALA maintains a community presence by spreading awareness of our service programs and resources, as well as attending public meetings and local community events.

VOALA also works closely with organizations that help connect guests to employment, education, and housing opportunities, including the Illumination Foundation, Thomas House, Orange County Asian and Pacific Islander Community Alliance (OCAPICA), and Orange County Workforce & Development. Together, these partners help participants achieve stability and greater self-sufficiency through access to training, job placement, and housing resources. Additionally, VOALA maintains strong relationships with nearby businesses and neighbors through regular communication, site visits, and community engagement to strengthen local partnerships. We keep an open line with all neighbors around the site to ensure the surrounding community remains clean, safe, and well-informed.

Financial Capacity

The City is concerned about bidders’ financial capability to perform, therefore, may ask you to provide sufficient data to allow an evaluation of firm’s financial capabilities.

VOALA’s program activity is supported by robust administrative, financial, human resources, IT, evaluation, and leadership departments which will ensure the successful launch, management, operations, and tracking of the proposed shelter operations role. The agency’s annual operating budget is more than \$200,000,000, with 90% generated from federal, state, and local public funding. Our accounting department is exceptionally qualified at overseeing these funds, ensuring accountability, comparing outlays with budget amounts, and providing records supported by source documentation. VOALA has a history of fully expending all government funds for allowable expenses according to contract guidelines, regularly submitting all required financial and programmatic reports for government contracts timely and accurately, and inputting all relevant data into collaborative databases (such as HMIS) as required by contracts. VOALA

will gladly provide further information and data to assist with the City's evaluation of the agency's financial capabilities.

Key Personnel

It is essential that the proposer provide adequate experienced personnel, capable of and devoted to the successful accomplishment of work to be performed under this contract. The proposer must agree to assign specific individuals to the key positions. Identify the members of the staff who would be assigned to act for proposer's firm in key management and field positions providing the services described in the proposal, and the functions to be performed by each. Include resumes or curriculum vitae of each such staff member, including name, position, telephone number, email address, education, and years and type of experience. Describe for each such person, the relevant transactions on which they have worked.

VOALA's project implementation and ongoing Shelter Operator activities will be overseen and directed by experienced program leadership staff, including:

Eric Richardson, Director of Housing, will provide high-level oversight and direct implementation of the program. Mr. Richardson oversees all VOALA housing programs, bringing 25 years of experience in nonprofit leadership to his role. Mr. Richardson is closely involved with and highly knowledgeable of the homeless service system in Orange County's Central SPA, which encompasses Cost Mesa. He previously sat on the Orange County Continuum of Care (CoC) Board and has successfully overseen the start-up and implementation of other VOALA homeless service programs in the area.

Email: erichardson@voala.org

Phone: (213) 435-4206

Daniel Torres, Program Manager for the CCNC, will provide oversight and management of the Shelter Operator project at Costa Mesa Bridge Shelter, including implementation and ongoing activities and deliverables. Mr. Torres has worked with VOALA for more than ten years, including as Program Manager, Case Manager, and Job Developer, giving him a thorough understanding of the scope of work at shelters and other housing programs.

Email: dtorres@voala.org

Phone: 213-519-0001

Amanda Brear, Assistant Director, will also provide oversight for the project implementation and ongoing activities. She has been with VOALA since 2019, having worked with numerous housing and rental assistance programs including many in Orange County. She holds a degree in Public Policy from UC Riverside.

Email: abrear@voala.org

Phone: (213) 503-7461

Please see attached resume excerpts for Eric Richardson and Daniel Torres. Beyond these key staff persons, VOALA will hire new employees to fulfill the planned personnel for the Shelter Operator role. VOALA can provide job descriptions for these roles or additional resumes on request, but has refrained from including them to adhere to the 20-page limit.

Eric Richardson

8165 Waterspray Drive, Huntington Beach, California, 92646

Tel: (949)630 8929 Email: ericrichardson7367@gmail.com

<https://www.linkedin.com/in/eric-richardson-b60655151/>

PERSONAL STATEMENT

A high performing, innovative and inspiring leader with over 30 years' experience in managing teams and services at a senior level including 25 years' experience across the non-profit sector. An accomplished strategic team player skilled in creating multi beneficial partnerships leading to the development and diversification of an organisation.

KEY SKILLS AND EXPERIENCE

- Extensive experience across housing and homelessness, mental health, domestic abuse, families and young people services, shelter management, Veteran support, drug and alcohol services, outreach and communities.
- Senior management experience working with boards of trustees and directors.
- Proven track record of delivering organisational growth through developments and diversification
- Skilled people manager with experience across all HR processes, financial and risk management, budget planning
- Excellent communicator at all levels, expanding partnerships, creating new contacts and engaging clients and the public.
- 30 years' experience of managing and developing teams regionally.
- Events organizing and fundraising

EMPLOYMENT EXPERIENCE

Volunteers of America LA – Divisional manager

Board member of the Orange County Continuum of Care Board

JULY 2021 – TILL PRESENT

Overseeing Supportive services for Veteran Family contracts across LA and Orange county. Managing 4 program managers and a full team of over 70 staff. Managing a budget total of 30 million. Ensuring services are delivering a high level of care and supporting veterans to find or remain in their accommodation. I also have WelcomeHomeOC and the GBHI programs in Orange County.

Volunteers of America LA - Safe Haven Program Manager II

March 2021 – July 2021

Managing a 24/7 homeless transitional housing project for 40 veterans. Supervising a team of 14 employees, undertaking screening and assessment of clients, organizing process and procedures for the shelter, working with commissioners and other referral agencies, implementing outreach, coordinating the setup, move and development of a new centre. Delivering 24/7 support to the team and all intake, discharge decision making. completing daily and monthly reports to corporate and commissioners, completing payroll and financial returns including budget monitoring

Sunrise Senior Living, Seal Beach - Assisted Living Director

June 2020 - March 2021

Coordinating a team of 28 employees delivering care and support for over 50 residents 24 / 7 in an assisted living environment. Completing resident assessments and care plans, liaising with family members and working closely with external health partners. Recruiting, managing and developing the team. On call for out of hours support for the team and the wider community. Duty manager for all 150 residents and staff twice weekly also managing the memory care / dementia service with a further 45 residents and 30 staff. Key lead and manager through the Covid outbreak Dec 2020.

Mercy House, California – volunteer

April 2020 – June 20

Working as a volunteer for Mercy House non-profit organisation within the shelter environment. Undertaking tasks as needed, speaking to residents and the team. Becoming familiar with US processes after extensive experience within the non-profit field in the UK

Simon on the Streets UK - Street Outreach : CEO / Executive Director

April 2019 – May 2020

Simon on the Streets is a non-profit organisation delivering support to the most entrenched homeless individuals across 3 large deprived areas in the North of the UK. Our work centres on assertive outreach and case management, street-based support and intervention to homeless individuals, many of whom experience behavioural health issues and are from a variety of backgrounds including those who are veterans, those who have experienced abuse and trauma and those exiting institutions such as prison, hospital and residential mental health units. I was both the strategic and operational lead for the organisation, developing and motivating the team, working with the board of trustees and constantly extending multi beneficial partnerships while ensuring we deliver excellent outcomes for our clients. I have successfully bid for funding from a variety of sources and have developed these projects in partnership with the City commissioner, local non-profits and statutory

Daniel E. Torres

14749 Dumont Ave. Norwalk, CA 90650

Phone (323) 855-2203 | E-mail: danieltorres.90650@gmail.com

Professional Profile

High performing professional with 8+ years of experience delivering high impact work in the social service industry. Skilled in developing strong internal and external relationships to facilitate collaborative achievement of high priority goals. Confident in ability to thrive in a face paced setting and leverage skills in working with the vulnerable population, knowledge of governmental services and meet deadlines to enable team success. Committed to lifelong learning and improvement

Skills and Expertise

Supervised a team of staff engaged in customer/client services.

Excellent customer service; able to work well with individuals experiencing and/or at risk of homelessness.

Promotes interdisciplinary collaboration, fosters teamwork; has excellent boundaries and interpersonal skills.

Excellent organizational and communication skills, good at multitasking; works in a collaborative manner across the organization to achieve departmental and overall organizational goals.

Ability to make thoughtful decisions and exercise sound judgment; be self-directed, assertive, resourceful, and creative in problem solving.

Ability to be a thoughtful listener and adept at capturing feedback; give and receive constructive criticism; use diplomacy in all aspects of the role.

- Documentation Proficiency
- Bilingual: English and Spanish
- Complex Problem Solving
- Presentation Skills
- Records Management
- Communication Skills
- Self Motivated
- Public Speaking
- Advocate for needs
- Leadership
- Research & Analyze
- Training & Team Building

Professional Experience

Volunteers of America, Garden Grove, CA 05/24 to Current

Central Cities Navigation Center / Program Manager III

- Develop and manage project budget, project development, performance goals, and service delivery for service programs in accordance with stated grant requirements
- Develop program policies, procedure plans, and associated communications documents
- Proactively manage changes in project scope, identify potential crises, and devise contingency plans
- Develop best practices and tools for project execution and management
- Train, coach, and manage service team on program requirements, tools, and methods to meet those requirements
- Effectively communicate project expectation to team members and senior management in a timely and clear fashion
- Delegate tasks and responsibilities to appropriate personnel
- Manage multiple teams of staff located at various work sites
- Monitor and verify services provided to each participant on a regular basis and determine the quality and effectiveness of services provided
- Ensure program interim and final goals and requirements are achieved
- Prepare monthly budget reports and proposals
- Estimate and allocate resources that participants may need in order to achieve project goals
- Create and analyze budget, reports, and program goals
- Communicate with funder on an ongoing basis
- Collaborate with community partners for services and housing opportunities to program participants
- Coach, mentor, and supervise project team members and influence them to take positive action and accountability for their assigned work
- Collaborate with other VOALA programs and community partners and representing the interests of the agency, the program and its participants in all networking and public relations opportunities
- Effectively prioritize and execute tasks in high pressure situations
- Other duties as required

Volunteers of America, West Covina & Los Angeles, CA 09/18 to 05/24

Benefit Advocacy Program / Program Manager I

- Trained all assigned staff in applicable duties/activities;
- Performed quality assurance reviews of staffs completed work
- Held weekly meetings with the individual case managers to discuss the status of their cases to make sure that deadlines are being met.
- Received service referrals from Social workers, eligibility workers, medical case workers and other staff to assist clients in obtaining Social Security benefits, Food stamps, housing,



**VENDOR APPLICATION FORM
FOR
RFP No. 26-14 Shelter Operator Services**

TYPE OF APPLICANT: NEW CURRENT VENDOR

Legal Contractual Name of Corporation: Volunteers of America of Los Angeles

Contact Person for Agreement: Robert Pratt

Title: President/CEO E-Mail Address: bpratt@voala.org

Business Telephone: 213-389-1500 Business Fax: N/A

Corporate Mailing Address: 3600 Wilshire Boulevard, Suite 1500

City, State and Zip Code: Los Angeles, CA 90010

Contact Person for Proposals: Sasha Lear

Title: Director of Development and Grants E-Mail Address: slear@voala.org

Business Telephone: 213-215-7139 Business Fax: N/A

Is your business: (check one)

NON PROFIT CORPORATION FOR PROFIT CORPORATION

Is your business: (check one)

CORPORATION LIMITED LIABILITY PARTNERSHIP

INDIVIDUAL SOLE PROPRIETORSHIP

PARTNERSHIP UNINCORPORATED ASSOCIATION

Names & Titles of Corporate Board Members

(Also list Names & Titles of persons with written authorization/resolution to sign contracts)

Names	Title	Phone
George Braunegg	Board Member,	[REDACTED]
Robert Burke	Property Chair,	[REDACTED]
Christopher Caulfield	Innovation Committee,	[REDACTED]
Rosa Easton	Nominating Chair,	[REDACTED]
Jim Faecher	Audit Chair,	[REDACTED]
Richard Goetz	Chair,	[REDACTED]
Hon. Scott Gordon	Board Member,	[REDACTED]
William Jennings, Ph.D.	Board Member,	[REDACTED]
Adam Karr	HR Chair,	[REDACTED]
Donald Mottinger	Board Member,	[REDACTED]
Jason Murray	Chair,	[REDACTED]

Federal Tax Identification Number: [REDACTED] _____

City of Costa Mesa Business License Number: N/A

(If none, you must obtain a Costa Mesa Business License upon award of contract.)

City of Costa Mesa Business License Expiration Date: N/A

Names & Titles of Corporate Board Members - Continued

(Also list Names & Titles of persons with written authorization/resolution to sign contracts)

Names	Title	Phone
D. Paul Nibarger	Board Member,	[REDACTED]
Oscar Santos	Board Member,	[REDACTED]
Barry Peterson	Board Member,	[REDACTED]
G. Michael Phillips, Ph.D.	Treasurer,	[REDACTED]
Alicia Procello	Vice Chair,	[REDACTED]
Patricia Ursea	Governance Committee,	[REDACTED]
Ayako Utsumi	Secretary,	[REDACTED]
Robert Pratt	President/CEO,	[REDACTED]
Veronica Lara	COO,	[REDACTED]
Patti Louie	CFO,	[REDACTED]

Federal Tax Identification Number: [REDACTED]

City of Costa Mesa Business License Number: N/A

(If none, you must obtain a Costa Mesa Business License upon award of contract.)

City of Costa Mesa Business License Expiration Date: N/A

EX PARTE COMMUNICATIONS CERTIFICATION

Please indicate by signing below one of the following two statements. **Only sign one statement.**

I certify that Proposer and Proposer's representatives have not had any communication with a City Councilmember concerning informal **RFP No. 26-14 Shelter Operator Services** at any time after **February 10, 2026**



Signature

Date: 3/2/2026

Robert Pratt

Print

OR

I certify that Proposer or Proposer's representatives have communicated after **February 10, 2026** with a City Councilmember concerning informal **RFP No. 26-14 Shelter Operator Services**. A copy of all such communications is attached to this form for public distribution.

Signature

Date: _____

Print

DISQUALIFICATION QUESTIONNAIRE

The Contractor shall complete the following questionnaire:

Has the Contractor, any officer of the Contractor, or any employee of the Contractor who has proprietary interest in the Contractor, ever been disqualified, removed, or otherwise prevented from bidding on, or completing a federal, state, or local government project because of a violation of law or safety regulation?

Yes _____ No

If the answer is yes, explain the circumstances in the following space.

DISCLOSURE OF GOVERNMENT POSITIONS

Each Proposer shall disclose below whether any owner or employee of Contractor currently hold positions as elected or appointed officials, directors, officers, or employees of a governmental entity or held such positions in the past twelve months. List below or state "None."

None.

COMPANY PROFILE & REFERENCES

Company Legal Name: Volunteers of America of Los Angeles

Company Legal Status (corporation, partnership, sole proprietor etc.): Non Profit Corporation

Active licenses issued by the California State Contractor's License Board: N/A

Business Address: 3600 Wilshire Boulevard, Suite 1500, Los Angeles, CA 90010

Website Address: www.voala.org

Telephone Number: 213-389-1500

Facsimile Number: 213-385-7599

Email Address: bpratt@voala.org

Length of time the firm has been in business: 130 years

Length of time at current location: 41 years

Is your firm a sole proprietorship doing business under a different name: ___ Yes No

If yes, please indicate sole proprietor's name and the name you are doing business under: N/A

Federal Taxpayer ID Number: XXXXXXXXXX

Regular Business Hours: 8:00 - 4:30

Regular holidays and hours when business is closed: New Years Day, MLK Jr. Day, Presidents Day, Good Friday, Memorial Day, Fourth of July, Labor Day, Thanksgiving, Day After Thanksgiving, Christmas Eve, Christmas Day

Contact person in reference to this solicitation: Sasha Lear

Telephone Number: 213-215-7139

Facsimile Number: N/A

Email Address: sllear@voala.org

Contact person for accounts payable: Raja Itani

Telephone Number: 213-251-7616

Facsimile Number: N/A

Email Address: ritani@voala.org

Name of Project Manager: Eric Richardson

Telephone Number: 213-435-4206

Facsimile Number: N/A

Email Address: erichardson@voala.org

COMPANY PROFILE & REFERENCES (Continued)

Submit the company names, addresses, telephone numbers, email, contact names, and brief contract descriptions of at least three clients, preferably other municipalities for whom comparable projects have been completed or submit letters from your references which include the requested information.

Company Name: City of Garden Grove

Contact Name: Timothy Throne, 714-741-5144

Contract Amount: \$2,500,000

Email: Timothyt@ggcity.org

Address: 11222 Acacia Pkwy, Garden Grove, CA 92840

Brief Contract Description: Central Cities Navigation Center; Delivery of 85 bed Navigation Center for Tri-Cities (Garden Grove, Westminster, and Fountain Valley). Offering low-barrier transitional emergency housing and wrap-around services to homeless individuals in OC.

Company Name: City of Pomona

Telephone Number: 909-620-2571

Contact Name: Donyielle Holley

Contract Amount: \$2,694,121

Email: Donyielle_Holley@ci.pomona.ca.us

Address: 505 S. Garey Ave., Pomona, CA 91766

Brief Contract Description: Pomona Hope for Home; Navigation Center for 208 adults providing short term housing, case management, housing navigation, daily meals, health services, employment sessions, and laundry services.

Company Name: Los Angeles Homeless Service Authority (LAHSA)

Telephone Number: 213-683-3333

Contact Name: Stephanie Garcia

Contract Amount: \$1,689,220

Email: slgarcia@lahsa.org

Address: 707 Wilshire Blvd., 10th Floor, Los Angeles, CA 90017

Brief Contract Description: Jan Clayton Center; 52 beds of interim housing with services including case management, mental health/addiction treatment, job placement, and housing navigation.

Company Name: County of Orange Office of Care Coordination

Telephone Number: 714-834-2323

Contact Name: Doug Brecht

Contract Amount: \$2,073,306

Email: douglas.brecht@ocgov.com

Address: 601 North Ross St., Suite 509, Santa Ana, CA 92701

Brief Contract Description: HDAP Families; Outreach and Case Management for Homeless Families

Company Name:

Telephone Number:

Contact Name:

Contract Amount:

Email:

Address:

Brief Contract Description:

EXHIBIT C

MANAGEMENT OPERATIONS AND PROCEDURES

EXHIBIT B

CMBS

MANAGEMENT OPERATIONS AND PROCEDURES (MOP)

CMBS

MANAGEMENT OPERATIONS AND PROCEDURES (MOP)



UPDATED: JANUARY 2026

Contents

Table of Acronyms	8
Section I: Purpose and Introduction	9
Section II: Shelter Administration	10
A. Program Description	10
1. Population Served	10
2. Program Description.....	10
3. Services Provided	14
5. Target Goals/Expected Outcomes	16
6. Program Components.....	17
B. Admission Criteria and Procedures	18
1. Guest Rules & Guidelines.....	18
2. New Guests Entering the CMBS	18
3. Screening Requirements	18
4. Bed Reservation System	18
5. Identification Requirements	19
6. Day Leave and Returning Guests	19
7. Hours of Operation	20
C. Overflow Management.....	20
1. Coordinated Service Delivery Plan	20
2. Overflow Policies.....	21
D. Exit and Re-Admission	21
1. Exit and Readmission Policies	21
2. Exit Procedures	22
3. Return Procedures.....	22
E. Navigation Services Policy	24
1. Documentation of Case Management Services and Data Security Policies	25
F. Daytime Program Policies.....	25
G. CMBS Program Policies	26

1. CMBS Guests	26
2. Shelter Operator Protocols.....	26
3. Requirements for Service Provider Partners.....	27
H. Good Neighbor Policy - Community Coordination and Communication	27
1. Communication and Coordination with Neighborhood, Businesses and Public	27
2. Communication and Coordination with Local Police and Fire Departments.....	28
3. Communication and Coordination with City, County, and Service Providers.....	28
4. Policies for Community Involvement.....	29
5. Policies for Neighborhood Patrol	29
I. Shelter Advisory Boards.....	30
1. Advisory Board Composition	30
2. Meeting Schedule.....	30
3. Accountability and Grievance Process and Policies	30
J. Safety Policies	31
1. Facility Maintenance.....	31
2. Fire and Earthquake Safety.....	31
3. Fire Prevention Procedures	32
4. Fire Drills and Documentation.....	33
5. Fire Inspections and Extinguishers.....	33
6. Earthquake Safety	33
7. Disaster Preparedness: Access to I.T. Server Room	33
K. Security Plan	34
1. Eligibility Screening.....	34
2. Secured Entrances	34
3. On-site Security Personnel.....	35
4. Security Alarms and Cameras	35
5. Loitering Policy.....	35
6. De-escalating Conflicts	36
7. Entrance and Exit Procedures.....	37

8. Policy Regarding Storage of Guest’s Possessions	37
9. Policy Pertaining to Authorized/Unauthorized Search of Guests’ Property by Staff.	38
10. Policy on Possession of Weapons On-Site	38
11. Procedure for Contacting Police	38
L. Health Policies.....	39
1. Housekeeping Policy	39
2. Pet and Service Animal Policies	40
3. Possession and Use of Controlled Substances	41
4. Policy for Drug Possession	41
5. Security, Use and Access of Prescription Medications	41
6. Guest Use of Over-The-Counter Medications.....	42
7. Guest Access to Emergency and Medical Care	42
8. First Aid Equipment, Supplies and Procedures	43
9. Policies & Procedures for Disease Prevention.....	43
M. Food Policies	44
1. Provision of Nutritional Needs of Guests	45
2. Provisions for the Sanitary Storage and Preparation of Food	45
N. Transportation Policies	46
1. Transportation Flow On and Off the Property	46
2. Pedestrian Traffic	46
3. Bicycle Traffic and Parking	46
4. Transportation Services	46
5. Personal Vehicle Transportation and Parking.....	46
6. Staff Transportation of Guests.....	47
7. Delivery of Shelter Goods and Community Donations	47
8. Medical Transport.....	47
O. Financial Policies	47
1. Financial Requests from Guests	47
2. Guest Possessions and Funds.....	48

P. Legal Policies	48
1. Policy for Compliance with Local Laws	48
2. Policy for Compliance with Labor Laws	48
Q. Non-Discrimination Policies	49
1. Policy for Compliance with Americans with Disabilities Act	49
2. Gender-Specific Programming Policy	49
3. Sexual Harassment Policy.....	49
4. Policy Regarding Sex Offenders	50
R. Confidentiality Policies	50
1. Personal Confidentiality.....	50
2. Database Confidentiality Policies	52
3. Exceptions to the Confidentiality Policy	52
S. Grievance Policies	52
Informal Complaints:	53
Formal Grievances:.....	54
Section III: Staffing and Management Plan	55
A. Staff Policies	55
1. Hiring Policy	55
2. Screening Procedure	55
3. Acceptance Procedure	55
4. Staffing Policies for Safe Humane Environment	56
B. Policies for Staff Training.....	58
1. Emergency Procedures - Evacuation, First Aid, and CPR, 911 Reporting	58
2. Safety Conduct - Prevention of Abuse, Crisis Intervention, Conflict Resolution	58
3. Appropriate Behavior for Dignity and Respect	58
4. Communication	59
5. Resources and Referrals	59
6. Mental Health and Addiction Skills	59
7. Self-Care	60

8. Annual Staff Evaluation and Training Plan.....	60
9. Documentation of Staff Training	60
C. Volunteer Policies	60
1. Selection, Screening, and Background Checks	60
2. Orientation and Training.....	61
3. Descriptions of Volunteer Tasks	63
D. Fund Development Strategies	63
Section V: Attachments.....	64
Attachment A – Job Descriptions	65
Program Management and Development - Job Description	66
Program Manager - Job Description	68
Site Leader - Job Description.....	70
Safety Coordinator – Job Description	72
Logistics (Kitchen Staff) - Job Description	74
Overnight Logistics - Job Description	76
Attachment B – CMBS Guest Expectations	77
Guest Expectations.....	78
Attachment C – CMBS Volunteer Policies.....	84
CMBS Volunteer Policies	85
Costa Mesa CMBS Volunteer Description	87

Table of Acronyms

ADA	Americans with Disabilities Act
ADLs	Activities of Daily Living
CDBG	Community Development Block Grant
CLCHC	Celebrating Life Community Health Center
CMBS	Costa Mesa Bridge Shelter
CMFD	Costa Mesa Fire Department
CPMD	Costa Mesa Police Department
CoC	Orange County Continuum of Care
HMIS	County Homeless Management Information System
Hotline	Intake and bed reservation hotline
IPD	Irvine Police Department
MOM	Management Operations Manual
MOP	Management Operations and Procedures
NBPD	Newport Beach Police Department
NHS	Network for Homeless Solutions
OC	Orange County
OCHCA	Orange County Health Care Agency
OCRSC	Orange County Regional System of Care
Operator	Shelter Operator
OSHA	Occupational Safety and Health Administration
SB2	Senate Bill Two

Section I: Purpose and Introduction

The purpose of the Management Operations and Procedures Plan (MOP) is to incorporate best practices for the Costa Mesa Bridge Shelter (CMBS) in collaboration with [the] City of Costa Mesa, the Network for Homeless Solutions (NHS) and the Shelter Operator (Operator). The MOP is a working document that embodies this collective approach to management, operations and procedures that reflects best practices and compliance with City, County, and regional agreements. The Operator agrees to adhere to the contents herein, as a key component of the Scope of Work for operating the Bridge Shelter in Costa Mesa. This document also provides for open communication with community stakeholders and helps to facilitate a better understanding of the role of the CMBS program within the broader county-wide system of care.

The City of Costa Mesa has committed significant resources to develop its comprehensive response to homelessness. While the NHS and its collaborative partnerships have developed strong response tools for street outreach, engagement, and volunteerism, adding the shelter component has been instrumental to its success over time. From April 2019 to April 2021, the Costa Mesa 50-bed temporary shelter achieved strong outcomes by placing 178 individuals into stable, permanent housing. The City's development of a permanent shelter at 3175 Airway Avenue expanded this effort and drastically enhanced the resources available to residents experiencing homelessness. Regional partnerships with the City of Newport Beach, City of Irvine, and a Capital Improvement Grant from the County Continuum of Care (CoC) elevated resource integration and responses for the Central Service Planning Area, where the Shelter is located. The Bridge Shelter meets the critical needs of the most vulnerable people living on our streets and in our neighborhoods.

This MOP outlines shelter services for homeless persons and best practices to maintain a safe and healthy environment for shelter guests and the community at large. The overall purpose of the program is to connect homeless persons to permanent housing opportunities and resources to promote housing stability and self-sufficiency. Components of the MOP align to national standards of The HEARTH Act (2009) as well as those of CoC and the Orange County Regional System of Care (OCRSC), including the establishment of three Regional Service Planning Areas.

Section II: Shelter Administration

A. Program Description

1. Population Served

Shelter and Services

The program will serve up to 100 shelter guests, with 25 shelter beds set aside for partner cities. To ensure that the shelter will meet the needs of the community in serving chronic and vulnerable homeless people, guests 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 secure stable treatment, family reunification and/or permanent housing.

Those accessing the CMBS will include homeless single men and single women, age 18 and up. Alternate accommodations will be made for households that are couples or families with children who are experiencing homelessness. The Family Solutions Collaborative will accept and triage all family referrals. Couples will be referred to shelter programs with accommodations for couples.

Prior to shelter admission, each guest will be screened by law enforcement personnel for sex offender, arsonist and active felony warrant status, as detailed in the “Admission Criteria and Procedures” section of this document.

Bridge Shelter Provision of Services

Upon referral, guests have access to a range of programs and supportive services. All CMBS guests will be encouraged to participate in services provided through the shelter. The City’s contracted Operator will be responsible for coordination of general shelter operations, including security, transportation, logistics, guest activities, and janitorial. City staff assigned as shelter case managers, “Housing Navigators,” will be responsible for coordinating additional outside appointments necessary for their assigned shelter guests to achieve goals established in their respective housing plans.

2. Program Description

The CMBS is designed to provide safe shelter, basic needs, and access to resources that move individuals out of homelessness and into permanent housing opportunities.

Access to Safe Shelter

The CMBS will accommodate indoor, overnight sleeping for up to 100 individuals per evening. Operations at the CMBS are provided 24 hours a day, seven days a week, 365 days per year. To decrease the impact to the surrounding neighborhood, access to bed availability is managed through a reservation-based system and only by referral from an authorized entity. No walk-ins/outs for the CMBS are permitted. CMBS guests will be required to surrender contraband to the shelter staff, or they will be denied program entry. Guests may drive or utilize the Bridge Shelter Bike Program that allows authorized guests to ride on and off the property.

The Operator will provide on-site staff to track daily bed inventory and communicate daily bed vacancies to City outreach and shelter staff, Costa Mesa Police Department (CMPD) and/or Costa Mesa Fire Department (CMFD), and partner cities' police departments or outreach staff upon request. Bed reservations will give preference to Costa Mesa and partnering cities' homeless residents. Only non-residents from the Central Service Planning Area and who are referred by the Orange County Health Care Agency as CARE Court participants may be eligible to receive a bed reservation.

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

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

1. Date
2. Time
3. Guest name called in
4. Reservation (yes/no)
5. Declined (yes/no)
6. Arrival of guest (yes/no)
7. No beds available

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 guest has been a guest of the shelter for more than 180 days, they will be reviewed by their housing navigator

for an additional stay period every 30 days, ensuring each guest is supporting their progress toward housing stabilization. If a guest exceeds these 30 days, an intensified housing location and exit plan strategy will be implemented. The program is designed to provide this support until a housing option becomes available. However, at any time a guest may be exited from the shelter for safety or repeated shelter violations as outlined in the “Exit and Readmission Policies.” Additionally, City housing navigators will maintain a report to account for guests with lengths of stay exceeding 180 days and justification for extensions, on an individualized basis.

Sleeping Areas

Sleeping areas will consist of single beds with a small locker. Each guest will be assigned a bed and bedding for the length of their stay. Each guest will have access to personal storage space upon request. Sleeping areas are divided to allow for separate sleeping areas for men and women.

Two (2) beds are available in a flexible sleeping room segregated from the dormitories. These beds may be used for those dealing with illness or for other temporary special needs.

Meals

Breakfast, lunch, and dinner are provided for all guests daily by the contracted kitchen operator.

Hygiene Facilities

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

Transportation

New and returning guests will receive direct transportation to and from the shelter daily; no walk-up guests will receive access to the shelter. Dates and times for daily pick-ups are outlined in the “Transportation Policies.” With a hybrid approach, the Operator will utilize a ride share system for one-on-one appointments, and shuttle for group outings not to exceed 40 hours a week, Monday-Friday. Should they have a personal vehicle, guests are able to have their vehicle on site, given current driver’s license, insurance, and registration. Lastly, Shelter guests may take part in the Bike Program, which allows authorized guests to ride their bikes on and off the property. Shelter guests violating the rules of the Bike Program will have their authorization revoked indefinitely.

Security

The Operator will create and follow a security plan that outlines policies and procedures that promote the utmost safety for guests, staff, volunteers, and the community. The Operator will 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 securing all entrances, security searches of guests upon entry, confiscation of harmful contraband, and trained security personnel providing around-the-clock indoor and outdoor coverage. Other program elements that support security efforts include the no walk-ups and no loitering policies, as well as daily quarter-mile patrols around the facility.

Additional Storage

All guests will have access to personal storage space. Each bed has a small storage locker for personal valuables. A limited number of outdoor storage bins are available to guests through a reservation process. Additionally, a refrigerated storage area will be available to guests with medication needs, with the assistance of shelter staff. CMBS guests will be required to surrender contraband to the shelter staff, or they will be denied program entry.

Case Management Services

Upon entering the shelter, each guest will be assigned to a Housing Navigator (a.k.a. case manager) employed by the City of Costa Mesa. The primary function of the Housing Navigator is to work side-by-side with the guest to eliminate barriers to, and create a pathway toward, medical care, employment, and permanent housing. Additionally, the Housing Navigator is to provide resources and support to the guest during their stay, including encouragement to access all services provided at the CMBS. The Navigator will ensure that all guests are entered into the Coordinated Entry System, as the first line of housing engagement.

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

Upon initial intake, the City-appointed Housing Navigator will ensure each guest has been entered into the County Homeless Management Information System (HMIS) and review all shelter guidelines for the CMBS.

Daytime Program Activities

The Operator and City Case Managers will encourage guests to stay on-site during the day and to take advantage of the on-site services available to them. Daytime program activities may include, but are not limited to, the following:

1. Daily access to Housing Navigators and their specific Housing Plan
2. Full access to outside service providers through appointments
3. Life skills classes and workshops
4. Indoor and outdoor recreational activities
5. Access to onsite computer lab and study area

3. Services Provided

The CMBS incorporates a combination of basic needs services, as well as supportive services aimed at creating pathways into housing. The CMBS shall include, at a minimum, the following baseline services:

Service	Location	Provided by Operator or Service Partner(s)
Intake/Assessment/Case Management/Housing Navigation	Costa Mesa Bridge Shelter Program	City Case Managers
Crisis Evaluation – Mental Health	Costa Mesa Bridge Shelter Program	OCHCA/ Celebrating Life Community Health Center (CLCHC)
On Site Centralized Intake/HMIS	Costa Mesa Bridge Shelter Program	City Case Managers
Domestic Violence Services	CMBS Program	Domestic Violence Partner
Beds on Site	Costa Mesa Bridge Shelter Program	Shelter Operator
Health Care (Primary, Behavioral, Dental)	CMBS Program/ Off-Site	CLCHC
Transportation Services and Assistance	Costa Mesa Bridge Shelter Program Bridge Shelter	Operator/ Service Partners

Computers/Email	Costa Mesa Bridge Shelter Program	City of Costa Mesa
Security	Costa Mesa Bridge Shelter Program	Shelter Operator
Meals/Food	Costa Mesa Bridge Shelter Program	Kitchen Operator/Operator
Parking	Costa Mesa Bridge Shelter Program	Operator
Homeless Prevention/Diversion Assistance	Costa Mesa Bridge Shelter	City of Costa Mesa/ Service Partners
Drug and Alcohol Treatment (on/off site)	Costa Mesa Bridge Shelter/ Off-Site	OCHCA/ CLCHC
Crisis Evaluation – Referral Plan	Costa Mesa Bridge Shelter Program	City of Costa Mesa/ OCHCA/ CLCHC
Services for Children	Costa Mesa Outreach	City of Costa Mesa
Dining Hall	Costa Mesa Bridge Shelter Program	Shelter Operator
Employment/Job Placement	Costa Mesa Bridge Shelter Program	City of Costa Mesa/ Service Partner
Substance Abuse Treatment (on/off site)	Costa Mesa Bridge Shelter Program Off-Site & On-Site	OCHCA/ CLCHC
Mental Health Treatment (on/off)	CMBS Program Off-Site & On-Site	OCHCA/ CLCHC

It is also recommended that in addition to the baseline services listed above, the following services are encouraged to be included in the design and implementation of the CMBS:

Service	Location	Provided by Operator or Service Partner(s)
Recuperative Care Beds and Services	Off-Site	Offsite Provider
Recreational Activities	Costa Mesa Bridge Shelter	Operator/ Volunteer
Pet Kennel and Services	Costa Mesa Bridge Shelter	Operator/Service Partner
Clothing Donation and Distribution	Costa Mesa Bridge Shelter	Operator/ Volunteer
Electronic Charging Stations	Costa Mesa Bridge Shelter	City of Costa Mesa
Bike Repair Services	Costa Mesa Bridge Shelter	Service Partner
Hair Salon and Services	Costa Mesa Bridge Shelter	Operator/ Volunteer

4. Coordinated Entry System Integration

The Navigators will conduct Diversion screening and prevent those with other resources from entering the homeless shelter system. Navigators will also assist CMBS guests in obtaining the necessary documentation to move forward in their housing connection process, once guests are matched to permanent housing opportunities by the Coordinated Entry System Module in HMIS.

5. Target Goals/Expected Outcomes

The target goals and expected outcomes for the CMBS 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 CoC and OCRSC Initiatives.

The CMBS should not be regarded as a singular program but should provide Central Service Planning Area linkages within the broader CoC, helping to move the system towards higher level of 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. The CMBS will offer preferences to homeless residents who have

long-term ties to the community. Indicators for measuring effective system performance should include the following key considerations:

- a. Reduction in Guests Experiencing Homelessness for the First Time: Are fewer people experiencing homelessness for the first time? Are only people 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 being homeless indicates system and program success in rapidly re-housing persons who are unhoused. It can also indicate efficiency related to turnover of beds, which is essential to meet system demand for CMBS 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 support?
- e. Reduction in Recidivism (subsequent return to homelessness): Are repeat occurrences of homelessness avoided or declining?

6. Program Components

The CMBS Program will contain the following components and amenities:

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

B. Admission Criteria and Procedures

1. Guest Rules & Guidelines

A prospective guest must be able to perform all aspects of their care meeting their Activities of Daily Living (ADLs), follow all CMBS rules, and maintain appropriate behavior with consideration for all other guests of the shelter. All guests must review and sign a copy of the "Shelter Rules" document prior to entry (Attachment B). All new guests will review and sign the CMBS Expectations (Attachment C). After reviewing the listed expectations of the CMBS Program, the guest will be provided with a signed copy for their records.

2. New Guests Entering the CMBS

New guests will be screened using the phone intake system and provided with a reservation number and transported to the CMBS arranged by a referring partner. Beds will be assigned based on availability and eligibility results. Operator will verify and assign beds daily. If it is after standard business hours, an individual seeking shelter can call the NHS Hotline to express interest and begin the process. Upon arrival, guests are required to go through a security screening process, complete necessary intake paperwork, and review Shelter Rules and Guest Expectations documents.

3. Screening Requirements

No person who is a registered sex offender or arsonist, nor has open felony warrants will be allowed to access the CMBS property. Screening will take place prior to the arrival at the facility as part of the bed reservation system, see below. This screening process will be vetted through the referring city's Police Department before entry to the Bridge Shelter.

4. Bed Reservation System

All prospective guests seeking to access the CMBS and services will do so through the designated Intake and Bed Reservation Hotline ("hotline") to prevent neighborhood impact. No walkups shall be accepted. Or the unsheltered population will be referred while on the street and seeking shelter.

A guest interested in shelter will need to be vetted by their respective city's outreach team or police department. Guests will be screened for diversion and/or homeless prevention services. 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.

Prospective guests meeting eligibility requirements will be assigned a bed reservation number and given instructions on transportation options and designated arrival time by the Operator and/or City staff.

The Operator is required to manage and update a designated system daily to capture bed inventory, reservations, and vacancies. Operator staff are also charged with recording excused versus unexcused absences and recording guest exits after 3 unexcused absences in 30 days. By 9 a.m. each morning, a new Excel spreadsheet should be prepared by Operator staff noting current beds available, current list of excused versus unexcused absences, and an exit tracking log.

A summary of shelter bed availability shall be distributed to applicable parties through text. 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 manage occupancy and referral coordination.

5. Identification Requirements

A form of official identification is required to verify identity; however, a guest will not be denied access to shelter services without one, so long as their identity is verified by City staff prior to entry. Navigators will assist guests in obtaining a California ID, providing each guest with a no-cost ID voucher.

6. Day Leave and Returning Guests

Guests are permitted to leave the shelter via shuttle, pre-arranged ride share, the bike program, or via their personal vehicle. Guests are to return to the shelter before 7 p.m. daily. If the guest knows ahead of time that they will not be returning to the shelter in the evening, they should call their Navigator before 5p.m. to leave a detailed message with name and reason for an excused absence.

The shuttle, Bike Program, and rideshare are the authorized means of transportation on and off the property. Guests arriving later than 7p.m. for special circumstances such as employment or discharge from the hospital must communicate with their Housing Navigator or shelter staff their anticipated arrival time. No guest will be allowed into the shelter after 10p.m., unless their reason is approved by City or Operator staff. Lack of communication regarding late return could result in forfeiture of the bed reservation and subject the guest to the “Readmission Policy” protocols.

7. Hours of Operation

The CMBS 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 A.M.	Early Wake Up Call
5:30 A.M. - 8:00 A.M.	Breakfast served
6:00 A.M.	Commons Area Open
6:00 A.M. - 10:00 P.M.	Pet Kennel area open
7:00 A.M.	Second Wake Up Call
10:00 A.M. - 4:00 P.M.	Computer/Technology Lab open (by appt. only)
11:30 A.M. - 1:30 P.M.	Lunch served
3:00 P.M. - 4:00 P.M.	Snack served
6:00 P.M. - 8:00 P.M.	Dinner served
10:00 P.M. - 6:00 A.M.	Lights Out in Sleeping Area

C. Overflow Management

1. Coordinated Service Delivery Plan

It is imperative that a Coordinated Service Delivery Plan be implemented that includes assessment for the following diversion and redirection strategies:

a. Homeless Diversion

The referring city staff will screen for Homeless Diversion prior to entry. The Operator will again review with the guest, potential for Diversion services at intake to ensure that those with alternative resources will not be accessing the homeless system. The referring city Outreach team and the Operator will either provide or partner with an agency that can offer successful diversion assistance.

b. Coordination with Family Solutions Collaborative

Housing Navigators will work with the Family Solutions Collaborative to redirect families seeking shelter at the CMBS. City Outreach teams will work with families in need by assisting them in seeking alternate shelter through the Family Solutions Collaborative.

c. Coordination with Transitional and Bridge Housing Providers

Housing Navigators will work with regional service providers to coordinate referrals to transitional and/or bridge housing vacancies. This form of housing will be utilized by returning guests who have been matched with a housing opportunity and will soon move into permanent housing.

d. Coordination with Other CMBS Providers

Housing Navigators will partner with other emergency shelter program providers to redirect overflow to available regional shelter beds within the Central Service Planning Area of the

County. Housing Navigators will re-direct guests to shelter providers based on the guest's choice, proximity to work, housing and/or support networks.

2. Overflow Policies

The Bed Reservation System is designed to prevent and minimize overflow and capacity issues for the CMBS. A daily bed utilization count will ensure that the 100-bed capacity will be maintained each evening to meet the greatest need for our homeless neighbors seeking shelter services.

D. Exit and Re-Admission

1. Exit and Readmission Policies

Guests will be considered to have exited the program when they voluntarily leave or are exited from the shelter for violations pertaining to safety or repeated shelter violations.

The Operator and referring city staff should be balanced in their approach to program exits and readmission policies, as it pertains to rule violations and infractions. Such policies include considerations to maintain a safe and effective facility; safety for guests, 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. Shelter staff will keep logs of "excused" versus "unexcused" absences to avoid unnecessary exits. Only Navigators and/or Shelter Supervisor, 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.

Infractions will be subdivided into a multi-tiered system based on the severity/impact of the infraction on the program and other residents. The consequences for each tier level shall be fitting for the level of the infraction and its impact on the program.

- 1) Tier 1: May include "Basic Program Guideline Infractions" such as smoking in the bathroom, not leaving the sleeping on time in the morning, cutting in line, etc.
- 2) Tier 2: May include "moderate infractions" such as on-site possession of alcohol or marijuana, guest fighting (minor scuffles), disrespect towards volunteers, etc.
- 3) Tier 3: 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.

Once individuals have been admitted to the shelter, if they are found with Tier 2 infractions such as either marijuana or alcohol on their person, these substances are considered more minor offenses, and the guest will be given an action plan. The consequences depend on individualized circumstances. Three action plans of the same offense result in an immediate exit. Safety related violations, considered Tier 3, will constitute an immediate exit.

For noncompliance 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 guest may be asked to leave, and staff will determine and give them the designated timeline for which they can be readmitted. The Operator will maintain a zero-tolerance policy towards criminal activity including but not limited to: violence and sexual misconduct, and drugs and medications used or possessed beyond the scope permitted in the “Health Policies.” These behaviors, when substantiated, are punishable by immediate exit upon first offense.

Guests who use the facility, programs, or services in violation of a specific rule will be responsible to adhere to stated consequences, up to and including law enforcement response for criminal conduct.

2. Exit Procedures

All exits will be evaluated by the Shelter Supervisor, or their designee, before final exit notices are given. When a guest is asked to exit due to noncompliance with rules, including violence or criminal activity, security will escort the person off the property and the guest will be transported to a self-directed location, out of the surrounding area. Guests who have been exited will be offered Lyft transportation to an area outside of the quarter-mile radius of the CMBS, but within the Orange County limits. Partner city’s guests shall be transported to a location within their respective city limits, unless an alternate location is approved by City staff.

3. Return Procedures

CMBS guests who are exited from the program must wait a designated amount of time before returning. The length of time a guest must remain exited from the program will be determined on a case-by-case basis, based on the guest’s most recent exit in compliance to the County’s Shelter Standard of Care.

Medical exceptions to the exit procedures must be reviewed and approved by the Operator in conjunction with the Shelter Supervisor of the City of Costa Mesa.

The City of Costa Mesa Outreach team will continue to provide outreach services to those guests who have exited from the CMBS and request to continue their housing plan. Once former guests have reached the appropriate time for reentry, Outreach staff will evaluate their status and work on a plan towards reentry if the guest desires to return to the Shelter.

Guest exits can take place for a variety of reasons including, but not limited to, violent and/or aggressive behavior, noncompliance with the housing plan, and more than three (3) unexcused absences in 30 days. The following “Exit Checklist” must be completed by the Operator prior to having the Shelter Supervisor or designee review for the guest exit. This process provides credibility to the exit procedure and ensures that the exits are supported by objective facts.

Exit Checklist:

1. Has the shelter guest been reviewed for exit, and completed an initial intake with their assigned Housing Navigator?
2. Does the shelter guest have three or more unexcused absences during a 30-day period?
3. Does he/she understand the difference between excused versus unexcused absences? Has this been documented in the case files?
4. What phone number(s) were the shelter guest provided for communication purposes? Navigator or shelter guest line? Were both phone numbers given to the guest upon intake?
5. Were shelter phones operable during the absentee period when the guest was trying to reach both their Housing Navigator and/or shelter staff?
6. Did the shelter guest utilize an alternative method to inform personnel of an excused absence, such as an email, saying that they were going to be excused?
7. If the shelter guest leaves immediately in the morning, making it impossible for the navigator to conduct an intake meeting, did the navigator leave a note on their bed informing the guest that they are required to meet with the navigator on a weekly basis to work on their housing plan or risk losing the shelter bed reservation?
8. Were there any other extenuating circumstances? Hospitalizations? Missed bus? No phone?
9. Has all the above been documented in the guest case file and Homeless Outreach system?
10. Have you checked with other City Housing Navigators and/or Operator staff to ensure that he/she wasn't contacted instead of you?

Re-Entry After Exit Due to Unsafe Behavior

All shelter guests are subject to the conditions stated above. However, should a person have repeatedly exhibited violent behavior while a guest at the shelter, both City of Costa Mesa and Operator staff reserve the right to decline re-entry to the shelter pursuant to the above 30/60/90-day policy. Due to extenuating circumstances which might impact the safety of City and Operator staff as well as shelter guests, a meeting shall be held between all three parties to evaluate the suitability of the guest for re-entry to the shelter. Additionally, both the City and Operator reserve the right to re-evaluate guest suitability at 30-day intervals to determine whether a safety risk still exists.

Holding Beds for Shelter Guests

Once a shelter guest exits the Program due to either a medical, mental health, or substance abuse recovery opportunity, shelter staff may hold their bed up to 14 days after which time their bed will be released for new shelter guest intakes. If the shelter guest is gone from the shelter for a longer period, due to their medical, mental health and/or substance abuse needs, they are eligible for reentry if they wish to return to the shelter after a successful exit from the medical, mental health, and/or substance abuse program. The guest will be placed at the top of the interest list and placed in an Outreach- or PD-reserved bed when available.

Reassignment of CMBS Guests

1. City staff will review each case prior to an exit in accordance with the MOP.
2. If an exit is deemed appropriate, City staff will attempt to connect the guest to a partnering agency.

E. Navigation Services Policy

Upon entering the shelter, each guest will be assigned to a City Housing Navigator. The primary function of the Navigator is to work side-by-side with the guest to eliminate barriers to health, employment, and housing. The time frame is individualized with the goal of 180-day maximum length of stay. The shelter guest will be on a strict housing plan schedule, meeting with their Navigator on a weekly basis. Additionally, the Navigator is to provide resources and support to the guest during their stay, including encouragement to access all services provided at the CMBS.

Navigators will ensure that all guests have a complete assessment and are entered into the Homeless Management Information System (HMIS) and placed on the Coordinated Entry List, as the first line of housing engagement. However, this will not be their only housing plan

option. The Housing Navigator will continue to seek other housing and treatment opportunities, on an individualized basis.

Navigators will assist CMBS guests with obtaining the necessary documentation such as: California Identification, Social Security card, or Birth Certificate as the first step to ending their homelessness.

Together, the Navigator and the guest complete a Housing Plan which will guide their efforts toward securing permanent housing opportunities. Meeting weekly, the Navigator will document the guest's progress towards actions outlined in the Housing Plan. Additionally, Navigators work with guests to provide referrals to services in the CMBS or any community referrals as necessary.

1. Documentation of Case Management Services and Data Security Policies

Upon guest entry, the Navigator will enter the new shelter guest into the HMIS database. Navigators will manage housing plans and outcomes that are recorded at exit and throughout participation in the program. When the guest is exited from the CMBS, the Navigator will update HMIS with their current status. Paper files will be stored in a secure location at the Shelter.

The Navigator will use HMIS as its primary database and ensure that every guest completes and signs an Orange County HMIS Guest Consent Form upon entry into the program. Navigators will ensure collection of all HUD Data standards as required by the HMIS system.

The City has policies in place that restrict computer access records and guest information to authorized staff. All database and HMIS access will require passwords from authorized users, as required by the CoC policies for HMIS participation.

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

F. Daytime Program Policies

Guests participating in the CMBS Program may, but are not required to, leave the facility during the day. City staff and the Operator will make every good-faith effort to encourage guests to stay on-site during the day and to take advantage of the on-site services provided

to them. Access to bed areas will be limited throughout the day to encourage guests to become active participants of program resources and activities at the CMBS.

Guests can leave the facility for work, medical, or personal appointments using the CMBS transportation services.

Guests will have access to daytime services through the CMBS's partner organizations and will be able to meet with their assigned Navigator on a weekly basis. They will also have access to activities provided by shelter staff and volunteer organizations.

Guests are welcome to use the facility's recreational areas, lounge, computer lab, and designated outdoor spaces.

G. CMBS Program Policies

1. CMBS Guests

Access to the CMBS's services is available to homeless guests that have completed the prescreening and intake process to enter the Program. Transportation to and from the CMBS for these guests must be provided and coordinated by the shelter staff and/or service partner organizations.

All CMBS guests are expected to follow the Shelter rules and maintain appropriate behavior with consideration for all staff and fellow residents. Rules of the CMBS will be reviewed upon intake and acceptance to the program. Additionally, rules will be prominently displayed in lobby waiting areas. Those in violation of these rules may be exited from the site, suspended, or terminated from the program, depending on the severity of the offense.

2. Shelter Operator Protocols

One of the roles of the Operator is to recruit and manage a group of partner agencies specialized in providing an array of supportive services beneficial to CMBS guests.

Another important role is recruitment of volunteers. The Operator may include a CMBS Volunteer Coordinator position in its staffing plan. The duties of the CMBS 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 CMBS.

The Operator should ensure that the CMBS has flexible hours to allow guests to participate before or after work and/or on the weekends. The Operator may also facilitate quarterly meetings through the formation of a Service Partner Collaborative.

3. Requirements for Service Provider Partners

All service providers who desire to offer direct services at the CMBS will complete an application. Responsibilities of the Service Provider Partners will include, but are not limited to:

1. Set and maintain their own appointment schedule with guests.
2. Provide guests with access to transportation to fulfill their scheduled appointments, if needed.
3. Agree to share service outcome information.
4. Communicate room reservation conflicts with CMBS Concierge in advance.
5. Respect, maintain and keep clean all areas of the CMBS.
6. Respect and cooperate with Operator staff, other service providers and guests.
7. Participate in Service Partner Collaborative meetings and provide input to the improvement of the CMBS Program.

H. Good Neighbor Policy - Community Coordination and Communication

1. Communication and Coordination with Neighborhood, Businesses and Public

The Operator is committed to communication with neighbors on an ongoing basis. As part of this commitment, the Operator will work with the City to facilitate community outreach efforts to ensure ongoing communication and proactive responses to any issues. These Community outreach efforts will provide opportunities to answer any questions that members of the surrounding community might have on the operations of the CMBS Program. The City and Operator will provide information to the public including operational components, programmatic outcomes and performance, and engage in dialogue about any proposed changes to the program that may have a real or a perceived community impact.

The NHS Hotline is available 24/7. 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 CMBS will be recorded and forwarded to the appropriate staff for prompt responses.

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 by the City Manager or designee. Approved shelter tours will only be given during normal business days (Monday - Friday), during the hours of 8:30 a.m.- 4:30 p.m.

All media inquiries regarding the City Bridge Shelter will be referred to the Neighborhood Improvement Manager. The Operator and City Management will work together to respond to media inquiries related to the Bridge Shelter program. The operator will notify the City regarding any and all media contacts regarding the Bridge Shelter, prior to releasing statements to the media related to the program.

2. Communication and Coordination with Local Police and Fire Departments

The 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 Operator will ensure that staff and security are trained to properly manage and respond to an array of difficult situations that may occur at the shelter and use proper judgement to contact police and/or fire/paramedics to address health and safety issues.

The 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:

1. Security Officers stationed on-site.
2. Designated beds reserved each night for law enforcement referrals.
3. Staff to monitor the surrounding area to control issues of loitering, abandoned property, and other blight.
4. Training opportunities on mental health and addictions treatment, trauma informed care, strengths-based approaches, housing first, de-escalation techniques or other topics of interest to supplement existing CoC provider trainings.
5. Statistical reports on number of guests served, length of stay and demographic information, next of kin and nearest family relative.
6. City Staff/Operator will meet at least quarterly with local law enforcement and Fire Rescue, as needed.

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

Operation of the CMBS will be for the public good and to assist the City of Costa Mesa and its partners within the Central Service Planning Area, and the CoC system forward. As such, successful implementation of the CMBS will require the partnership of various stakeholders including the City, County, and many other service providers.

The City Housing Navigators/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 Costa Mesa, partner cities, and the Central Service Planning Area within Orange County.

To effectively manage and operate a robust CMBS that provides an array of services for the shelter guests, Operator will demonstrate a strong history of collaboration and willingness to engage other service providers.

Additionally, the City Staff/Operator will be responsive to and provide support to the City Council Members as needed, in relation to the operation of and performance indicators/outcomes of the program. All communications from elected officials shall be promptly conveyed to the Neighborhood Improvement Manager prior to responding.

4. Policies for Community Involvement

The Operator will be committed to active participation in City and County-wide community events. To the extent reasonable and feasible, representatives of the 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 Operator may sponsor special events, such as community resource fairs which will include the broader community.

5. Policies for Neighborhood Patrol

An Operator staff-led Neighborhood Patrol will assemble daily to monitor a quarter-mile radius around the shelter perimeter. The role of this patrol group is to promote cleanliness, engage with neighbors, enhance the safety of the surrounding area, and mitigate any perceived program impacts within the immediate vicinity. Additionally, they will prevent and monitor any issues of loitering, unauthorized parking of guest 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:

1. All litter and trash items will be removed from the area and properly disposed of.
2. Guests found loitering will be issued a warning. Violations of this rule may cause a guest to be exited from the facility.
3. Unauthorized parking of guest vehicles in the neighborhood are subject to towing.
4. The Operator will contact a city-designated shopping cart retrieval program to collect all shopping carts found that do not contain items of personal property.

5. The Operator will follow city codes for removing personal property found in the surrounding area.
6. The Operator will work with the Costa Mesa NHS and law enforcement to conduct outreach and engagement activities to surrounding community areas to ensure anyone experiencing homelessness can be screened for shelter or other program referrals.

I. Shelter Advisory Boards

1. Advisory Board Composition

The Operator may establish a Bridge Shelter Advisory Board comprised of key stakeholders with the intent to:

1. Regularly review the operations of the CMBS program
2. Enhance community relations between the shelter and the public
3. Address concerns of local community members, businesses, City of Costa Mesa, and partner services providers pertaining to the operation of the CMBS
4. Address grievances as they occur in the CMBS

The 11-member Shelter Advisory Board may include:

1. Operator Shelter Manager
2. City of Costa Mesa Council District Representative
3. City of Costa Mesa Neighborhood Improvement Manager
4. Police Department Representative
5. Two Representatives from the Adjacent Business Community
6. Two Representatives from the Adjacent Residential Community
7. Two Representatives from Local Service Provider Agencies
9. Partner Cities Representatives

2. Meeting Schedule

The Advisory Board will meet monthly at a date/time agreed upon by its members.

3. Accountability and Grievance Process and Policies

In addition to providing input to the operation of the CMBS Program, the Shelter Advisory Board is also tasked with the on-going review of the MOPS, working with the City and the Operator to evaluate and refine the MOPS to improve the program outcomes.

J. Safety Policies

1. Facility Maintenance

The Operator will keep a schedule for regular facility cleaning. The Operator will provide, or cause to be provided, daily cleaning services for all areas utilized by guests and weekly for office space at the CMBS.

Shelter Operator 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 on a regular basis.

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.

The need for repairs will be reported promptly by staff to the Program Manager, then reported to City staff to be addressed.

The Operator will be committed to maintaining a pest-free environment throughout the premises. As such, no food will be allowed in living areas of the facility. Trash bags will be emptied daily in all areas. Weekly inspection of guest spaces and lockers will be conducted for any items that would attract pests. All staff will receive appropriate training in the identification of common pests as well as prevention and control measures. If assistance is required due to a pest outbreak, the Operator will contact City Staff and work together to address the issue. If City Staff are not available or after hours, the Operator will contact the City's non-emergency dispatch line at 714-754-5252 for emergency assistance.

2. Fire and Earthquake Safety

Evacuation Plan for Ambulatory and Non-Ambulatory Residents

Shelter staff must 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 are posted in each major area of the facility. An evacuation point outside has been designated on the posted map of the facility.

In case of the need for evacuation, the present site lead during the emergency will notify all staff and guests to evacuate, call 911, and direct the evacuation plan. Staff will be assigned to oversee the evacuation of guests in each work area. Staff will check guest areas, assign

assistance to non-ambulatory and disabled persons, and lead guests to safety through the nearest safe evacuation exit. Staff will assemble guests outside at the designated evacuation point, read bed lists for attendance and search for any missing guests as safety conditions allow. In case of fire, these additional protocols will be completed:

1. 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.
2. While evacuating guests, staff will attempt to close all door(s), if safe to do so.
3. 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.
4. If the door is hot, it is not to be opened, and staff will lead guests to leave via the nearest safe exit.
5. Staff will locate and use appropriate fire extinguishers, if safe to do so.
6. When the Fire Department arrives, a staff person will speak to the officer in charge and give the officer a set of staff keys.
7. Staff will contact the Program Manager or his/her delegate as soon as possible, if not on site.
8. Staff will report incidents 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:

1. Contact the Program Manager to identify evacuation locations and disaster teams if assistance is needed for client shelter, meals, or services.
2. Contact the City Neighborhood Improvement Manager.
3. 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 CMBS has been approved by the Fire Department for all fire codes, sprinklers, alarms, and exits prior to service implementation. Emergency lighting has been 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 has been designated and a sign posted in the designated outdoor patio smoking 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 CMBS facility and will be included in the Shelter Management files. Fire extinguishers are located 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 and 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 guest tally and search will be conducted once evacuation is conducted.

In case of an actual earthquake that causes damage to the 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. Guests will be evacuated from the building and transported to other shelters as needed.

7. Disaster Preparedness: Access to I.T. Server Room

Server Room Access:

Operator Non-Emergency Scheduled Work

- a. Email Costa Mesa IT Department at ITOperations@CostaMesaCA.gov.
- b. City IT Operations staff will contact Operator IT to arrange an onsite escorted visit to the network IDF closet during normal business hours.

Operator Critical After-Hours Support

- a. The Operator will call Police Dispatch at 714-754-5252 to request City IT Operations on-call/standby staff for after-hours access to the CMBS IDF closet.
- b. City IT Operations staff will call back within 30 minutes and be onsite within 1 hour.

Power Outage:

In the event of a power outage, non-emergency dispatch should be contacted at 714-754-5252. Dispatch should be directed to contact the on-call Maintenance personnel who will coordinate the towing of the emergency generator from the Corporation Yard to the Shelter. The local battery backup at the Shelter will provide up to two hours of power for the telephones, Computer Data server, security cameras, and emergency exit lighting, and 24 hours for the fire alarm system.

K. Security Plan

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

1. Eligibility Screening

Only individuals with strong ties to Costa Mesa or other contracted city (as defined in writing by each respective city) will be allowed enrollment into the Shelter. No person confirmed to be on the sex offender registry (Megan's Law) or a registered arsonist will be allowed to access the shelter property. Additionally, no person with an open felony warrant will be allowed to access the shelter property.

2. Secured Entrances

All guests will present their identification upon entry. Guests without valid California identification cards will be provided with an ID Voucher for DMV to secure a valid identification card.

All guests and their belongings will be checked by security personnel, utilizing security wands each time they enter and exit from the shelter. 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. Confiscated items will be destroyed or turned over to the authorities as appropriate.

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

3. On-site Security Personnel

The Operator will provide a minimum of two trained security guards to ensure the safety of guests and the surrounding neighborhood, 24 hours a day. Security will always be on site and will conduct security rounds of the facility in a continuous manner.

Security guards will be stationed both inside and outside the shelter to ensure maximum coverage. Security guards will be accessible and visible to guests and survey the 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 may carry non-lethal weapons such as mace, batons, and handcuffs. The vendor will ensure that all security staff will be appropriately trained to work within the shelter for homeless individuals.

Security guards will receive appropriate training related to nonviolent crisis intervention, mental health first aid, professional ethics, for example, through the Operator's resources.

4. Security Alarms and Cameras

The building is 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 and Operator will have 24/7 access to monitor security cameras on and off site of the CMBS.

Security lighting will be used both inside and outside the facility to highlight entrances and parking lot. Staff will escort any person to the parking lot or security gate after sunset.

5. Loitering Policy

Guests are not permitted to loiter in the neighborhood surrounding the CMBS facility at any time. Violations of this rule may result in a permanent exit from the program. Ride Share or Van Shuttle drop-off/pick-up location are an extension of the shelter; therefore any violation such as loitering constitutes a violation of the shelter rules. Operator/Security will conduct random daily checks of quarter mile radius around the shelter to enforce shelter rules and deter loitering.

6. De-escalating Conflicts

All employees will receive appropriate training in nonviolent crisis intervention, trauma informed care, strengths-based interviewing, professional ethics, and other relevant industry best practice training for working with this population.

Marginal Types of Aggression: Exits should only occur with more serious types of aggression or with repetitive aggressive behavior versus a less serious offense. Prior to exiting a guest, Shelter staff should attempt to de-escalate a situation by understanding the motivations that prompted a guest to behave in these manners. By developing this insight, the shelter staff should be better able to determine both verbal and non-verbal responses to this behavior. If this behavior continues and cannot be managed successfully, then City and Operator staff should meet regarding guest status. If it is decided that the guest should continue in the program, the following steps shall be taken: action plans, formal discussions about behavioral change, etc. If the behavior continues, City management and Operator management reserve the right to exit the guest pursuant to procedures laid out in the Management Operations Manual (MOPS).

Verbal Threats or Aggression: If a guest makes a verbal threat and/or is verbally aggressive to either Operator staff, another shelter guest, and/or City staff, the management team will review the case for immediate exit from the shelter to protect the safety of staff, operator and other shelter guests, pursuant to procedures listed in the Management Operations Manual (MOPS).

Violent behavior: If a shelter guest exhibits violent behavior towards another guest, he will be immediately exited. He may be subject to the 30/60/90 policy depending on both shelter and case management opinions regarding the possibility of repetitive violent behavior. Prior to admittance Operator staff and City team will meet regarding re-admittance of the guest; should guest be allowed to return to the shelter, they will be required to sign a behavioral contract to ensure that aggressive behavior does not continue inside of the shelter which includes the 6 stages of behavior change (pre-contemplation; contemplation; preparation; action; maintenance and relapse), actions plans and formal monitoring. Under no circumstances shall a guest be readmitted to the CMBS if the victim is still residing in the shelter. If the violent behavior reoccurs after the guest has been re-admitted, a permanent exit shall be discussed and evaluated amongst City and Operator management prior to a decision being rendered.

7. Entrance and Exit Procedures

All staff and guests 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 guests will only have access to the areas which they need. During sleeping hours, guests will have restricted access to other areas of the building.

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

All guests will enter the property by ride share or shuttle. Guests will be escorted from the designated parking lot area and shuttle drop off area to the shelter entrance.

8. Policy Regarding Storage of Guest's Possessions

All guests 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 guests through a reservation process. A guest 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 guest may store personal property in their assigned bin, to its maximum capacity.

A guest 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 guest's stay at the shelter. Once a guest has exited the shelter program, any personal effects may be voluntarily stored for up to 7 days upon request; An extension could be granted when a guest has a verified need to store belongings for a date certain that is more than 7 days after departure. Property will be deemed abandoned if not removed upon departure, stored in agreement for 7 days or extended beyond 7 days, upon request and verified need. Guests who have exited from the shelter program must maintain contact with staff regarding property remaining at the shelter and are required to set an appointment time with staff to collect their personal belongings.

In the event the guest 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 guest 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 Guests' Property by Staff

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

When inspecting a guest's possessions without them present, two staff people will be responsible for the search. An Authorization Form will be signed by the guest at time of entrance into the facility when they place items into the storage area. When items are found in the guest's possession that are not suitable for storage, guests can choose to have staff dispose of the item or guests may store the 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 can be brought or stored at the shelter. All the guest's belongings brought on-site will be searched upon entry and inspected for weapons or 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 discard the items, store them off site or decline to enter the program. 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 staff only accessibility.

11. Procedure for Contacting Police

The intention of the Operator should be as proactive as possible and ensure that public safety resources are deployed only when necessary. 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 public safety, the Operator will work cooperatively with the local police and fire departments to establish shelter policies and procedures on

how and when to contact police or fire for conflict resolution, trespassing, theft, unruly behaviors, loitering around property, mental health evaluation, and medical 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 Operator will commit to and understand the importance of maintaining hygienic, sanitary environments for the well-being of guests, volunteers, and staff. The Operator will maintain written, standardized housekeeping procedures. Each procedure will be designed for safety of staff and guests 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 may be contracted to assist in the maintenance and cleaning of the facility. Thorough daily cleaning of all guest 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, guests will be required to store personal toiletries in plastic sealable bags on their beds when not in use. The Operator will assign a set of linens at intake for their use while in the shelter. The guest 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:

1. Staff will wear appropriate protective garments (i.e. gloves) while completing tasks.

2. Staff will use the recommended disinfecting cleaning products for each area of the facility.
3. Staff will practice required handwashing procedures.
4. Kitchen staff will be trained in and practice required food-handling procedures.
5. All guest clothes will be washed upon initial intake and weekly thereafter.
6. 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 CMBS 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

The Bridge Shelter standard has been that 10% of the guest occupancy will be permitted to bring pets and service animals at the shelter. This standard is flexible to several factors, including the size of the pets, the behavior of the pets and the owner's ability to effectively manage the animal during the shelter stay. The Operator shall maintain discretion in pet capacity/management.

Shelter guests are required to vaccinate their pets pursuant to Section 3-122 of the CMMC and because it is also a health and safety concern given the nature of the shelter facility. Shelter guests are also required to spay/neuter their animals. Shelter staff will facilitate veterinary services to ensure all pets staying in the shelter are vaccinated and spayed or neutered.

The health and well-being of all pets and service animals brought into the CMBS will be the responsibility of their owner. Guests must feed and clean up after their pets and service animals, Shelter staff will not be able to provide food. Guests who are unable to properly care for their pets or control them while at the shelter will be asked to work on these improvements as a program goal or find alternative arrangements for their pets.

The Operator works with the City to define rules and policies around pets, service animals and animal management at the shelter. The Operator may contract with a veterinary service provider 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.

3. Possession and Use of Controlled Substances

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

It will be the intent of the 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 Operator to have an environment that is free from the influence of controlled substances and alcohol at all times. 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 CMBS's mission, and will be strictly prohibited.

4. Policy for Drug Possession

Staff will have the right to refuse entrance to any guest who is noticeably impaired, under the influence, exhibiting behavior that is inappropriate, or otherwise cannot follow the rules and expected behaviors of a guest while participating in Shelter activities. If alcohol, illegal substances, or paraphernalia are found in a guest's possession after they have completed entry paperwork and necessary security screenings, that guest 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 guest 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 the person's name, bed number, and name of medication and placed inside a designated locked refrigerator.

A guest 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 guest will be responsible for requesting and taking their own medications within the limits of how they are prescribed. Only the person whose name is on the medications will be able to retrieve them.

6. Guest Use of Over-The-Counter Medications

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

7. Guest Access to Emergency and Medical Care

Guests may have access to medical care at any time. The guest should communicate to a staff member on duty their need for medical care, if possible.

If a guest requires first aid items, they may access them from a shelter staff member at a service desk. The staff member may assist the guest in first aid care with guest's permission, provided the staff member has received training in basic first aid, and utilizes universal precautions.

a. Medical Emergencies and Requests for Immediate Medical Attention and/or Care

In case of emergency or where a guest needs or requests immediate medical care (other than basic first aid), the staff on duty will call 911 and follow instructions given by 911 dispatch. The staff person on the scene will contact other staff as soon as possible. If a guest is injured or incapacitated, staff will not move the guest unless directed otherwise by 911 dispatch or first responders. Where appropriate, staff will check breathing and pulse and begin CPR if needed. One staff member or trained volunteer will attempt to keep the guest comfortable and keep other guests away from the immediate scene, while another staff member will wait for emergency medical personnel, give medical personnel information about the guest, and direct them to the guest.

Guests shall always be given the option of ambulance transport. However, when responding EMTs determine that the injury or illness does not actually require emergency ambulance transport, and that determination is documented in writing, guests may, but shall not be required to, decline to be transported via ambulance, and may utilize another method of transport. Where emergency transport is declined, guests must sign an emergency medical transport waiver in order to be eligible for alternate transport. Staff will then make

arrangements for the guest to be transported to a hospital or other medical facility pursuant to the provisions of paragraph N.8. Medical Transport of the Transportation Policies, below.

Following a guest emergency or other medical incident (other than first aid), the Program Manager will be called as soon as possible. After the guest 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.

b. Routine Medical Appointments and Other Requests for Non-Urgent Medical Care

Where a guest informs staff that he or she has or needs to make a routine appointment to see a physician or other medical professional, staff may make arrangements for the guest to be transported to that appointment pursuant to the provisions of paragraph N.8. Medical Transport of the Transportation Policies, below.

Staff retains the discretion to call 911 at any time staff has reason to believe that an emergency medical response is necessary, notwithstanding any statement to the contrary by a guest. When in doubt, staff should call 911.

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 restocked after each use. Staff members will be trained annually in universal precautions, first aid care, and Mental Health First Aid. Any incident occurring at the CMBS requiring first aid will be documented in the daily report and an Incident Report will be prepared and sent to the Program Manager and City Neighborhood Improvement Manager.

9. Policies & Procedures for Disease Prevention

The 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, guest clothing, laundry, and in all cleaning of premises.

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

1. Immediately contacting Supervisor about the situation
2. Dealing with any injuries

3. Securing the accident scene by obtaining names, addresses, and phone numbers of witnesses (if possible), taking photos (if possible), and noting any unusual circumstances
4. Recording all necessary information to complete a formal report
5. Reporting all accidents or injuries within 24 hours to insurance carrier

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

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

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

To mitigate the spread of COVID-19, the Operator may adopt policies and procedures in compliance with guidance from CDC and OCHCA including, limiting capacity in the shelter to ensure social distancing, daily temperature and symptom checks, masking, and regular COVID-19 testing. We have partnered with local care providers to offer vaccination to all shelter guests and staff, and to each new guest at point of intake.

M. Food Policies

The Operator is expected to have a minimum of one (1) fully trained staff person per shift with the required Food Handlers Certification to assist with the operations of the Commercial Kitchen.

The City staff and Kitchen Operator will work together related to volunteer opportunities within the Commercial Kitchen to support meal preparation operations. While the City Staff is lead on all operations of the Commercial Kitchen, Operator staff need to be familiar with the operations of the kitchen equipment for meal preparation/serving in the absence of City Staff or scheduled volunteers.

1. Provision of Nutritional Needs of Guests

The CMBS has a full-service Commercial Kitchen onsite which will be supported by City staff and the Operator. Guests will be provided with breakfast, lunch, and dinner 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 City Shelter Supervisor 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 City Staff will also work with community and church partners and existing community meal service programs to offer opportunities to feed the homeless individuals.

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

The City Shelter Supervisor will ensure all OCHCA 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 and volunteers will be required to have completed the ServSafe Food Handler Program and sign all appropriate waivers as a volunteer.

2. Provisions for the Sanitary Storage and Preparation of Food

The CMBS will have adequate space for storage of dry foods, refrigerated foods, frozen foods, and supplies. Separate refrigerator/freezer space should be available for guest medications. The 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 OCHCA as taught in the ServSafe Food Handler Program. All volunteers will be supervised by both City and/or Operator employees.

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 the 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 CMBS will be designed to support guest 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 Operator 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, ride share and shuttle services.

2. Pedestrian Traffic

A no walk-up policy will be posted and disseminated throughout the community. Any potential guest that does walk-up will receive information on how to make a bed reservation, set-up appointments with the CMBS 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 secure outdoor area. Bike locks will be encouraged but are the responsibility of the guest to obtain. Ride Share and shuttle transportation vehicles will be designed to transport bicycles, where feasible, to mitigate foot traffic to the facility. The Bridge Shelter has adopted a Bike Program that allows authorized guests to ride on and off the property. City Case Managers are responsible for determining which guests are authorized to participate in the Bike Program.

4. Transportation Services

Access to the shelter will be provided through a hybrid model utilizing ride share for one-on-one appointments or shuttle for group outings. For example, grocery store, pharmacy, or other personal needs.

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 CMBS lot while at the facility.

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

The Operator may contact the police department to tow any vehicle found parked in undesignated areas outside the shelter in the surrounding neighborhoods, as part of the Good Neighbor Policy.

6. Staff Transportation of Guests

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

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.

8. Medical Transport

In case of medical emergency, guests will be transported to the hospital via ambulance, pursuant to the requirements of section L.7.a., above. Where ambulance transport is properly declined by the guest under paragraph L.7.a., including the necessary written concurrence of responding EMT's and execution of a transport waiver or where the request is for Routine Medical Appointments and Other Requests for Non-Urgent Medical Care under paragraph L.7.b., above, staff will make arrangements for the guest to be taken to the medical facility or appointment via private transport, such as a taxi, Uber or Lyft.

O. Financial Policies

1. Financial Requests from Guests

Financial requests from guests must be requested and received through their Navigator to receive the requested item (bus pass, clothing/food voucher, etc.) to assist the guest

achieve their housing goals. All bus passes and/or vouchers are kept in a locked safe in a locked office or closet when not in use.

2. Guest Possessions and Funds

No guest funds will be handled by the City or Shelter staff. Guests with funds will be responsible for their fiscal security and safety. It will be encouraged by staff for guests not to have funds on site, and to store wallet, electronic devices, and any cash in appropriate locked storage. The 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 Guest Expectations agreement, and reviewed during the intake process. Guests will not be permitted to give cash to City or Operator staff at any time, for any reason.

P. Legal Policies

1. Policy for Compliance with Local Laws

The Operator and City of Costa Mesa will follow all OC Health Department and City Fire Code requirements, and have staff trained for food handling, CPR, fire drills and other disaster evacuation procedures. The 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 guest confidentiality.

2. Policy for Compliance with Labor Laws

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

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

Q. Non-Discrimination Policies

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

The Operator and City of Costa Mesa will not discriminate in the provision of guest 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 Operator and City of Costa Mesa will comply with appropriate standards of The Americans with Disabilities Act (ADA). Staff will be trained in and will be cognizant of any physical disability upon entrance of the guest 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 CMBS services will be identified by the gender identification for which they choose. Staff will provide beds to persons of gender identity and expression with due regard to privacy and guest rights.

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

3. Sexual Harassment Policy

All guests, volunteers, and employees should be able to coexist at the CMBS 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 guests. Guests, staff, and volunteers will be notified if in the Operator's sole discretion any of their remarks, advances, gestures, or attire constitutes sexual harassment toward any person in the CMBS 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 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 complete this training annually and maintain certification demonstrating compliance with its standards.

The Operator and City of Costa Mesa will follow federal law requirements in reporting sex offenders. All guests 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 shuttle or admitted as guests.

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 the sharing of factual and personal information. For this to be effective, every guest must be able to trust that every staff member and volunteer holds confidential the shared information.

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

Fact of Participation: The fact that an individual is or has been a participant in the CMBS 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.

Disclosure to Other Agencies: Disclosure of guest 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 whereby contract the Operator has agreed to maintain the confidentiality of guest 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.

Information to the Guest: 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 information, not counselor notes and observations. Information provided by other agencies should not be shared.

Law Enforcement Agencies: All requests for information regarding guests originating from law enforcement agents should be referred to the 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 guest confidentiality (as stated in the 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 guest 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.

Written Consent: If there is any doubt as to whether guest information should be disclosed, the consent of the guest 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.

Abuse Reporting: The 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.

Harm to Self or Others: If a guest 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, Housing Navigators, and management staff will be authorized to access the HMIS Database. Each staff member will have a separate password for entry. Staff are only to use computers that are authorized and HMIS compliant. No persons without a username and password set up by the Operator's IT department should have access to staff-only computers.

3. Exceptions to the Confidentiality Policy

All guests will be informed that when the law requires management to disclose guest-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 Operator shall implement a culture of transparency, and in the spirit of fair and honest communication, the following policies and procedures have been written to ensure that guests can be heard and have a voice in the shelter community.

To ensure that guests know they have a voice, these policies, procedures, and documents will be kept in a common area reachable by guests at any time, and that every shelter has within its spaces signage or posters that remind guests that their voices are important, and that if they have a complaint or grievance, they can be heard in a timely and respectful manner. These flyers will also note the location of these documents, which will be kept in an organized binder at the front service desk of every site. Furthermore, the Regional Director will be responsible for receiving and responding to formal grievances. If the Regional Director is not available, the Program Manager may assist in forwarding the grievance to the next level supervisor.

If one of the following procedures or policies requires a working phone number, email or mailing address, the Operator will encourage someone without these options to call the

manager or director of the program for updates. If a guest would like to file a grievance or appeal with the program but is no longer enrolled in the program, they would be able to receive a grievance form either via email, or by emailing the regional manager or director. A third party or appointed advocate may assist the guest in requesting this form.

To address issues or problems as quickly and as efficiently as possible, it may not always be necessary to file a formal grievance. For less pressing matters or for issues that can be addressed swiftly guests will be encouraged to file an informal complaint instead of a formal grievance. This is because the formal grievance would likely take longer to address and will require additional levels of investigation before an official resolution can be reached.

Copies of informal complaints and formal grievances will be kept in each guest's casefile, and a copy may be requested at any time by the guest that made the complaint. Complaints and Grievances will be kept confidential as any other document in the guest's casefile and not shared with any other guest in the program or any other person outside City or Operator's staff unless subpoenaed by a court of law.

Informal Complaints:

An informal complaint is done through discussion and should always be attempted before moving into the formal complaint process.

Step 1: An informal complaint can be filed by submitting a Request for Consideration Form to the guest's Housing Navigator, Site Lead, or Program Manager (who was not mentioned in the complaint). The on-site Suggestion Box is also available if they wish to make an anonymous suggestion. The Suggestion Box will be checked as often as possible, and no less than once per week. If the guest includes their name in the complaint, a copy may be saved in their casefile.

Step 2: The Housing Navigator, Site Lead, or Program Manager (who was not mentioned in the complaint) will arrange an informal meeting if one is necessary, to discuss the guest's concern. They will identify a private location and provide adequate time to discuss and explore the issues raised and work to identify possible solutions.

Step 3: If the matter has not been resolved satisfactorily through informal discussions, the guest may raise a formal complaint under the formal grievance procedure.

Formal Grievances:

A program participant can file a grievance to dispute any action or inaction within 48 hours. Staff will make every effort to investigate and make a decision within 10 days.

The grievance procedure does not suspend the rules or consequences established in the Shelter Expectations.

Guests have the right to file a grievance without fear of harmful repercussions from staff. The guest also has the right to request a third party to assist them through the grievance process. If they choose to have a third-party present for the grievance, the guest must file a signed release of information prior to their involvement.

Step 1: If you wish to file a grievance, you may obtain a Grievance Form from any program staff member. They are also located within the grievance binder. Grievances should be written clearly and include the names of all parties involved, a detailed account of the problem and requested action to be taken. Any staff member may assist you if you need assistance in completing the form.

Formal grievance forms should be submitted to the Regional Director. If necessary, the guest may also submit the Grievance Form to the Program Manager to assist them in forwarding it to the Regional Director.

Step 2: The Regional Director will confirm their receipt of any grievance within three business days. They will then make every effort to resolve the conflict or concern with the guest and parties involved within 5 days. This will include an opportunity for the guest to discuss their concern, during a face-to-face meeting with the Regional Director. If the Regional Director is unable to resolve the concern, they will submit the Grievance to their Director.

Step 3: The Director will review grievances submitted and investigate the complaint and may acquire all documentation and interview involved parties, as necessary.

Step 4: The person filing the grievance may appeal the decision by writing to the Chief Program Officer (or the Chief Operations Officer if the Chief Program Officer made the prior grievance determination) within 10 days of receiving the written decision. The Operator Officer receiving the appeal shall issue a written decision in response to the appeal no later than 10 days after its filing.

Step 5: A guest may also be a County-level Grievance Appeal Process that may be filed after the Grievance and appeals process is completed. Information regarding this step will be kept in the Grievance Binder at the Front Desk of every program.

Section III: Staffing and Management Plan

A. Staff Policies

1. Hiring Policy

The 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 conducted in accordance with Operator's typical hiring process. If deemed eligible, the applicant will conduct a second interview to include the City's Neighborhood Improvement Manager or their designee.

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 guests 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 guests.

Upon hire, the new employee will sign a job agreement form and will be provided with 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 guests. Training places a heavy emphasis on appropriate conduct between staff and guests and will be expected to adhere to these

practices when interacting with guests. Program Managers complete a lengthier program-specific orientation process.

4. Staffing Policies for Safe Humane Environment

The CMBS will be staffed to provide the safest, most dignified environment for all guests. All staff will be easily identifiable and will be required to wear Operator-Approved shirts, as well as name tags while on site. Staffing will be scheduled to optimize safety of staff, volunteers, and guests and to provide optimal coverage during hours of high volume. Initially, some positions described below may be fully or partially filled by existing Operator 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 Operator's Program Manager of CMBS 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 CMBS. Primary responsibilities include supervising support staff. This position may require the transportation of supplies. This position will report directly to the Operator's executive management.

The Operator's Site Leader will be responsible for overseeing services and activities in the CMBS Program. They will oversee all shelter activities including logistics, security, janitorial, and transportation. They will assist with guest 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 Operator's Program Manager, reporting any staff or shelter issues as needed. They will be responsible for coordinating bed reservations, scheduling, and assisting with guest intakes, and conveying information regarding bed availability for the CMBS Program. They will be responsible for managing the guest reservation process and ensuring that relevant HMIS data is conveyed to City staff.

The Operator's Logistics Staff will be responsible for providing supportive services and logistical support to the CMBS 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 Operator's 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 Operator's Volunteer Coordinator/ Concierge will be responsible for coordinating volunteer services for the CMBS and provides support for the CMBS. The volunteer coordinator will work directly with volunteers, conduct orientation training and provide support to volunteers at the shelter. In the CMBS, the Volunteer Coordinator/ Concierge's role will be to recruit and encourage participation by outside service providers, maintain service provider room reservation schedules and ensure the day-to-day operational functions of the CMBS.

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

The Operator's Overnight Logistics position may be a full-time or part-time position that covers overnight shifts at the CMBS 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 routine property checks. The Overnight Coordinator provides general support for guests, ensuring their safety during the night.

CMBS Volunteers will assist with daily ongoing operations of the shelter as needed and will sign up for specific duties through the Shelter and Kitchen Operators. Volunteers will be needed 7 days per week to help between the hours of 8:00 a.m. and 8:00 p.m. Volunteers will be assisting with set-up, clean-up, preparing and serving meals, intake, laundry, daytime activities, reservation calls, administrative duties, donations, and other duties as assigned.

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 Operator's Human Resources Department and will also be made readily available to all staff. Please see attached job descriptions.

Staffing levels at the CMBS are intended to be filled as agreed upon in the executed Operator Agreement.

B. Policies for Staff Training

All CMBS 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 de-escalation and sensitivity training to better equip them to work with homeless guests, and those in crisis.

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

CMBS staff will be trained in fire, earthquake, and chemical spill evacuation procedures when hired and annually. Evacuation drills with all staff and guests 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 Operator will have a required training program in prevention of child abuse, vulnerable adult abuse, child abuse reporting, and sexual harassment. Each staff member will complete this training program annually. Certificates of completion will be recorded in Human Resource files.

CMBS staff will complete a course in conflict resolution and crisis intervention upon hire and annually. Documentation of completion will be recorded in the 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 guest care. They will be trained regularly, including at time of hire, on the best methods of working with, treating, and responding to guests 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 guests and potential guests. 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

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

City and Operator staff will be oriented to resources, homeless services, and organizations for collaboration and referral. They will also be highly trained staff to connect guests 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. Guest 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 not be a requirement to stay in the shelter or participate in services, guests will be expected to be able to practice self-care, follow all rules and regulations, and behave appropriately and respectfully toward staff, volunteers, and other guests. 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 CMBS 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 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 Operator. 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 Operator's 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 to increase the number of volunteers that serve at the CMBS Program.

Individuals, as well as groups, will be invited to volunteer at the shelter. It is recommended that children 13 and older 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 and required to sign a liability waiver.

Regarding meal provision, all volunteers interested in providing meals to shelter guests will have their applications forwarded to the Kitchen Operator. The Volunteer Coordinator will

be responsible for holding orientations with meal volunteers regarding ServSafe food handling procedures, OCHCA rules regarding meal provision at the shelter and calendaring all volunteer meals with the City's Shelter Supervisor. This meal calendar will be provided 30 days in advance to allow the CMBS adequate time to work with Kitchen Operator and ensure that projected volunteer meals are substituted for regular meals in the upcoming month.

2. Orientation and Training

The Operator may 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 guests, 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 the 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 must include the following:

- Each volunteer Must Maintain a Firm Commitment to Professional Conduct: Volunteers of the CMBS 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 CMBS staff or guests.
- Limiting Relationships with Guests: Volunteers will be prohibited from developing dual relationships with any guests they meet through their volunteer involvement at the CMBS Program. Examples of dual relationships include (but will be not limited to) a volunteer entering a business, romantic, or sexual relationship with a guest. Soliciting guests for their business will be strictly prohibited. Volunteers will not be allowed to be named as having authority to make decisions for a guest under any type of power of attorney or other legal procedure.
- Food and Other Substances: Volunteers will not consume any food items or drinks supplied by the CMBS while volunteering. Food and drinks will be purchased solely for the consumption of the homeless guests. 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.
- Discrimination: Volunteers will not discriminate against any guest. 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.
- Volunteer Boundaries: Volunteers will not be permitted to loan or give money to guests, should not meet with guests outside of the CMBS without permission from program staff and will be not allowed to drive guests in their vehicles.
- Commitment: The CMBS 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.
- 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 seven (7) days per week to help both in the evening, up to eight (8) volunteers (5-8p.m.), morning hours up to four (4) volunteer (5-10 a.m.) and mid-day hours up to 10 volunteers (11 a.m.-4 p.m.).

The Operator's Volunteer Coordinator and Kitchen Operator 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:

1. Assisting the Intake Specialist in registering and signing in guests at time of entry
2. Setting up and breaking down tables for dinners and breakfasts
3. Distributing donations and hygiene items
4. Organizing and setting up donations of clothing
5. Helping direct lines to donations and food
6. Serving meals, setting up snacks and drinks for guests
7. 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.

Section V: Attachments

A. Job Descriptions

B. Shelter Guest 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 CMBS 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 coordination with the City of Costa Mesa NHS
- Assist with incoming 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 - Job Description

Introduction

The Program Manager is responsible for coordinating program services for the CMBS. This position requires dependability, responsibility, organizational skills, and strong written and verbal communication skills. Primary responsibilities include program management, program development, outreach, and community relations and reports to the Operator's executive management. 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. A valid CA driver's license, proof of insurance and reliable vehicle is required.

CMBS Program

Goal: Ensure the Shelter runs smoothly and that it maintains accurate data and strong communication with community partners.

- Oversee Guest Services
- Coordinate calendar and services provided by partner agencies
- Support all aspects of operations including direct guest 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

Site Leader - Job Description

Introduction

The Shelter Site Leader is responsible for overseeing services and activities at the CMBS 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 Program 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. An Associate's degree is 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 guest 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 the 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

Safety Coordinator – Job Description

Introduction

The Safety Coordinator is responsible for providing supportive services and logistical support to the 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 Shelter Program Manager. Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills. Fluency in Spanish is a significant value. The ability to demonstrate personal integrity is a must.

Qualifications

This person must possess a high level of patience, tolerance and understanding for individuals who present for services with urgent multiple case management and health needs. Ability to perform crisis intervention as needed; Ability to complete job duties that are guest focused, trauma informed, and housing focused. The ability to direct and professionally control crowds while preserving their right to personal dignity; Ability to work in synch with licensed 3rd-party security officer team

Shelter Support

Goal: Ensure a safe and guest focused environment for guests to quickly end their homelessness.

- Assist in the implementation of shelter activities to ensure quality, guest focused, and trauma informed delivery of services.
- Encourage and discuss progress toward housing with shelter guests
- Assist with shelter setup and maintenance
- Assist with general cleanliness and safety of facility including emptying trash cans and cleanup
- Assist with receiving and verifying orders from vendors, completing tally sheets
- Assist in the organization of supplies and facilities needs
- Maintain a safe and functional shelter facility by providing traffic control and gate service
- Perform basic searches of persons or their property
- Demonstrate responsibility during perimeter checks and fire watch duties
- Provide guest engagement support to drivers during shuttle service ride-alongs

Administration

Goal: Oversee administrative duties that support program services.

- Assist with keeping detailed daily summary sheets
- Assist with record keeping and reporting
- Assist with keeping perimeter check logs and fire watch duties

Miscellaneous

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

Logistics (Kitchen Staff) - Job Description

Introduction

This position is responsible for assisting with the preparation of meals for the CMBS and the general upkeep of the kitchen and dining area. This position reports directly to the Kitchen Operator during scheduled shifts. 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 the 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

Overnight Logistics - Job Description

Introduction

The Overnight Coordinator covers overnight shifts at the CMBS 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 Operator's 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 guest safety.

Program

Goal: Assist Program Manager with program functions and activities.

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

Attachment B – CMBS Guest Expectations

Guest Expectations

Welcome to the CMBS. We hope your stay with us allows you to begin your path to ending your homelessness. To ensure that all guests are able to comfortably work toward that goal, the following expectations need to be followed while on the shelter property, on any program shuttle, as well as the immediate vicinity of the shelter or drop-off location.

All guests are asked to read and initial each of the following sections as an acknowledgement that they understand what is expected of them while enrolled in the program:

1. Demonstrate responsibility for yourself, your actions, and your housing plan. _____

2. Guests are expected to actively work their housing plan. By signing these expectations, you understand that you are not guaranteed housing by enrolling in this program, and that your continued enrollment is contingent on the work you complete with your Housing Navigator. The goal is to get you connected to housing resources as quickly as possible. You will be expected to meet regularly with your Housing Navigator at scheduled times to discuss your housing plans. Part of your Housing Plan will be for you to identify tasks that you need to complete in order to achieve your goal of securing housing. Your progress toward this goal will be reviewed at 30-day increments, with formal extension requests required after 6 months. _____

3. Follow all health and safety policies. These policies include, but are not limited to:

- When a new guest enters the program, they are required to shower and submit any clothing/bedding items to be laundered or heat treated. _____
- Guests are expected to maintain their hygiene (including changing into clean clothes when possible), laundry once a week and showering at least twice a week. _____
- Due to COVID-19, all guests are expected to wear masks if observed having any symptoms of illness and must agree to temperature checks if asked. Social distancing protocols may also be enforced that all guests must follow. _____
- Every guest will be assigned a laundry day. Guests will be expected to bag their dirty clothes and bundle their bedding on this day to help streamline laundry services. Laundry should be submitted to staff for cleaning by 9:00 AM on this day. _____

- Guests are expected to maintain the safety of the sleeping area by straightening their beds when not in use. Personal items at the bed must be able to fit in the supplied indoor storage. In addition, each guest will be permitted to keep 1-2 pairs of shoes under the bed. No additional personal items may be kept behind, under or in the aisles next to your bed. No barriers of any kind may be raised without explicit permission from the management team. Water is allowed in the dorms but no open or perishable food or other liquid drinks may be brought to the bed area at any time. _____
- All prescription medication must be recorded with Staff at Intake and stored in your indoor bin in its original labeled container. Pills or medication NOT matching the original labeled container may be confiscated. No marijuana will be allowed beyond the security check point at any time. Medical marijuana may only be stored in your outdoor bin with a valid Medicinal Use Card and must be 8 oz. or less. _____
- Every guest is supplied two indoor under-the-bed bins (or equivalent) and one outdoor bin. Outdoor bins are accessible only during the designated and posted times. Trash and recycling may not be brought onto the property. Guests may only use the bins that were assigned to them by staff. All bins must be able to properly close and latch, and they should be placed on top of the beds when the bed is not in use so staff can sweep and mop underneath. _____

4. The CMBS cannot be used as a mailing address for guest mail. Any mail that is delivered to the site for guests will be sent back to the post office as “Return to Sender.” It is the responsibility of the guest to set up a mailing address at a different address, if needed. _____

5. For your comfort and safety, all guests are expected to abstain from behavior that is disruptive and unacceptable to others. Examples include verbal harassment, physical harassment, excessive profanity, possessing weapons (or items that may be perceived as weapons) or contraband, drug dealing, drug/alcohol use, theft, etc. Additional examples of items considered contraband can be made available upon request. Serious offenses include but are not limited to: possession of weapons or hard narcotics, use of racial slurs, sexual harassment including nudity or obscene/sexual behavior, setting fires, threats or violent behavior, and any other inappropriate physical contact. Serious violations may result in an immediate exit from the shelter. If you are asked to leave, you must leave without incident in order to be eligible for a return to the program in the future. If a driver is available, you may be transported to an approved drop off location if it is deemed by management as safe to do so. _____

6. If a guest's behavior is extremely disruptive and staff or security asks you to step outside or remove yourself from an area so you may calm down, you are expected to comply with this request. This is for your benefit, and you may be able to rejoin the group when your behavior is no longer a disruption to the other shelter guests. _____

7. Guests are expected to return each night before the posted curfew unless allowed special consideration by management (ex: for work or school). Guests are not allowed to miss two consecutive nights or more than 2 nights in any calendar month without clearing the absence with their Housing Navigator. Guests are expected to sign-in daily, and may not sign or hold beds for others. The program manager may grant excused nights out of the shelter upon request if deemed necessary and appropriate. _____

8. Photo ID's are required of all registered guests for safety purposes. If you do not have a California State ID the staff will assist you in acquiring an ID within the first few days after enrollment. The Operator may take photos and thumbprints to produce program ID's for guests if necessary. By entering this program, you give your consent to this. A photo ID of some sort is also required to receive a bath towel and is also used when waiting in the dinner line (a loaner ID may be created for you in the interim if you do not yet have one). _____

9. Out of respect for, and to protect the privacy of our staff and guests, no audio/video-recording or taking of photos is permitted on premises, except by the expressed permission from Management _____

10. For your safety, this site may incorporate closed-circuit surveillance cameras as part of its security system. There are no cameras installed in any restrooms or showers. Any footage captured is used only for safety and security purposes and may be shared with law enforcement as part of an active investigation. No footage will be shared with the general public. _____

11. Smoking and vaping are permitted in the designated outdoor smoking area only. No drugs, paraphernalia, alcohol, or marijuana (recreational or medicinal) will be permitted in or around the shelter. Anything containing THC (with or without a prescription) will not be allowed. _____

12. Attend resident meetings and contribute to the community. _____

13. All guests are expected to be Good Neighbors of the community in which they are served and have an obligation to comply with all state and local laws and ordinances and behave in a courteous manner at all times, including while traveling to and from the property. Complaints from residents, business owners, or public officials may result in expulsion from Operator Programs. _____

14. In order to remain Good Neighbors, all guests are expected to use the provided shuttles for transportation on to and off of the property, unless they have a personal vehicle or utilize a rideshare/taxi service. We practice a strict no-walk-up/no-bike-up policy. Guests are expected to remain on the property at all times unless when leaving for the day. Violation of this expectation may result in an immediate exit. _____

15. Guest vehicles may be parked on shelter property at the owner's risk and liability, in designated areas once the vehicle is registered with the program. A valid license, registration, and insurance are required in the name of the guest. RVs (Recreational Vehicles) are not permitted on-site. Guests with bicycles must use the bicycle racks on the shuttle buses and allow Operator drivers to secure them on the rack. Guests are only allowed one bike per person and are not allowed to store spare bike parts unless they fit in the outdoor bin. All bicycles brought onto the property must be registered and photographed. All vehicles, including bicycles, must be operable. Abandoned or inoperable vehicles will be subject to tow at the owner's expense. _____

16. Several areas on site are restricted to staff and security only. Guests are not allowed to enter any areas other than the common areas, dorms and restrooms without appointment or explicit permission from the management team. If signage is posted designating an area as "Staff Only," guests are expected to respect the boundary. _____

17. There may be areas specific to men, and areas specific to women. Please respect the privacy of others. Guests are not allowed to enter any sleeping area other than the one they were assigned at intake. _____

18. Guests are expected to respect the rest and sleep of their neighbors. When lights are off, indoor voices should be used to limit distractions and not disturb their rest. Likewise, guests are not allowed to use bright lights or play music/watch videos with sound in the dorms after lights out. _____

19. Although we respect everyone's right to privacy, we reserve the right to pat down and search all persons as a precaution against any potential security risks. Guests will be informed of items not allowed at the shelter. If those items are found on site, they may be

confiscated and destroyed. Guests must agree to be searched any time they access their outside bins, bikes, vehicles, or any area deemed “unsearched.” _____

20. Approved pets, Service Animals and ESAs must be registered and cleared ahead of time with program management. Guests are limited to no-more-than one animal (with the possible exception of service animals), and the animal must be present with the guest at the time of intake. All pet owners must agree to and follow the guidelines provided in the Animal Expectations, which is a separate document that will be given upon entry of the animal into the shelter. _____

21. Neither Operator nor any of its vendors are in any way responsible or liable for lost, stolen, or damaged items that guests bring onto the premises. Guests are encouraged to keep valuable items close and guarded and are asked to turn in any found items to the front desk. We recommend that those who use the supplied charging stations have their electronics clearly marked or customized for easy identification. _____

22. Cash is never to be given to Staff, Volunteers, or Interns at ANY time. _____

23. It is our desire to never deny shelter or services to our guests, however, in the case that behavior becomes a health or safety risk, Shelter Management can expel or prevent any guests from staying at the shelter. Any conflicts between guests should be brought to the attention of the staff immediately. _____

24. Any guests who exit will have 7 days (one week) to pick up any items left on-site before they are discarded. Guests must call and speak to a site leader or program manager to schedule a pickup. _____

25. We wish to keep open communication between the Operator and our guests. Each shelter has a grievance binder at the front desk which contains our Grievance Policies and forms. We ask that any issues be brought to our attention first through informal processes, so that we can address them quickly as they occur. For this reason, every site also has a suggestion box for you to leave comments or complaints. If any part of the program, staff or services is lacking, please do not hesitate to notify management immediately by speaking to the on-duty site leader or manager. If appropriate, you may also choose to complete a “Request for Consideration” form, to describe issues that you would like to see resolved. If after speaking to staff and completing a “Request for Consideration” form, you feel the matter has not been resolved, you will find a copy of the formal Grievance Form in this binder. _____

26. Any guest that does not follow these expectations is jeopardizing their ability to accomplish their housing plan and may be exited from the shelter. Because everyone can make a mistake, when an expectation is not met the staff will clarify any misunderstanding of the expectation and discuss ways that each guest can avoid further violations. If the violations continue, staff will meet with the guest to create an action plan in support of the guest getting back on-track with their housing goals and meeting the program expectations. Guests who have five action plans and continue to violate these expectations will be exited from the shelter. Likewise, if a guest receives three action plans for the same violation and continues the same behavior, they may be exited from the program as well. _____

As a result of initialing these expectations and signing this form, I understand that expectations, health, and safety policies may change as necessary and that I will be informed of these changes, and I am required to abide by any amended policies.

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

Name (please print): _____

Signature: _____

Date: _____

Attachment C – CMBS Volunteer Policies

CMBS Volunteer Policies

1. Professional Conduct

Volunteers of the Bridge 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 guests.

2. Relationships with Guests

Volunteers are prohibited from developing dual relationships with any guests 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 guest. Soliciting guests for your business is strictly prohibited. Volunteers are not allowed to be named as having authority to make decisions for a guest 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 guests. 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 guest. 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 guests, should not meet with guests outside of the Emergency Shelter without permission from program staff, and are not allowed to drive guests 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 CMBS Volunteer Description

Purpose:

The Operator is looking for volunteers to assist at the Costa Mesa CMBS. The purpose of the Costa Mesa CMBS is to provide safe emergency shelter for adult men and women in the City of Costa Mesa. Volunteers Reports to the on-Site Volunteer Associate, Site Leader, and Program Manager.

Volunteers must be willing to do all the following tasks, including:

1. Greet Guests – 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. Guest Bin Check Outs
 - a. Must be able to lift 30lbs
5. Light cleaning – wiping down tables, sweeping, taking out trash
6. Organize and distribute 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
- Third Shift: 2:00p.m.-5:00p.m.: 5 volunteers
- Second Shift: 10:00am-2:00p.m.: 5 volunteers
- Fourth Shift: 5:00p.m.-9:00p.m.: 5 volunteers

Skills and Qualifications:

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

Age Restriction:

The minimum age to volunteer at the Costa Mesa CMBS 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 guests, staff and all our volunteers, we require a background check on interested Operator Volunteers. Individuals with a history of violent crimes or sexual offense will not be allowed to participate in any of the Operator Volunteer Programs.

Benefit to Volunteer:

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

EXHIBIT D
FEE SCHEDULE

COSTA MESA SHELTER BUDGET - 100 BEDS					
PERSONNEL					
Title	FTE	RATE	ANNUAL	Monthly Cost	Year 1 (12 mo) Cost
Program Staff					
Program Manager III	0.20	\$ 40.53	\$ 84,312.22	\$ 7,026.02	\$ 16,862.44
Program Manager II	1.00	\$ 37.00	\$ 76,960.00	\$ 6,413.33	\$ 76,960.00
Program Supervisor I	1.00	\$ 30.33	\$ 63,086.40	\$ 5,257.20	\$ 63,086.40
Shuttle Driver	3.00	\$ 24.96	\$ 51,916.80	\$ 4,326.40	\$ 155,750.40
Monitor Lead	4.00	\$ 22.00	\$ 45,760.00	\$ 3,813.33	\$ 183,040.00
Monitor	18.00	\$ 20.02	\$ 41,641.60	\$ 3,470.13	\$ 749,548.80
Admin Assistant I	1.00	\$ 21.79	\$ 45,323.20	\$ 3,776.93	\$ 45,323.20
SUB TOTAL					\$ 1,290,571.24
BENEFIT & TAXES			25%		\$ 322,642.81
TOTAL PERSONNEL COSTS	28.00				\$ 1,613,214.06
OPERATING	Start - Up Costs	Description	Monthly Cost	Year 1 (12 mo) Cost	
Client Assistance		Direct client /participant assistance including bus passes, Pet Care, diapers, work clothing, birth certificate, etc.	\$ 1,800.00	\$ 21,600.00	
Office Supplies	\$ 15,000.00	Office supplies including IT equipment (for Startup - 5 Laptops/4phones)	\$ 1,000.00	\$ 12,000.00	
Client Transportation		Vehicle Lease/Upkeep/Insurance	\$ 2,500.00	\$ 30,000.00	
Program Supplies		Program supplies including Food service supplies, Housekeeping supplies, and First-aid supplies, Linen etc.	\$ 3,500.00	\$ 42,000.00	
Snacks/Beverages		Snacks/beverages - Meals supplied externally	\$ 3,000.00	\$ 36,000.00	
Phone/Communication		Wi-Fi, landlines, communication devices	\$ 800.00	\$ 9,600.00	
Janitorial		Janitorial services	\$ 2,000.00	\$ 24,000.00	
Maintenance/Repair		Supplies for maintenance and cost for professional repairs including appliance repairs	\$ 1,200.00	\$ 14,400.00	
Pest Control		Pest prevention and amelioration	\$ 800.00	\$ 9,600.00	
Insurance		General liability, property, and directors/officers insurance	\$ 1,500.00	\$ 18,000.00	
OPERATING TOTAL	15,000.00				\$ 217,200.00
Subtotal					\$ 1,845,414.06
Indirect Cost (12%)					\$ 221,449.69
TOTAL OPERATING COST: MONTHLY AND ANNUAL (YEAR 1, 12 MONTHS)				\$ 172,238.65	\$ 2,066,863.74

Daily Rate =

56.63

EXHIBIT E

CITY COUNCIL POLICY 100-5