

**SECOND AMENDMENT TO  
PROFESSIONAL SERVICES AGREEMENT  
AMONG THE CITY OF COSTA MESA,  
THE COSTA MESA HOUSING AUTHORITY, AND  
MERCY HOUSE LIVING CENTERS  
FOR  
SHELTER OPERATION SERVICES**

This Second Amendment (“Amendment”) to a Professional Services Agreement for Shelter Operator Services is made and entered into this 30<sup>th</sup> day of June 2024 (“Effective Date”), by and among the CITY OF COSTA MESA, a municipal corporation, COSTA MESA HOUSING AUTHORITY (“Authority”), and MERCY HOUSE LIVING CENTERS (“Contractor”). City and Authority are collectively referred to herein as “City.”

WHEREAS, City and Contractor entered into a professional services agreement for the provision of shelter operator services at the City’s homeless shelter on June 15, 2021; and

WHEREAS, on June 29, 2023, the City and Contractor entered into Amendment One to increase Contractor’s annual compensation by One Hundred Eighty-Five Thousand Two Hundred Eighty-Six Dollars (\$185,286.00) in consideration of the increased capacity at the shelter and to account for inflation, resulting in a maximum annual compensation in an amount not to exceed Two Million One Hundred Eighty Five Thousand Two Hundred Eighty Six Dollars (\$2,185,286.00); and

WHEREAS, City and Contractor desire to increase the Scope of Work and the not to exceed compensation from \$2,185,286.00 to Two Million Three Hundred Eighty-Three One Hundred Eighty Dollars (\$2,383,180.00) which is an increase of One Hundred Ninety Seven Thousand Eight Hundred Ninety Four Dollars (\$197,894.00); and

WHEREAS, Section 3.1 of the Agreement provides for an initial term through June 30, 2024, with the option to extend the Agreement for two (2) additional one (1) year periods at the option of the City; and

WHEREAS, City desires to exercise the first of two options to extend the term of the Agreement for one year, ending on June 30, 2025; and

WHEREAS, City and Contractor now desire to delete Exhibit “A” of the Agreement (“Scope of Work”) in its entirety and replace it with the updated Scope of Work attached to this Amendment as Exhibit “A”; and

WHEREAS, City and Contractor now desire to delete Exhibit “B” of the Agreement (“Costa Mesa Bridge Shelter Management Operations and Procedures (MOP)”) in its entirety and replace it with the updated MOP attached to this Amendment as Exhibit “B”; and

WHEREAS, City and Contractor now desire to delete Exhibit “C” of the Agreement (“Operations Budget”) in its entirety and replace it with the updated Operations Budget attached to this Amendment as Exhibit “C”; and

WHEREAS, City and Contractor intend and desire that this Amendment Number Two be retroactive to the Effective Date.

NOW, THEREFORE, for valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. The foregoing recitals in this Amendment are hereby declared to be true and correct and are incorporated as if fully set forth herein.
2. This Amendment shall be retroactive to the Effective Date.
3. Section 2.1 of the Agreement is amended to increase Contractor’s annual compensation commencing on the Effective Date of this Amendment by One Hundred Ninety-Seven Thousand Eight Hundred Ninety-Four Dollars (\$197,894.00) in consideration of the increases in capacity/services at the shelter and to account for inflation. Contractor’s maximum annual compensation shall not exceed Two Million Three Hundred Eighty-Three Thousand One Hundred Eighty Dollars (\$2,383,180.00). Any unspent funds in a fiscal year may be carried over to a subsequent fiscal year during the term of this Agreement. Nothing herein shall allow the Contractor to keep unspent funds beyond the expiration or termination of this Agreement.
4. The term of this Agreement is extended for one (1) year, ending on June 30, 2025.
5. Exhibit “A” of the Agreement (“Scope of Work”) is deleted in its entirety and replaced with an updated Scope of Work attached to this Amendment as Exhibit “A.”
6. Exhibit “B” of the Agreement (Costa Mesa Bridge Shelter Management Operations and Procedures (MOP)) is deleted in its entirety and is replaced with the updated MOP attached to this Amendment as Exhibit “B.”
7. Exhibit “C” of the Agreement (“Operations Budget”) is deleted in its entirety and is replaced with the updated Operations Budget attached to this Amendment as Exhibit “C.”
8. All terms not defined herein shall have the same meaning and use as set forth in the Agreement, as amended.
9. All other terms, conditions, and provisions of the Agreement, as amended, shall remain in full force and effect.

10. This Amendment 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.

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

**CONTRACTOR**

\_\_\_\_\_  
Signature Date: \_\_\_\_\_

\_\_\_\_\_  
Name and Title

**CITY OF COSTA MESA**

\_\_\_\_\_  
Lori Ann Farrell Harrison  
City Manager Date: \_\_\_\_\_

**COSTA MESA HOUSING AUTHORITY**

\_\_\_\_\_  
Lori Ann Farrell Harrison  
Executive Director Date: \_\_\_\_\_

**ATTEST:**

\_\_\_\_\_  
Brenda Green  
City Clerk Date: \_\_\_\_\_

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Kimberly Hall Barlow  
City Attorney Date: \_\_\_\_\_

APPROVED AS TO INSURANCE:

\_\_\_\_\_  
Ruth Wang  
Risk Management

Date: \_\_\_\_\_

PURCHASING APPROVAL:

\_\_\_\_\_  
Carol Molina  
Finance Director

Date: \_\_\_\_\_

**EXHIBIT A**  
**UPDATED SCOPE OF WORK**

# MERCYHOUSE

## SHELTER OPERATOR – SCOPE OF WORK

### Founder and Chairman

Father Jerome T. Karcher

### Board of Directors

Raymond M. Bukaty  
Gary R. Belz  
Lisa Marcus  
William E. Baker, Jr.  
James Brooks  
Mladen Buntich, Jr.  
Daryl Cole  
Thomas J. Conway  
Tim Clyde  
Jim Righheimer  
Phillip R. Kaplan  
Richard P. Lopez, Esq.  
Rich Masterson  
Jeremy Elkins  
Linda Nguyen  
Christie Pettus  
Lisa Rumbaugh

### Chief Executive Officer

Lawrence G. Haynes, Jr.

### Outreach

Ontario Access Center  
Street Outreach

### Emergency Shelters

Assisi House  
Buena Park Navigation Center  
Bridges at Kraemer Place  
Brundage Lane Navigation Center  
Costa Mesa Bridge Shelter  
HomeAid Family Care Center  
Huntington Beach Navigation Center  
New Hope  
Oxnard Navigation Center  
The ARCH

### Permanent Housing

Begonia  
Bethany Residence  
Camp Anza  
El Rancho Residential Services  
Emmanuel Residence  
Frederic Ozanam Residence  
Francis  
Guadalupe Residence  
Homeless Prevention Program  
Joseph Residence  
Katharine Drexel Residences  
Louis Martin Residence  
Parkside  
Permanent Supportive Housing  
Rapid Rehousing  
Regina Residence  
San Miguel Residence  
The Cove  
The Orchard  
Walden Glen  
Westchester Park

### Tax ID

33-0315864

The following outlines the responsibilities of Mercy House (Contractor) as operator of the Costa Mesa Bridge Shelter (Shelter).

### Services

- 1. Program Manager** - Contractor will provide management and oversight to daily operations of the shelter
  - Oversee Client Services
  - Coordinate calendar and services provided by partner agencies
  - Support all aspects of operations including direct client services when necessary
  - Oversee the collection and distribution of donations
  - Assist with monitoring facility security and maintenance
  - Ensure enforcement of our good neighbor policies
  - Assist with securing necessary resources
  - Oversee collection, input and distribution of intakes / summary sheets / reports
  - Provide support with community resources and referrals
  - Develop new partnerships with other agencies in order to enhance our current services
  - Manage program budget
  - Facilitate Resident Advisory Council and Partnership Meetings.
  - Manage and supervise support staff in all of their duties
  - Assist in various aspects of staff's duties
- 2. Site Lead** – Contractor staff will directly oversee services and activities at the Costa Mesa Bridge Shelter.
  - Assist in the implementation of all shelter activities to ensure quality delivery of services.
  - Oversee all shelter activities including logistics and client intakes
  - Oversee distribution of services and all program services while on duty
  - Assist in the coordination of volunteers and support services
  - Oversee the organization of supplies and facilities needs
  - Support shelter staff during designated shifts
  - Assist in various aspects of staff's duties
  - Assist in coordinating and managing special group events and holiday events
  - Provide crisis/conflict intervention
  - Communicate any staff or shelter issues to Program Manager.
  - Coordinate supply and service needs
  - Assist with securing necessary resources
  - Assist with record keeping and reporting
  - Attend staff meetings and training workshops as needed
  - Assist with general duties (stocking supplies, copies, fax, phone calls, etc.)

We help people find their way back home.

P.O. Box 1905 ♥ Santa Ana, CA 92702 ♥ 714.836.7188 ♥ Fax 714.836.7901  
mercyhouse.net

# MERCY HOUSE

3. Janitorial and Logistics – Contractor shall keep the Shelter and surrounding property clean and free from trash and/or debris at all times. Specific duties are to:
  - Clean the Common Hall twice per day
  - Clean the male and female dorms once per week
  - Sort the clothing room once per week
  - Maintain a laundry schedule and ensure guests' bedding and clothing are cleaned a minimum of once per week
  - Keep office and break spaces clean and free from trash and debris at all times
  - Clean the pet area, smoking section, and back patio once per day
  - Sort the storage sheds on the back patio once per week
  - Keep the bathrooms clean at all times and perform a deep cleaning once per day between the hours of 9 pm and 6 am
4. Transportation - Contractor shall provide transportation services on and off the property to assist with the clients' housing plan through a shuttle service and a ride-share program. The shuttle service shall be available seven (7) days per week from 6 am to 7 pm. Ride-share should be used as a last resort and only in special circumstances when no other transportation options are available.
5. Security – Contractor shall execute a contract with a third-party vendor to provide on-site security 24 hours per day, 7 days per week. Security guards shall be trained in the skills needed to be successful in an emergency shelter setting such as de-escalation, conflict resolution, trauma-informed care, etc. Contractor shall provide a copy of all incident reports to City within 24 hours. Contractor shall perform or cause to be performed ½-mile radius patrols around the property to prevent loitering and other illicit behavior.
6. Kitchen - 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 and assist the Kitchen Operator before, during, and after meal services.
7. Staffing - Contractor shall maintain staffing levels sufficient to fulfill the requirements of this contract. Contractor shall provide staff with consistent, ongoing training to ensure proficiency in industry-recognized skills including de-escalation, trauma-informed care, motivational or strengths-based interviewing, etc.
8. Discipline – Contractor shall be responsible for administering disciplinary action to guests per the policies and procedures outlined in the Management Operations and Procedures (MOP), attached hereto as Exhibit B. All guest exits, except those involving health and safety and requiring immediate action, shall be approved by the City's Shelter Supervisor.

## **Reporting**

1. Contractor shall submit monthly invoices for review and payment by City. Invoices shall only request reimbursement for completed payments and be accompanied by applicable backup documentation.
2. Contractor shall submit monthly accomplishment reports containing data and in a format approved by the City.

**EXHIBIT B**

**UPDATED COSTA MESA BRIDGE SHELTER  
MANAGEMENT OPERATIONS AND PROCEDURES  
(MOP)**



**COSTA MESA BRIDGE SHELTER  
MANAGEMENT OPERATIONS AND PROCEDURES (MOP)**



**UPDATED: SEPTEMBER 2024**

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## **SECTION I. PURPOSE & INTRODUCTION**

The purpose of the Management Operations and Procedures Plan (MOP) is to incorporate best practices for the Costa Mesa Bridge Shelter in collaboration with City of Costa Mesa, the Network for Homeless Solutions and the Shelter Operator, Mercy House Living Center. 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 Shelter 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 Costa Mesa Bridge Shelter 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 Network for Homeless Solutions 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. A regional partnership with the neighboring City of Newport Beach 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.

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

## **SECTION II. SHELTER ADMINISTRATION**

### **A. Program Description**

#### **1. Population Served**

##### Costa Mesa Bridge Shelter and Services

The proposed program will serve up to 100 shelter clients, with 25 shelter beds set aside for City of Newport Beach referrals at any given time while providing access to a range of programs and supportive services. To ensure that the shelter will meet the needs of the community in serving chronic and vulnerable homeless people, clients will be admitted with minimal, “low threshold” requirements so that chronic and vulnerable homeless people can easily enter and remain in shelter until they can secure stable treatment, family reunification and/or permanent housing.

Those accessing the Costa Mesa Bridge Shelter will include homeless single men and single women, age 18+. Special, 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.

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

##### Bridge Housing Shelter Provision of Services

All Costa Mesa Bridge Shelter clients will have access to, and will be encouraged to, participate in services provided through the Costa Mesa Bridge Shelter. The City’s contracted professional shelter operator will be responsible for coordination of general shelter operations, including security, transportation, logistics, and janitorial. City staff assigned as Shelter Case Managers will be responsible for coordinating additional outside appointments necessary for their assigned shelter clients to achieve goals established in their respective housing plans.

#### **2. Program Description**

The Costa Mesa Bridge Shelter 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 Costa Mesa Bridge Shelter will accommodate indoor, overnight sleeping for up-to 100 individuals per evening. Operations at the Costa Mesa Bridge Shelter 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 will be managed through a reservation-based system and only by referral from an authorized entity. No walk-ins/outs for the Costa Mesa Bridge Shelter are permitted; however, the Bridge Shelter has a Bike Program that allows authorized guests to ride on and off the property.

The Shelter Operator will provide on-site staff to track daily bed inventory and communicate daily bed vacancies to City Outreach staff, Costa Mesa Police Department (CMPD) and/or Costa Mesa Fire Department (CMFD), City of Newport Police Department, and City of Newport Beach Outreach staff upon request. Bed reservations will give preference to Costa Mesa Homeless Residents and Newport Beach 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, Newport Beach Outreach, and Newport Beach Police Department can refer individuals to open beds at the Costa Mesa Bridge Shelter. Shelter 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 the Shelter Operator (Mercy House) staff will note actions which occurred after the original reservation is made.

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

1. Date
2. Time
3. Client name called in
4. Reservation (y/n)
5. Declined (y/n)
6. Arrival of client (y/n)
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 client has been a guest of the shelter for more than 180 days, they will be reviewed for an additional stay period every 30 days,



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

### Sleeping Areas

Beds will consist of single beds. Each client will be assigned a bed and bedding for the length of their stay. Space will be divided to allow for separate sleeping areas for both men and women. 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, dinner and snacks will be provided for all clients daily.

### Hygiene Facilities

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

### Transportation

No walk-up clients will receive Costa Mesa Bridge Shelter access. New clients and returning clients will receive direct transportation to and from the shelter daily. Dates and times for daily pick-ups are outlined in the “Transportation Policies “. With a hybrid approach, the Shelter 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. 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 Shelter Operator will follow policies and procedures that promote utmost safety for clients, staff, volunteers, and the community. The Shelter Operator will also strive to provide an atmosphere that promotes community, stays alert for signs of conflict, and confronts harmful behaviors before they escalate. The security plan will include a multi-faceted approach involving securing all entrances, security searches of guests upon entry, confiscation of harmful

contraband, trained security personnel providing around-the-clock indoor and outdoor coverage. Other program elements that support security efforts include no walk-ups and no loitering policies, as well as daily ¼ mile patrols around the facility.

### Storage

All clients will have access to personal storage space. Each client bed will have a small storage locker for personal valuables. A limited number of outdoor storage bins will be available to clients through a reservation process. Additionally, a refrigerated storage area will be available to clients with medication needs, with the assistance of shelter staff. Costa Mesa Bridge Shelter clients 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 client will be assigned to a Housing Navigator (a.k.a., Case Manager) employees by the City of Costa Mesa. The primary function of the Navigator is to work side-by-side with the client to eliminate barriers to, and create a pathway toward, medical care, employment, and permanent housing. Additionally, the Navigator is to provide resources and support to the client during their stay, including encouragement to access any and all services provided at the Costa Mesa Bridge Shelter. The Navigator will ensure that all clients are entered into the Coordinated Entry System, as the first line of housing engagement.

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

Upon initial intake, the City appointed housing navigator will ensure each client has been entered into the County Homeless Management Information System (HMIS) and review all shelter guidelines for the Costa Mesa Bridge Shelter.

### Daytime Program Activities

The Shelter Operator and City Case Managers will encourage clients to stay on-site during the day and to take advantage of the on-site services available to them. Daytime program activities 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 Costa Mesa Bridge Shelter should incorporate a combination of basic needs services, as well as supportive services aimed at creating pathways into housing. The Costa Mesa Bridge Shelter shall include at a minimum the following baseline services:

Service	Location	Provided by Shelter 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/ CLCHC
On Site Centralized Intake/HMIS	Costa Mesa Bridge Shelter Program	City Case Managers
Domestic Violence Services	Costa Mesa Bridge Shelter Program	Domestic Violence Partner
Beds on Site	Costa Mesa Bridge Shelter Program	Shelter Operator
Health Clinic	Off-Site - Temp Costa Mesa Bridge Shelter	FQHC Provider Partner: SoS
Transportation Services and Assistance	Costa Mesa Bridge Shelter Program	Shelter Operator/ Service Partner
Computers/Email	Costa Mesa Bridge Shelter Program	Shelter Operator
Security	Costa Mesa Bridge Shelter Program	Shelter Operator
Meals/Food	Costa Mesa Bridge Shelter Program	Bracken’s Kitchen/ Mercy House
Parking	Costa Mesa Bridge Shelter Program	Shelter Operator
Homeless Prevention/Diversion Assistance	Costa Mesa Bridge Shelter	City of Costa Mesa/ Mercy House
Drug and Alcohol Treatment (on/off site)	Costa Mesa Bridge Shelter/ Off-Site	Service Partner
Crisis Evaluation – Referral Plan	Costa Mesa Bridge Shelter Program	City of Costa Mesa/ Mercy House

Services for Children	Not applicable	Referral to the Family Solutions Collaborative
Dining Hall	Costa Mesa Bridge Shelter Program	City of Costa Mesa/Mercy House
Employment/Job Placement	Costa Mesa Bridge Shelter Program	Service Partner
Substance Abuse Treatment (on/off site)	Costa Mesa Bridge Shelter Program	Service Partner
Mental Health Treatment (on/off)	Costa Mesa Bridge Shelter Program	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 Costa Mesa Bridge Shelter:

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

#### 4. Coordinated Entry System Integration

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

## 5. Target Goals/Expected Outcomes

The target goals and expected outcomes for the Costa Mesa Bridge Shelter will adhere to guidelines and expectations set forth by the U.S. Department of Housing and Urban Development's HEARTH Act as well as the Orange County Continuum of Care and Regional System of Care Initiatives.

The Costa Mesa Bridge Shelter should not be regarded as a singular program(s) but should provide Central Service Planning Area linkages within the broader Orange County Continuum of Care (CoC), helping to move the system towards higher a 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 utilizing Costa Mesa Bridge Shelter services. The Costa Mesa Bridge Shelter 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 Clients 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 Costa Mesa Bridge Shelter Program.
- d. Successful Resolution of Housing/Homeless Crisis: Do people resolve their housing/homeless crisis successfully by maintaining/obtaining permanent housing? Are people successfully connected to community-based supports?
- e. Reduction in Recidivism (subsequent return to homelessness): Are repeat occurrences of homelessness avoided or declining?

## 6. Program Components

The Costa Mesa Bridge Shelter 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. Client Rules & Guidelines**

A prospective client must be able to perform all aspects of their care meeting their Activities of Daily Living (ADLs), follow all Costa Mesa Bridge Shelter rules and maintain appropriate behavior with consideration for all other clients of the shelter. All clients must review and sign a copy of the "Shelter Rules" document prior to entry (Attachment B).

All new clients will review and sign the Costa Mesa Bridge Shelter Expectations. After review of the listed expectations of the Costa Mesa Bridge Shelter Program, the client will be provided a signed copy for their records (Attachment C).

### **2. Identification Requirements**

A form of official identification is required to verify identity; however, a client 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 clients in obtaining a California ID, providing each client with a no-cost ID voucher.

### **3. Screening Requirements**

No person who is a registered sex offender or arsonist will be allowed to access the Costa Mesa Bridge Shelter property (screening will take place prior to the arrival at the facility as part of the bed reservation system). Additionally, individuals with open felony warrants will not be allowed to access the Costa Mesa Bridge Shelter. This screening process will be vetted through the Costa Mesa and Newport Beach Police Departments before entry to the Bridge Shelter.

#### **4. Bed Reservation System**

To minimize neighborhood impact, all clients seeking to access the Costa Mesa Bridge Shelter and services will do so through the designated Intake and Bed Reservation Hotline (“hotline”) or the unsheltered population will be referred while on the street and seeking shelter.

A client interested in shelter will need to be vetted by City of Costa Mesa Outreach or Police Department, or City of Newport staff or Police Department. Clients 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.

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

The Shelter Operator is required to manage and update daily, a designated system for capturing bed inventory, reservations and vacancies. Shelter Operator staff are also charged with recording excused versus unexcused absences and recording client exits after 3 consecutive unexcused absences in 30 days. By 9am each morning, a new excel spreadsheet should be prepared by Shelter Operator staff noting current beds available, current list of excused versus unexcused absences, and an exit tracking log. These tracking logs will be reviewed by City staff at a minimum of once per week to ensure that there is an internal checks and balances to manage occupancy and referral coordination.

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

New clients will be screened using the phone intake system and provided a reservation number and transported into the Costa Mesa Bridge Shelter arranged by City of Costa Mesa or City of Newport Beach.

Beds will be assigned based on availability and eligibility results. Shelter Operator will verify and assign beds daily.

If it is after hours, the individual can call the shelter operator to inquire as to bed availability. If the client knows ahead of time that they will not be returning to the shelter in the evening, they

should call their Navigator before 5pm to leave a detailed message with name and reason for an excused absence.

Clients will not be allowed to loiter in the neighborhood surrounding the Costa Mesa Bridge Shelter facility at any time. There will be strict enforcement of shelter client contract rules which could result in a permanent exit from the program if not followed. Ride Share or Van Shuttle drop-off/pick-up locations are an extension of the shelter; therefore, any violation such as loitering, constitutes a violation of the shelter rules which will be strictly enforced. Operator/Security will conduct random daily checks of ¼ mile radius around the shelter to enforce shelter rules and deter loitering.

Upon arrival, clients are required to go through a security screening process, complete necessary intake paperwork, and review Shelter Rules and Guest Expectations documents.

## **6. Day Leave and Returning Clients**

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

## **7. Hours of Operation**

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

5:00 AM	Early Wake Up Call
5:30 AM-8:00 AM	Breakfast served
6:00 AM	Commons Area Open
6:00 AM-10:00 PM	Pet Kennel area open
7:00 AM	Second Wake Up Call
10:00 AM- 4:00 PM	Computer/Technology Lab open (by appt. only)
11:30 AM-1:30 PM	Lunch served
3:00 PM-4:00 PM	Snack served
6:00 PM-8:00 PM	Dinner served
10:00 PM-6:00 AM	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 City of Costa Mesa Outreach staff and City of Newport Beach staff will screen for Homeless Diversion prior to entry. The Shelter Operator will again review with the client potential Homeless Diversion services at intake to ensure that those with alternative resources will not be accessing the homeless system. Both City of Costa Mesa Outreach, City of Newport Beach Outreach and the Shelter Operator will either provide or partner with an agency that can offer successful diversion assistance.

#### **b. Coordination with Family Solutions Collaborative**

The Housing Navigator will work with the Family Solutions Collaborative to redirect families seeking shelter at the Costa Mesa Bridge Shelter. The City of Costa Mesa Outreach team and City of Newport Beach Outreach 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**

The Mercy House staff 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 clients who have been matched with a housing opportunity and will soon move into permanent housing. This strategy will increase the Costa Mesa Bridge Shelter bed turnover rate as clients are successfully matched to housing opportunities.

#### **d. Coordination with Other Costa Mesa Bridge Shelter Providers**

The Mercy House 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. Mercy House Navigators will re-direct clients to shelter providers based on the client'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 Costa Mesa Bridge Shelter. 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**

Clients 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 Shelter Operator, City of Costa Mesa and City of Newport Beach 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 clients, volunteers, staff and the surrounding neighborhood; as well as demonstrate compassion toward homeless individuals who face increasingly vulnerable situations if forced to exit from a shelter situation to places not suitable for human habitation. Shelter staff will keep logs of “excused” versus “unexcused” absences to avoid unnecessary exits. Only Navigators and/or Neighborhood Improvement Manager, and/or her designee can approve excused absences. These excused absences will be promptly reported to shelter staff so that they are notated in appropriate logs.

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.

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

line for which they can be readmitted. Infractions at the Tier 3 level would be considered “major infractions” that include illegal drug use or possession, violent attacks/fights, possession of weapons, etc. The Shelter Operator maintains a zero-tolerance policy towards criminal activity including, but not limited to: violence & sexual misconduct, as well as drugs and medications used or possessed beyond the scope permitted in the “Health Policies”. These behaviors, when substantiated, are punishable by immediate exit upon first offense.

Clients who use the facility, programs, and 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 Neighborhood Improvement Manager, or their designee, before final exit notices are given. When a client is asked to exit due to noncompliance with rules, including violence or criminal activity, security will escort the person off the property and the client 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 ¼ mile radius of the Costa Mesa Bridge Shelter, but within the Orange County limits. City of Newport Beach guests shall be transported to a location within Newport Beach city-limits unless an alternate location is approved by City staff.

## **3. Return Procedures**

Costa Mesa Bridge Shelter 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 considered on a case-by-case basis based on the cause of their 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 Shelter Operator in conjunction with the Neighborhood Improvement Manager 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 Costa Mesa Bridge Shelter 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 client desires to return to the Shelter.

Client 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 Mercy House prior to having the Neighborhood Improvement Manager or designee review for the client 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 client been reviewed for exit, and completed an initial intake with their assigned housing navigator?
2. Does the shelter client 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 client provided for communication purposes? Navigator or shelter guest line? Were both phone numbers given to the client upon intake?
5. Were shelter phones operable during the absentee period when the client was trying to reach both their housing navigator and/or shelter staff?
6. Did the shelter client 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 client 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 client case file and Homeless Outreach system?
10. Have you checked with other City housing navigators and/or Mercy House 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 30/60/90-day procedures subject to the conditions stated above. However, should a client have repeatedly exhibited violent behavior while a guest at the shelter, both City of Costa Mesa and Mercy House 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 Mercy House staff as well as shelter guests, a meeting shall be held between all three parties to evaluate the suitability of the client for re-entry to the shelter. Additionally, both the City and Mercy House reserve the right to re-evaluate guest suitability at 30-day intervals to determine whether or not 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 client intakes. If the shelter client 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 client will be placed at the top of the interest list and placed in an Outreach or PD reserved bed when available.

### Reassignment of Costa Mesa Bridge Shelter Clients

1. City staff will review each case prior to an exit in accordance with this document.
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 client will be assigned to a City Housing Navigator. The primary function of the Navigator is to work side-by-side with the client to eliminate barriers to health, employment, and housing. The time frame is individualized with the goal of 180-day maximum length of stay; however, the shelter client 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 client during their stay, including encouragement to access all services provided at the Costa Mesa Bridge Shelter.

The Navigator will ensure that all clients 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 Costa Mesa Bridge Shelter clients 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 client will complete a Housing Plan which will guide their efforts toward securing permanent housing opportunities. Meeting weekly, the Navigator will document the client's progress towards actions outlined in the Housing Plan. Additionally, the Navigator will

work with clients to provide referrals to services in the Costa Mesa Bridge Shelter or any community referrals as necessary.

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

Upon client entry, the Housing 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 client is exited from the Costa Mesa Bridge Shelter, the Housing Navigator will update HMIS with their current status. Paper files will be stored in a secure location at the Shelter.

The Housing Navigator will use HMIS as its primary database and ensure that every client completes and signs an Orange County HMIS Client Consent Form upon entry into the program. 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 client information to authorized staff. All database and HMIS access will require passwords from authorized users, as required by the Orange County Continuum of Care policies for HMIS participation.

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

### **F. Daytime Program Policies**

Clients participating in the Costa Mesa Bridge Shelter Program may, but are not required to, leave the facility during the day. City staff and the Shelter Operator will make every good-faith effort to encourage clients 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 clients to become active participants of program resources and activities at the Costa Mesa Bridge Shelter.

Clients can leave the facility for work or personal appointments using the Costa Mesa Bridge Shelter transportation services.

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

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

## **G. Costa Mesa Bridge Shelter Program Policies**

### **1. Costa Mesa Bridge Shelter Clients**

Access to the Costa Mesa Bridge Shelter's services are available to homeless clients that have completed the prescreening and intake process to enter the Program. Transportation to and from the Costa Mesa Bridge Shelter for these clients must be provided and coordinated by the shelter staff and/or service partner organizations.

All Costa Mesa Bridge Shelter clients are expected to follow the Shelter rules and maintain appropriate behavior with consideration for all staff and fellow residents. Rules of the Costa Mesa Bridge Shelter will be reviewed upon intake and acceptance to the program, in addition to being 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. Lead Agency Protocols**

One of the roles of the Shelter Operator is to recruit and manage a group of partner agencies specialized in providing an array of supportive services beneficial to Costa Mesa Bridge Shelter clients.

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

The Shelter Operator should ensure that the Costa Mesa Bridge Shelter has flexible hours to allow clients to participate before or after work, or alternatively, on the weekends. The Shelter 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 Costa Mesa Bridge Shelter 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 clients.
2. Provide clients with access to transportation to fulfill their scheduled appointments, if needed.
3. Agree to share service outcome information.
4. Communicate room reservation conflicts with Costa Mesa Bridge Shelter Concierge in advance.
5. Respect, maintain and keep clean all areas of the Costa Mesa Bridge Shelter.
6. Respect and cooperate with Shelter Operator staff, other service providers and clients.
7. Participate in Service Partner Collaborative meetings and provide input to the improvement of the Costa Mesa Bridge Shelter Program.

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

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

The Shelter Operator is committed to communication with neighbors on an ongoing basis. As part of this commitment, the Shelter 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 Costa Mesa Bridge Shelter Program. The City and Shelter 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 Costa Mesa Bridge Shelter 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 (M-F), during the hours of 8:30 am - 4:30 pm.



All media inquiries regarding the City Bridge Shelter will be referred to the Neighborhood Improvement Manager. The Shelter 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 Shelter Operator is committed to communicating and working collaboratively with local police and fire departments through all stages of program implementation - from facility design to program execution. The Shelter 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 Shelter Operator will provide an array of services and support that will be beneficial to local police and fire departments. These services include, but will not be limited, to:

1. Security Officers stationed on-site.
2. Designated beds reserved each night for law enforcement referrals.
3. Staff Neighbor Patrol will 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. Direct referral access to the Coordinated Entry System to assist local law enforcement officers in connecting homeless individuals with housing opportunities.
6. Statistical reports on number of clients served, length of stay and demographic information, next of kin and nearest family relative.
7. 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 Costa Mesa Bridge Shelter will be for the public good and to assist the Cities of Costa Mesa and Newport Beach, its partners within the Central Service Planning Area, and the Orange County Continuum of Care system forward. As such, successful implementation of the Costa Mesa Bridge Shelter will require the partnership of various stakeholders including the City, County, and many other service providers.

The City Housing Navigators/Shelter Operator will be committed to working cooperatively with numerous other service providers, community, and government organizations to serve the needs of the homeless population in Costa Mesa, Newport Beach and the Central Service Planning Area within Orange County.

To effectively manage and operate a robust Costa Mesa Bridge Shelter that provides an array of services for the shelter clients, Housing Navigators must demonstrate a strong history of collaboration and willingness to engage other service providers.

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

#### **4. Policies for Community Involvement**

The Shelter Operator will be committed to active participation in City and County-wide community events. To the extent reasonable and feasible, representatives of the Shelter Operator will attend meetings of the local Neighborhood Association(s) and local Chamber of Commerce(s) when invited and communicate with neighborhood and business participants. Additionally, the Shelter Operator may sponsor special events, such as community resource fairs which will include the broader community.

#### **5. Policies for Neighborhood Patrol**

A Shelter Operator staff-led Neighborhood Patrol will assemble daily to monitor a ¼ 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 client vehicles in the neighborhood, abandoned property, shopping carts and other blight. A log will be kept of the daily patrols.

The following actions will be completed by the Neighborhood Patrol:

1. All litter and trash items will be removed from the area and properly disposed of.
2. Clients found loitering will be issued a warning. Violations of this rule may cause a client to be exited from the facility.
3. Unauthorized parking of client vehicles in the neighborhood are subject to towing.

4. Shelter Operator will contact a city-designated shopping cart retrieval program to collect all shopping carts found that do not contain items of personal property.
5. Shelter Operator will follow city codes for removing personal property found in the surrounding area.
6. Shelter Operator will work with the Costa Mesa Network for Homeless Solutions 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 Shelter Operator will establish a Bridge Shelter Advisory Board comprised of key stakeholders with the intent to:

1. Regularly review the operations of the Costa Mesa Bridge Shelter 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 Costa Mesa Bridge Shelter
4. Address grievances as they occur in the Costa Mesa Bridge Shelter

The 11-member Shelter Advisory Board will include:

1. Mercy House 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. Lighthouse Church Representative
8. Trellis Representative
9. City of Newport Beach Representative

### **2. Meeting Schedule**

The Advisory Board will meet monthly on the 1st Wednesday at 4:00 pm.

### **3. Accountability and Grievance Process and Policies**

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

## **J. Safety Policies**

### **1. Facility Maintenance**

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

Shelter Staff will rotate regular maintenance duties and inspections for minor repairs and replacements. Maintenance and cleaning forms are used to track completion of each task and reviewed 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 Shelter Operator will be committed to maintaining a pest-free environment throughout the premises. As such, no food will be allowed in living areas of facility. Trash bags will be emptied daily in all areas. Inspection of client spaces and lockers will be conducted for any items that would attract pests. All staff will receive appropriate training in the identification of common pests as well as prevention and control measures. If assistance is required due to a pest outbreak, the Shelter Operator will contact City Staff and work together to address the issue. If City Staff are not available or after hours, Shelter 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 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 clients to evacuate, call 911, and direct the evacuation plan. Staff will be assigned to oversee the evacuation of clients in each work area. Staff will check client areas, assign assistance to non-ambulatory and disabled persons, and leads clients to safety through the nearest safe evacuation exit. Staff will assemble clients outside at the designated evacuation point, read bed lists for attendance and search for any missing clients 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 clients, 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 clients 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 team 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 Costa Mesa Bridge Shelter 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 Costa Mesa Bridge Shelter 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 client tally and search will be conducted once evacuation is conducted.

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

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

### Server Room Access:

#### Mercy House Non-Emergency Scheduled Work

- a. Email Costa Mesa IT Department at [ITOperations@costamesaca.gov](mailto:ITOperations@costamesaca.gov).
- b. City IT Operations staff will contact Mercy House IT to arrange an onsite escorted visit to the network IDF closet during normal business hours.

#### Mercy House Critical After-Hours Support

- a. Mercy House will call Police Dispatch at 714-754-5252 to request City IT Operations on-call/standby staff for after-hours access to the Costa Mesa Bridge Shelter 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 Shelter Operator will follow policies and procedures that promote safety for clients, staff, volunteers, and the community and will strive to provide an atmosphere that promotes community, stays alert for signs of conflict, and confronts behaviors before they escalate.

### **1. Eligibility Screening**

No person 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 clients will present their identification upon entry. Clients without valid California identification cards will be provided with an ID Voucher for DMV to secure a valid identification card.

All clients and their belongings will be checked by security personnel, utilizing security wands each time they enter and exit from the shelter and all contraband will be seized. Contraband

items include, but are not limited to weapons, explosives, flammable or volatile substances, illegal drugs, controlled substances or drug paraphernalia, bio-hazardous items or environmentally harmful goods. Confiscated items will be destroyed or turned over to the authorities as appropriate.

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

### **3. On-site Security Personnel**

The Shelter Operator will provide a minimum of 2 trained security guards to ensure the safety of clients 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 clients 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 will 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 Shelter 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 Mercy House Operator will have 24/7 access to monitor security cameras on and off site of the Costa Mesa Bridge Shelter.



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

## **5. Loitering Policy**

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

## **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 client, Shelter staff should attempt to de-escalate a situation by understanding the motivations that prompted a client 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 Mercy House staff should meet regarding client status. If it is decided that client 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 Mercy House management reserve the right to exit the client pursuant to procedures laid out in the Management Operations Manual (MOPS).

Verbal Threats or Aggression: If a client makes a verbal threat and/or is verbally aggressive to either Mercy House staff, another shelter client, 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 clients, pursuant to procedures listed in the Management Operations Manual (MOPS).

Violent behavior: If a shelter client exhibits violent behavior towards another client, 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 Mercy House staff and City team will meet regarding re-admittance of the client;

should client 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 client be readmitted to the Costa Mesa Bridge Shelter if the victim is still residing in the shelter. If the violent behavior reoccurs after the client has been re-admitted, a permanent exit shall be discussed and evaluated amongst City and Mercy House management prior to a decision being rendered.

## **7. Entrance and Exit Procedures**

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

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

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

## **8. Policy Regarding Storage of Client's Possessions**

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

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

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

All items will be stored for the length of the client's stay at the shelter. Once a client 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 client 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. Clients 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 client cannot come to retrieve their own property, they may name a proxy of their choosing to pick up their effects by filling out an Authorization for Release of Personal Property form. The client will be responsible for asking their designated contact person to retrieve property, if needed.

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

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

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

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

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

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

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

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

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

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 client 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 Costa Mesa Bridge Shelter staff. Any major repairs or work requiring specialized training will be completed by approved vendors.

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

## **2. Pet and Service Animal Policies**

The Bridge Shelter standard has been that 10% of the client 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 Shelter Operator shall maintain discretion in the area of 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 Costa Mesa Bridge Shelter will be the responsibility of their owner. Clients must feed and clean up after their pets and service animals, Shelter staff will not be able to provide food. Clients who are unable to 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 Shelter 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 Shelter Operator will have a strict policy prohibiting the possession or use of alcohol or controlled substances at the Costa Mesa Bridge Shelter and on the Costa Mesa Bridge Shelter premises by employees, residents, clients, and the general public.

It will be the intent of the Shelter Operator to promote a safe, healthy and productive environment for everyone. Staff recognizes that the illegal and/or excessive use of drugs and alcohol, or the inappropriate use of prescribed drugs is not conducive to a safe living environment. It will be the objective of the Shelter Operator to have an environment that is free from the influence of controlled substances and alcohol at all times. 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 Costa Mesa Bridge Shelter's mission, and will be strictly prohibited.

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

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

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

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

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

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

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

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

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

If a client requires first aid items, they may access them from a shelter staff member at a service desk. The staff member may assist the client in first aid care with client'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 client 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 client is injured or incapacitated, staff will not move the client 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 client comfortable and keep other clients away from the immediate scene, while another staff member will wait for emergency medical personnel (EMT's), give medical personnel information about client, and direct them to client.

Client shall always be given the option of ambulance transport. However, where responding EMT's determine that the injury or illness does not actually require emergency ambulance transport, and that determination is documented in writing, client 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, clients must sign an emergency medical transport waiver in order to be eligible for alternate transport. Staff will then make arrangements for the client 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 client emergency or other medical incident (other than first aid), the Program Manager will be called as soon as possible. After the client 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 client 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 client 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 client. 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 re-stocked 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 Costa Mesa Bridge Shelter requiring first aid will be documented in the daily report and an Incident Report will be prepared and sent to the Program Manager and City Neighborhood Improvement Manager.

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

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

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

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

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

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

In order to mitigate the spread of COVID-19 Mercy House has adopted 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 client at point of intake.

## **M. Food Policies**

The Shelter 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 Trellis 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, Mercy House needs 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 Clients**

The Costa Mesa Bridge Shelter has a full-service Commercial Kitchen onsite which will be supported by City of Costa Mesa's staff and Mercy House as Shelter Operator. Clients 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 of Costa Mesa Kitchen Lead 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 clients. All such meals must meet OC Public Health Departments standards.

City Kitchen Lead staff will ensure all OC Health Department standards. Inspections will be completed by the Health Department and any changes will be made if indicated. The certificates for Health Department inspection results will be posted in the kitchen area of the facility. All cooking staff 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 Costa Mesa Bridge Shelter will have adequate space for storage of dry foods, refrigerated foods, frozen foods, and supplies. Separate refrigerator/freezer space should be available for client medications. The Shelter Operator will provide extra refrigeration and freezer appliances as needed to supplement safe storage of food, if space is available. Current certificates of food handling safety will be posted in the kitchen area and in the employee file for each cook. Cooks and volunteers assisting

them will follow the procedures of the OC Health Department as taught in the ServSafe Food Handler Program. All volunteers will be supervised by both City and/or Mercy House 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 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 Costa Mesa Bridge Shelter will be designed to support client needs and minimize potential impact on the adjacent residential neighborhood and businesses. The following transportation measures will be implemented:

### **1. Transportation Flow On and Off the Property**

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

## **2. Pedestrian Traffic**

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

A no walk-up policy will be posted and disseminated throughout the community. Any individual that does walk-up will receive information on how to make a bed reservation, set-up appointments with the Costa Mesa Bridge Shelter and be provided transportation to a self-directed location out of the surrounding area to return only when the established reservation protocol has been followed.

## **3. Bicycle Traffic and Parking**

A bicycle rack will be provided in a secure outdoor area. Bike locks will be encouraged but are the responsibility of the client 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. Example, grocery store, Share Our Selves 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 Costa Mesa Bridge Shelter lot while at the facility.

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

Shelter 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 Clients**

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

## **7. Delivery of Shelter Goods and Community Donations**

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

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

## **8. Medical Transport**

In case of medical emergency, clients 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 client 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 client 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 Clients**

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

## **2. Client Possessions and Funds**

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

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

## **3. Annual Outside Audit**

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

The Costa Mesa Bridge Shelter may also be subject to an annual program audit or monitoring. It will be the responsibility of the Shelter Operator to correct any deficiencies reported by the audit within the time limits prescribed by the auditing firm.

## **4. Financial Reports Review**

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

The Administration Office of the Shelter Operator will review financial statements and budgets with each Program Manager on a regular basis. Adjustment will be made to ensure the program is staying within its appropriated budget.

## **5. Fiscal and Programmatic Reporting**

- a. Submission of monthly reports to show outcomes into housing, exits, employment.
- b. Standards of Care funding sources to be in compliance with the review of various funding used to support program operations; Newport Beach contract, CDBG, HHAP, SB2.

## **P. Legal Policies**

### **1. Policy for Compliance with Local Laws**

The Shelter Operator and City of Costa Mesa will follow all OC Health Department and City Fire Code requirements, and has staff trained for food handling, CPR, fire drills and other disaster evacuation procedures. The Shelter Operator and staff will work cooperatively with local law enforcement to communicate any breaking of laws by clientele while on its premises. Additionally, Shelter staff and management will cooperate with law enforcement agencies on investigations for persons wanted for crimes as much as is possible while maintaining policies on client confidentiality.

### **2. Policy for Compliance with Labor Laws**

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

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

## **Q. Non-Discrimination Policies**

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

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

### **1. Policy for Compliance with Americans with Disabilities Act**

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

## **2. Gender-Specific Programming Policy**

Persons accessing the Costa Mesa Bridge Shelter 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 client rights.

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

## **3. Sexual Harassment Policy**

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

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

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

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



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

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

## **R. Confidentiality Policies**

### **1. Personal Confidentiality**

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

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

a. Fact of Participation: The fact that an individual is or has been a participant in the Costa Mesa Bridge Shelter should not be disclosed except as may be specifically defined.

Inquiries by visit, telephone or letter regarding a participant in the program should be answered with the statement that information as to whether a particular person is or has been in residence cannot be divulged; that if in fact the individual is in residence, they will be advised of the inquiry, and that, at their discretion, they will or will not communicate with the inquirer.

b. Disclosure to Other Agencies: Disclosure of client information to other social service agencies, whether on a referral to or from the agency, generally may be permitted only with the person's written consent. Information is to be withheld where enjoined by law and whereby contract the Shelter Operator has agreed to maintain the confidentiality of client records (as under the Privacy Act.) Disclosure of information relating to program participants should not be made to employers, credit agencies, unions or other similar organizations, except at the request, and with the consent of the participant.

c. Information to the Client: In some situations, it may be required by law to disclose to the participant information contained in his/her own case record. Information disclosed should be limited to that which is included in the formal case record. The formal case record should contain information, not counselor notes and observations. Information provided by other agencies should not be shared.

d. Law Enforcement Agencies: All requests for information regarding clients originating from law enforcement agents should be referred to the Shelter Operator's acting Legal Department. Before any action is taken on any legal request, a staff member or program manager should contact their Legal Department as there are boundaries in place to determine the sharing of information with law enforcement personnel according to its policies on client confidentiality (as stated in the Shelter Operator's Policy Manual) and applicable law.

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

e. Written Consent: If there is any doubt as to whether client information should be disclosed, the consent of the client should be first obtained, except as otherwise required by law. The consent will be in writing on a Release of Information form and should identify the information to be disclosed, the person or agency to whom it will be disclosed, and the purpose of the disclosure, and the period of time during which authorization is granted.

f. Abuse Reporting: The Shelter Operator and Shelter staff will comply with all state and municipal laws requiring reporting to governmental agencies of instances of child abuse, domestic violence and elder abuse. Staff will report any suspicion or evidence of child abuse or vulnerable adult abuse according to the law's requirements. All staff persons at the shelter will be mandatory reporters. An incident report will also be completed and submitted to the Program Manager and any higher-level staff as needed. All staff will be trained at time of hire to spot signs of abuse and to properly document and report it. Training will be repeated annually.

g. Harm to Self or Others: If a client at the shelter program shares with a staff person a viable threat to do harm to self or another, the terms of confidentiality can be revoked, as in the case of suicidal or homicidal admittance.

## **2. Database Confidentiality Policies**

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

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

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

### **S. Grievance Policies**

Mercy House believes in transparency, and in the spirit of fair and honest communication, the following policies and procedures have been written to ensure that clients can be heard and have a voice in the shelter community.

To ensure that clients know they have a voice, these policies, procedures, and documents will be kept in a common area reachable by clients at any time, and that every shelter has within its spaces signage or posters that remind clients 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, Mercy House will encourage someone without these options to call the manager or director of the program for updates. If a client 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 client 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 clients 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 client's casefile, and a copy may be requested at any time by the client that made the complaint. Complaints and Grievances will be kept confidential as any other document in the client's casefile, and not shared with any other client in the program or any other person outside Mercy House 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 client'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 client 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 client'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 client 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.

Clients have the right to file a grievance without fear of harmful repercussions from staff. The client also has the right to request a 3rd party to assist them through the grievance process. If they choose to have a 3rd party present for the grievance, the client 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 client 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 3 business days. They will then make every effort to resolve the conflict or concern with the client and parties involved within 5 days. This will include an opportunity for the client 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 Mercy House 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 client 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 Shelter Operator must be an equal opportunity employer. A copy of its applicable Equal Opportunity and Affirmative Action Policy will be available in the Employee Handbook and through the Human Resources Department of the Administrative Offices. All staff positions and newly hired staff will be approved by the Program Manager and Directors and will be thoroughly vetted through a new hire process as outlined below.

## **2. Screening Procedure**

Position openings will be posted on various employment networking websites. Potential applicants will be screened through a two-step interview process. The first interview will be scheduled with the Orange County Program Director of Costa Mesa Bridge Shelter Program, Services, and Outreach as well as the Program Manager of Costa Mesa Bridge Shelter and Services. If deemed eligible, the applicant will conduct an interview with the Executive Director and Operations Director of the agency.

## **3. Acceptance Procedure**

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

Upon hire, the new employee will sign a job agreement form and will be provided 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 clients. Training places a heavy emphasis on appropriate conduct between staff and clients will be expected to adhere to these practices when interacting with clients. Program Managers complete a lengthier program-specific orientation process.

## **4. Staffing Policies for Safe Humane Environment**

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

All Shelter operations and staff will be supervised by the Program Manager of Costa Mesa Bridge Shelter and Services. The Manager will be a full-time, salaried position with an associate's degree and at least 2 years of direct life experience working with long-term homeless, low income, and diverse populations. The Program Manager will be responsible for coordinating program services for the Costa Mesa Bridge Shelter. Primary responsibilities include supervising support staff. This position may require the transportation of supplies. This position will report directly to the Orange County Program Director of Costa Mesa Bridge Shelter Program, Services, and Outreach. A Costa Mesa Bridge Shelter Site Leader will be responsible for overseeing services and activities in the Costa Mesa Bridge Shelter Program. They will oversee all shelter activities including logistics and client intake, oversee distribution of services, and assist in coordination of volunteers and supportive services. They will provide support to staff during designated shifts and will assign tasks, oversee administrative duties that support program services. The Site Leader reports directly to the Costa Mesa Bridge Shelter and Services Program Manager, reporting any staff or shelter issues as needed.

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

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

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

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

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

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

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

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

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



Staffing levels at the Costa Mesa Bridge Shelter are intended to be filled as agreed upon in the executed Shelter Operator Agreement.

## **B. Policies for Staff Training**

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

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

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

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

Costa Mesa Bridge Shelter staff will be trained in fire, earthquake, and chemical spill evacuation procedures when hired and annually. Evacuation drills with all staff and clients will be held and recorded quarterly. Evacuation protocols will be recorded at the Service Desk for reference. Evacuation maps will be posted throughout the facility. All staff will be trained in first aid and CPR procedures annually. 911 reporting will be taught in orientation and reviewed annually. CPR certificates will be kept in staff files. Universal precautions will be followed.

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

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

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

### **3. Appropriate Behavior for Dignity and Respect**

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

### **4. Communication**

#### Clients, Staff, Community

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

### **5. Resources and Referrals**

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

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

### **6. Mental Health and Addiction Skills**

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

drug abuse, and referrals for treatment. Recovery programs will be encouraged, and off-site referrals will be made as appropriate.

Though sobriety will be not a requirement to stay in the shelter or participate in services, clients will be expected to be able to practice self-care, follow all rules and regulations, and behave appropriately and respectfully toward staff, volunteer, and other clients. Drug use while at the shelter will be prohibited and will result in immediate exit from the program.

## **7. Self – Care**

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

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

## **8. Annual Staff Evaluation and Training Plan**

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

## **9. Documentation of Staff Training**

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

## **C. Volunteer Policies**

### **1. Selection, Screening, and Background Checks**

The Costa Mesa Bridge Shelter Volunteer Coordinator will actively recruit through a variety of sources, including schools, church groups, and community programs. Volunteer Coordinators will hold regular Volunteer Recruitment events in order to increase the number of volunteers that serve at the Costa Mesa Bridge Shelter 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 clients will have their applications forwarded to City of Costa Mesa Shelter Meal Volunteer Coordinator. The Meal Volunteer Coordinator will be responsible for holding orientations with meal volunteers regarding ServSafe food handling procedures, OC Health Department rules regarding meal provision at the shelter and calendaring all volunteer meals with the Costa Mesa Bridge Shelter Manager. This meal calendar will be provided 30 days in advance to allow the Costa Mesa Bridge Shelter adequate time to work with Costa Mesa Bridge Shelter Meal Vendor and ensure that projected volunteer meals are substituted for regular meals in the upcoming month.

## **2. Orientation and Training**

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

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

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

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

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

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

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

The volunteer code of ethics includes the following:

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

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

b. Limiting Relationships with Clients

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

c. Food and Other Substances

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

d. Discrimination

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

#### e. Volunteer Boundaries

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

#### f. Commitment

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

#### g. Identifiable Lines of Authority

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

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

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

### **3. Descriptions of Volunteer Tasks**

Volunteers will be needed 7 days per week to help both in the evening, up to 8 volunteers (5-8pm), morning hours up to 4 volunteer (5-10am) and mid-day hours up to 10 volunteers (11-4). The Costa Mesa Bridge Shelter Volunteer Coordinator and The City of Costa Mesa Network for Homeless Solutions Coordinator will ensure all volunteers will be provided with a task and description of any duties they might perform. Tasks and duties include, but will be not limited to:

1. Assisting the Intake Specialist in registering and signing in clients 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 clients
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 Client Rules**

**C. Volunteer Policies**

**ATTACHEMENT A**

**JOB DESCRIPTIONS**



## **Program Management and Development - Job Description**

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

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

### **Staff Management**

Goal: Manage Identified Staff facilitating optimal performance.

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

### **Outreach Services**

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

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

### **Community Relations**

Goal: Positively advance agencies' reputation in the broader community.

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

### **Miscellaneous**

- Provide creative input to the Executive and Operations Directors
- Participate in networking functions
- Attend appropriate training workshop as needed
- Attend appropriate house and staff meetings
- Complete ad hoc projects as appointed by Supervisor

## **Program Manager - Job Description**

### **Introduction**

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

### **Qualifications**

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

### **Costa Mesa Bridge Shelter Program**

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

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

## **Management**

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

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

## **Site Leader - Job Description**

### **Introduction**

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

### **Qualifications**

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

### **Shelter**

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

### **Management**

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

### **Administration**

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

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

### **Miscellaneous**

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

## **Emergency Shelter Safety Coordinator – Job Description**

### **Introduction**

The Safety Coordinator is responsible for providing supportive services and logistical support to the Emergency Shelter Program 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 Emergency 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 3<sup>rd</sup>-party security officer team **Shelter Support**

Goal: Ensure a safe and client focused environment for guest 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 firewatch duties
- Provide client 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 firewatch 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.

### **Community Relations**

Goal: Positively advance Agencies reputation in the broader community.

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

### **Miscellaneous**

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



## **Logistics (Kitchen Staff) - Job Description**

### **Introduction**

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

### **Qualifications**

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

### **Food Services**

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

**Miscellaneous**

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

## **Overnight Logistics - Job Description**

### **Introduction**

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

### **Qualifications**

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

### **Security**

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

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

### **Program**

Goal: Assist Program Manager with program functions and activities.

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

**ATTACHMENT B**

**COSTA MESA BRIDGE SHELTER**

**GUEST EXPECTATIONS**

# MERCY HOUSE

## GUEST EXPECTATIONS

Welcome to our shelter program. 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 2 indoor under-the-bed bins (or equivalent) and 1 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 Costa Mesa Bridge Shelter cannot be used as a mailing address for client 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 MH Staff will assist you in acquiring an ID within the first few days after enrollment. Mercy House 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/videorecording 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 Mercy House 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 Mercy House 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. Clients are limited to no-more-than one animal (with the possible exception of service animals), and the animal must be present with the client 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 Mercy House 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 Mercy House 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 suggestions 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 client 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**

**COSTA MESA BRIDGE SHELTER**

**VOLUNTEER POLICIES**

## **Costa Mesa Bridge Shelter Volunteer Policies**

### **1. Professional Conduct**

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

### **2. Relationships with Clients**

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

### **3. Food and Other Substances**

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

### **4. Discrimination**

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

5. Volunteer Boundaries

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

6. Commitment

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

## **Costa Mesa Costa Mesa Bridge Shelter Volunteer Description**

### Purpose:

Mercy House is looking for volunteers to assist at the Costa Mesa Costa Mesa Bridge Shelter. The purpose of the Costa Mesa Costa Mesa Bridge Shelter 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 Clients – Check in
2. Assist with serving meals (breakfast, lunch, and dinner)
3. Set out snacks and drinks
  - a. Prepare Coffee
  - b. Prepare Cold Drinks
4. Client Bin Check Outs
  - a. Must be able to lift 30lbs
5. Light cleaning – wiping down tables, sweeping, taking out trash
6. Organize and 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: 2:00pm-5:00pm: 5 volunteers
- Second Shift: 10:00am-2:00pm: 5 volunteers
- Fourth Shift: 5:00pm-9:00pm: 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 Costa Mesa Bridge Shelter is 13 years old with a parent/guardian who is also signed up to serve on the same shift.

### Background Check:

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

### Benefit to Volunteer:

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

To sign up for this worthy cause please visit:

<https://www.mercyhouse.net/volunteer>

**EXHIBIT C**  
**UPDATED OPERATIONS BUDGET**

Costa Mesa Bridge Shelter (Navigation Separate)

FY2024-25

	Volume	Rate	Annual	Benefit	Total	Notes
Program manager	1	\$ 35.00	\$ 72,800.00	\$ 18,200.00	\$ 91,000.00	Provides oversight to day-to-day operations in the shelter, manages staff schedules, staff support and training, and is the main point of contact for the shelter
Sr. Site Lead	1	\$ 25.50	\$ 53,040.00	\$ 13,260.00	\$ 66,300.00	Oversees site lead team, and implementation of shelter activities including cleaning, intake, and safety
Site Lead	2	\$ 24.50	\$ 101,920.00	\$ 25,480.00	\$ 127,400.00	Oversee logistics staff who implement shelter activities including cleaning, intake, and safety
Overnight Lead	1	\$ 24.50	\$ 50,960.00	\$ 12,740.00	\$ 63,700.00	Oversees overnight logistics
Logistics FT	9.25	\$ 20.00	\$ 384,800.00	\$ 96,200.00	\$ 481,000.00	Provides logistical support to the shelter, including cleaning, meal service, safety, and stocking supplies
Safety Coordinator	4.375	\$ 21.00	\$ 191,100.00	\$ 47,775.00	\$ 238,875.00	Provides staff presence to ensure safe completion of daily activities in the shelter, including de-escalation of client incidents and neighborhood patrols
Overnight	2.4	\$ 21.00	\$ 104,832.00	\$ 26,208.00	\$ 131,040.00	Overnight logistic staff provide shelter operation during overnight hours.
Driver Supervisor	0.5	\$ 24.50	\$ 25,480.00	\$ 6,370.00	\$ 31,850.00	Provides driver training and oversight, scheduling, coordinates vehicle maintenance, and drives the shuttle.
Driver	3	\$ 21.00	\$ 131,040.00	\$ 32,760.00	\$ 163,800.00	Drive the shelter shuttle to provide transportation services to shelter guests.
Staff Sub-Total					\$ 1,394,965.00	
Security	6	\$ 24.00			\$ 420,480.00	
Client Services and Supplies	12	\$ 10,000.00			\$ 120,000.00	
Shuttle Fuel and Repairs	12	\$ 6,000.00			\$ 72,000.00	
Shuttle Lease	12	\$ 1,436.00			\$ 17,232.00	
Shelter Maintenance (Pest Control, plumbing, Etc.)	12	\$ 1,600.00			\$ 19,200.00	
Transportation Assistance	12	\$ 4,500.00			\$ 54,000.00	
Insurance	12	\$ 2,500.00			\$ 30,000.00	
Replacement Reserves	1	\$ 5,000.00			\$ 5,000.00	
IT and Communication	12	\$ 1,000.00			\$ 12,000.00	
Volunteer Expenses	4	\$ 2,500.00			\$ 10,000.00	
Program Sub-Total					\$ 759,912.00	
Indirect Costs			10%		\$ 228,303.00	
Grand Total					\$ 2,383,180.00	

FY2023-2024 Budget Amount \$ 2,539,945.00

Increase from 2023-2024	\$ (156,765.00)
Percent Increase	-6.2%
Shelter Capacity 2023-2024	85
Shelter Capacity 2024-2025	100
Capacity Increase	17.6%