



AMENDMENT NO. 4
TO
CONTRACT MA-017-22011902
FOR
BRIDGES AT KRAEMER PLACE YEAR-ROUND EMERGENCY SHELTER SERVICES

This Amendment to Contract MA-017-220110902 for Bridges at Kraemer Place Year-Round Emergency Shelter Services is made and entered between Mercy House Living Centers, Inc., a private non-profit corporation (“Contractor”), and the County of Orange, a political subdivision of the State of California (“County”). Contractor and County may sometimes be referred to individually as “Party” or collectively as “Parties”.

RECITALS

WHEREAS, the Parties executed Contract MA-042-21011327 for Bridges at Kraemer Place Year-Round Emergency Shelter Services, effective July 1, 2021 through June 30, 2024, in an amount not to exceed \$8,700,000 (“Contract”); and

WHEREAS, the Parties executed Amendment No. 1 to modify the budget table in Exhibit A, Paragraph II. Budget; and

WHEREAS, the Parties executed Amendment No. 2 to change the administrating agency from OC Health Care Agency (HCA) to the County Executive Office (CEO), and to change the Contract number from MA-042-21011327 to MA-017-22011902; and

WHEREAS, the Parties executed Amendment No. 3 to modify the budget table in Exhibit A, Paragraph II. Budget, Subparagraph A.; and

WHEREAS, the Parties now desire to enter into this Amendment No. 4 to renew the Contract for one additional year in the amount of \$4,093,886, for a new Contract not to exceed amount of \$12,793,886, effective July 1, 2024, through June 30, 2025, amend the Title Page, amend the Table of Contents, amend the Referenced Contract Provisions, amend the Terms and Conditions of the Contract, amend Exhibit A to revise Section II. Budget, revise Section III. Payments, revise Section IV. Reports, revise Section V. Services, revise Section VI. Staffing; replace Exhibit C, add Exhibits D, E & F, and add Table 1, to the Contract; and

NOW THEREFORE, CONTRACTOR and COUNTY agree to amend the Contract as follows:

- A. Title Page, Wittneseth Section shall be amended and hereby replaced in its entirety as

follows:

WITNESSETH:

WHEREAS, COUNTY wishes to contract with CONTRACTOR for the provision of Bridges at Kraemer Place Year-Round Emergency Shelter Services described herein to individuals experiencing homelessness in the North Service Planning Area in Orange County; and

WHEREAS, CONTRACTOR is agreeable to the rendering of such services on the terms and conditions hereinafter set forth:

NOW, THEREFORE, in consideration of the mutual benefits and promises contained herein, COUNTY and CONTRACTOR do hereby agree as follows:

B. Table of Contents shall be amended and hereby replaced in its entirety as follows:

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C. Referenced Contract Provisions shall be amended and hereby replaced in its entirety as follows:

REFERENCED CONTRACT PROVISIONS

Term: July 1, 2021 – June 30, 2025
 Period 1: July 1, 2021, to June 30, 2022
 Period 2: July 1, 2022, to June 30, 2023
 Period 3: July 1, 2023, to June 30, 2024
 Period 4: July 1, 2024, to June 30, 2025

Maximum Obligation: \$12,793,886

Basis for Reimbursement: Actual Costs

Payment Method: Monthly in Arrears

Contractor’s DUNS Number: 879797165

Contractor’s Tax ID Number: 33-0315864

Contractor UEI Number: DVJ5XQ7BMQ88

Notices to COUNTY and CONTRACTOR:

COUNTY: County of Orange	CONTRACTOR: Mercy House Living Centers
County Executive Office	P.O. Box 1905
County Procurement Office	Santa Ana, CA 92702
400 West Civic Center, 5 th Floor	Attn: Patti Long
Santa Ana, CA 92701	pattil@mercyhouse.net
CEOcarecoordination@ocgov.com	

D. Paragraph I. Acronyms shall be amended and replaced in its entirety as follows:

I. ACRONYMS

The following standard definitions are for reference purposes only and may or may not apply in their entirety throughout this Contract:

A.	AB	Assembly Bill
B.	AB 109	Assembly Bill 109, 2011 Public Safety Realignment
C.	AIDS	Acquired Immune Deficiency Syndrome
D.	APR	Annual Performance Report
E.	ARRA	American Recovery and Reinvestment Act of 2009
F.	BHS	Behavioral Health Services
G.	BCSH	Business, Consumer Services and Housing Agency
H.	Cal ICH	California Interagency Council on Homelessness
I.	CalOMS	California Outcomes Measurement System
J.	CalWORKs	California Work Opportunity and Responsibility for Kids
K.	CAP	Corrective Action Plan
L.	CCC	California Civil Code
M.	CCR	California Code of Regulations
N.	CESI	Client Evaluation of Self at Intake
O.	CEST	Client Evaluation of Self and Treatment
P.	CDBG	Community Development Block Grant
Q.	CDSS	California Department of Social Services
R.	CEO	County Executive Office
S.	CES	Coordinated Entry System
T.	CFDA	Catalog of Federal Domestic Assistance
U.	CFR	Code of Federal Regulations

V.	CHPP	COUNTY HIPAA Policies and Procedures
W.	CHS	Correctional Health Services
X.	CoC	Continuum of Care
Y.	COI	Certificate of Insurance
Z.	CPA	Certified Public Accountant
AA.	CPP	Care Plus Program
AB.	CSW	Clinical Social Worker
AC.	DHCS	California Department of Health Care Services
AD.	D/MC	Drug/Medi-Cal
AE.	DPFS	Drug Program Fiscal Systems
AF.	DRS	Designated Record Set
AG.	EEOC	Equal Employment Opportunity Commission
AH.	EHR	Electronic Health Records
AI.	ESG	Emergency Solutions Grant
AJ.	EOC	Equal Opportunity Clause
AK.	ES	Emergency Shelter
AL.	ePHI	Electronic Protected Health Information
AM.	EPSDT	Early and Periodic Screening, Diagnosis, and Treatment
AN.	FFS	Fee For Service
AO.	FSC	Family Solutions Collaborative
AP.	FTE	Full Time Equivalent
AQ.	GAAP	Generally Accepted Accounting Principles
AR.	HCA	County of Orange Health Care Agency
AS.	HHS	Federal Health and Human Services Agency
AT.	HCD	California Department of Housing and Community Development
AU.	HCV	Housing Choice Voucher
AV.	HHAP	Homeless, Housing, Assistance and Prevention
AW.	HIPAA	Health Insurance Portability and Accountability Act of 1996, Public Law 104-191
AX.	HITECH	Health Information Technology for Economic and Clinical Health Act, Public Law 111-005
AY.	HIV	Human Immunodeficiency Virus
AZ.	HMIS	Homeless Management Information System
BA.	HOME	HOME Investment Partnership Program
BB.	HSC	California Health and Safety Code
BC.	HUD	U.S. Department of Housing and Urban Development
BD.	IRIS	Integrated Records and Information System
BE.	ITC	Indigent Trauma Care

BF.	LCSW	Licensed Clinical Social Worker
BG.	MAT	Medication Assisted Treatment
BH.	MFT	Marriage and Family Therapist
BI.	MH	Mental Health
BJ.	MHP	Mental Health Plan
BK.	MHSA	Mental Health Services Act
BL.	MSN	Medical Safety Net
BM.	NIH	National Institutes of Health
BN.	NPI	National Provider Identifier
BO.	NPPES	National Plan and Provider Enumeration System
BP.	OCCR	Orange County Community Resources
BQ.	OCR	Federal Office for Civil Rights
BR.	OIG	Federal Office of Inspector General
BS.	OMB	Federal Office of Management and Budget
BT.	OPM	Federal Office of Personnel Management
BU.	P&P	Policy and Procedure
BV.	PA DSS	Payment Application Data Security Standard
BW.	PATH	Projects for Assistance in Transition from Homelessness
BX.	PC	California Penal Code
BW.	PCI DSS	Payment Card Industry Data Security Standards
BZ.	PCS	Post-Release Community Supervision
CA.	PHI	Protected Health Information
CB.	PII	Personally Identifiable Information
CC.	PRA	California Public Records Act
CD.	PSC	Professional Services Contract System
CE.	PSH	Permanent Supportive Housing
CF.	RRH	Rapid Rehousing
CG.	SB	Senate Bill
CH.	SAPTBG	Substance Abuse Prevention and Treatment Block Grant
CI.	SIR	Self-Insured Retention
CJ.	SMA	Statewide Maximum Allowable (rate)
CK.	SOCDIS	System of Care Data Integration System
CL.	SOW	Scope of Work
CM.	SPA	Service Planning Area
CN.	SUD	Substance Use Disorder
CO.	UMDAP	Uniform Method of Determining Ability to Pay
CP.	TAY	Transitional Aged Youth
CQ.	UOS	Units of Service

CR. USC	United States Code
CS. VASH	Veterans Affairs Supportive Housing
CT. WIC	Women, Infants and Children
CU. YAB	Youth Advisory Board

- E. Paragraph II. Alterations of Terms, Subparagraph A. shall be amended and replaced in its entirety as follows:

II. ALTERATION OF TERMS

A. This Contract, together with Exhibits A, B, C, D, E & F, and Table 1, attached hereto and incorporated herein by this reference, fully express the complete understanding of COUNTY and CONTRACTOR with respect to the services and obligations under this Contract.

- F. Paragraph IV. Compliance shall be deleted in its entirety and replaced as follows:

IV. INTENTIONALLY OMITTED

- G. Paragraph XVII. Licenses and Laws shall be amended and replaced in its entirety as follows:

XVII. COMPLIANCE WITH LAWS, FUNDING REQUIREMENTS AND LICENSES

A. CONTRACTOR represents and warrants that services to be provided under this Contract shall fully comply, at CONTRACTOR'S expense, with all standards, laws, statutes, restrictions, ordinances, requirements, and regulations (collectively "laws"), including, but not limited to those issued by COUNTY in its governmental capacity and all other laws and funding requirements applicable to the services at the time services are provided to and accepted by COUNTY. CONTRACTOR acknowledges that COUNTY is relying on CONTRACTOR to ensure such compliance, and pursuant to the requirements of Paragraph XV., above, CONTRACTOR agrees that it shall defend, indemnify and hold COUNTY and COUNTY Indemnitees harmless from all liability, damages, costs and expenses arising from or related to a violation of such laws.

B. Funds provided under this Contract must be used solely for the purposes identified in in this Contract. In accordance with Paragraph XV., above, CONTRACTOR agrees to indemnify, defend, and hold harmless the County of Orange for any sums the State or Federal government contends or determines CONTRACTOR used in violation of this Contract. CONTRACTOR shall immediately return to the COUNTY any funds the

COUNTY or any responsible State or Federal agency, including the Department of Treasury, determines the CONTRACTOR has used in a manner that is inconsistent with this Contract or as a result of noncompliance with any applicable regulations or funding requirements. The provisions of this paragraph shall survive termination of this Contract.

C. CONTRACTOR, its officers, agents, employees, affiliates, and subcontractors shall, throughout the term of this Contract, maintain all necessary licenses, permits, approvals, certificates, accreditations, waivers, and exemptions necessary for the provision of the services hereunder and required by the laws, regulations and requirements of the United States, the State of California, COUNTY, and all other applicable governmental agencies.

D. Enforcement Of Child Support Obligations

1. CONTRACTOR certifies it is in full compliance with all applicable federal and State reporting requirements regarding its employees and with all lawfully served Wage and Earnings Assignment Orders and Notices of Assignments and will continue to be in compliance throughout the term of the Contract with the County of Orange. Failure to comply shall constitute a material breach of the Contract and failure to cure such breach within sixty (60) calendar days of notice from the COUNTY shall constitute grounds for termination of the Contract.

2. CONTRACTOR agrees to furnish to ADMINISTRATOR within thirty (30) calendar days of the award of this Contract:

a) In the case of an individual CONTRACTOR, his/her name, date of birth, social security number, and residence address;

b) In the case of a CONTRACTOR doing business in a form other than as an individual, the name, date of birth, social security number, and residence address of each individual who owns an interest of ten percent (10%) or more in the contracting entity;

3. It is expressly understood that this data will be transmitted to governmental agencies charged with the establishment and enforcement of child support orders, or as permitted by federal and/or state statute.

H. Paragraph XX. Minimum Wage Laws, Subparagraph A. shall be amended and replaced in its entirety as follows:

XX. MINIMUM WAGE LAWS

A. Pursuant to the United States of America Fair Labor Standards Act of 1938, as amended, and State of California Labor Code, §1178.5, CONTRACTOR shall pay no less than the greater of the federal or California Minimum Wage to all its officers, agents, employees, affiliates and subcontractors (“Covered Individuals”), that directly or indirectly

provide services pursuant to this Contract, in any manner whatsoever. CONTRACTOR shall require and verify that all of its Covered Individuals providing services pursuant to this Contract be paid no less than the greater of the federal or California Minimum Wage.

- I. Paragraph XXI. Nondiscrimination, Subparagraph A.1. shall be amended and replaced in its entirety as follows:

XXI. NONDISCRIMINATION

A. EMPLOYMENT

1. During the term of this Contract, CONTRACTOR and its Covered Individuals shall not unlawfully discriminate against any employee or applicant for employment because of his/her race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, or military and veteran status. Additionally, during the term of this Contract, CONTRACTOR and its Covered Individuals shall require in its subcontracts that subcontractors shall not unlawfully discriminate against any employee or applicant for employment because of his/her race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, or military and veteran status.

- J. Paragraph XXIX. Revenue shall be deleted in its entirety and replaced as follows:

XXIX. INTENTIONALLY OMITTED

- K. Paragraph XXXVII. Drug-Free Workplace shall be added in its entirety as follows:

XXXVII. DRUG-FREE WORKPLACE

A. The CONTRACTOR hereby certifies compliance with Government Code Section 8355 in matters relating to providing a drug-free workplace. The CONTRACTOR will:

1. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as required by Government Code Section 8355(a)(1).

2. Establish a drug-free awareness program as required by Government Code Section 8355(a)(2) to inform employees about all of the following:

- a. The dangers of drug abuse in the workplace;
- b. The organization's policy of maintaining a drug-free workplace;
- c. Any available counseling, rehabilitation and employee assistance

- programs; and
 - d. Penalties that may be imposed upon employees for drug abuse violations.
3. Provide as required by Government Code Section 8355(a)(3) that every employee who works under this Contract:
- a. Will receive a copy of the company’s drug-free policy statement; and
 - b. Will agree to abide by the terms of the company’s statement as a condition of employment under this Contract.

B. Failure to comply with these requirements may result in suspension of payments under the Contract or termination of the Contract or both, and the CONTRACTOR may be ineligible for award of any future COUNTY contracts if the COUNTY determines that any of the following has occurred:

- 1. The CONTRACTOR has made false certification, or
- 2. The CONTRACTOR violates the certification by failing to carry out the requirements as noted above.

- L. Exhibit A, Section II. Budget, Subparagraph A. shall be amended and replaced in its entirety as follows:

II. BUDGET

A. COUNTY shall pay CONTRACTOR in accordance with the Payments Paragraph of this Exhibit A to the Agreement and the following budget, which is set forth for informational purposes only and may be adjusted by mutual agreement, in writing, by ADMINISTRATOR and CONTRACTOR.

	<u>PERIOD 1</u>	<u>PERIOD 2</u>	<u>PERIOD 3</u>	<u>PERIOD 4</u>	<u>TOTAL</u>
PROGRAM COST					
Salaries	\$1,235,520	\$1,235,520	\$1,235,520	\$1,836,016	\$5,542,576
Benefits	\$338,128	\$338,128	\$338,128	\$439,868	\$1,454,252
Services & Supplies	\$667,846	\$662,657	\$667,846	\$376,200	\$2,374,549
Subcontractors	\$394,200	\$399,389	\$394,200	\$1,068,540	\$2,256,329
SUBTOTAL PROGRAM COSTS					
	\$2,635,694	\$2,635,694	\$2,635,694	\$3,720,624	\$11,627,706
ADMINISTRATION COSTS					
Salaries	\$158,553	\$164,170.98	\$158,553	\$258,210	\$739,486.98
Benefits	\$37,153	\$31,535.02	\$37,153	\$51,642	\$157,483.02

Services & Supplies	\$68,600	\$68,600	\$68,600	\$63,410	\$269,210
SUBTOTAL ADMINISTRATION COSTS					
	\$264,306	\$264,306	\$264,306	\$373,262.00	\$1,166,180
TOTAL GROSS COSTS					
	\$2,900,000	\$2,900,000	\$2,900,000	\$4,093,886	\$12,793,886
TOTAL REVENUE					
	\$2,900,000	\$2,900,000	\$2,900,000	\$4,093,886	\$12,793,886
TOTAL MAXIMUM OBLIGATION					
	\$2,900,000	\$2,900,000	\$2,900,000	\$4,093,886	\$12,793,886

M. Exhibit A, Section III. Payments, shall be amended and replaced in its entirety as follows:

III. PAYMENTS

A. COUNTY shall pay CONTRACTOR monthly, in arrears, for actual costs. Upon execution of the Contract, CONTRACTOR may invoice for a provisional payment amount of \$241,667 during Period One. Upon execution of Amendment No. 4 to the Contract, Contractor may invoice for a provisional payment amount of \$341,157.17 for one month of services, may be invoiced by the Contractor and paid by the County at the beginning of Period 4. All payments are interim payments only, and subject to Final Settlement in accordance with the Cost Report Paragraph of the Agreement for which CONTRACTOR shall be reimbursed for the actual cost of providing the services hereunder; provided, however, the total of such payments do not exceed the Maximum Obligation as specified in the Referenced Contract Provisions of the Agreement, and provided further, CONTRACTOR's costs are reimbursable pursuant to COUNTY, state, and federal regulations. ADMINISTRATOR may, at its discretion, pay supplemental invoices for any month for which the provisional amount specified above has not been fully paid. In support of the monthly invoices, CONTRACTOR shall submit an Expenditure and Revenue Report as specified in the Reports Paragraph of this Exhibit A to the Agreement. ADMINISTRATOR shall use the Expenditure and Revenue Report to determine payment to CONTRACTOR as specified in Subparagraphs A.2. and A.3., below.

1. In support of the monthly invoices, CONTRACTOR shall submit an Expenditure and Revenue Report as specified in the Reports Paragraph of this Exhibit A to the Agreement. ADMINISTRATOR shall use the Expenditure and Revenue Report to determine payment to CONTRACTOR as specified in Subparagraphs A.2. and A.3., below.

2. If, at any time, CONTRACTOR's Expenditure and Revenue Reports indicate that the provisional amount payments exceed the actual cost of providing services,

ADMINISTRATOR may reduce COUNTY payments to CONTRACTOR by an amount not to exceed the difference between the year-to-date provisional amount payments to CONTRACTOR's and the year-to-date actual cost incurred by CONTRACTOR.

3. If, at any time, CONTRACTOR's Expenditure and Revenue Reports indicate that the provisional amount payments are less than the actual cost of providing services, ADMINISTRATOR may authorize an increase in the provisional amount payment to CONTRACTOR by an amount not to exceed the difference between the year-to-date provisional amount payments to CONTRACTOR and the year-to-date actual cost incurred by CONTRACTOR.

B. CONTRACTOR's invoicing shall be on a form approved or supplied by ADMINISTRATOR and provide such information as is required by ADMINISTRATOR. Invoices are due the twentieth (20th) day of each month. Invoices received after the due date may not be paid within the same month. Payments to CONTRACTOR should be released by COUNTY no later than thirty (30) calendar days after receipt of the correctly completed invoice.

C. All invoices to COUNTY shall be supported, at CONTRACTOR's facility, by source documentation including, but not limited to, ledgers, journals, time sheets, invoices, bank statements, canceled checks, receipts, receiving records, and records of services provided.

D. ADMINISTRATOR may withhold or delay any payment if CONTRACTOR fails to comply with any provision of the Agreement.

E. Administrator shall reconcile the provisional payment in the last three (3) months of the fiscal year by deducting no more than 50% of the provisional payment each month.

F. COUNTY shall not reimburse CONTRACTOR for services provided beyond the expiration and/or termination of the Agreement, except as may otherwise be provided under the Agreement, or specifically agreed upon in a subsequent Agreement.

G. Contractor will have sixty (60) days following the end of each Contract Period to submit outstanding invoices for reimbursement of eligible costs incurred during that Contract Period. After the sixty (60) day period for submitting invoices has expired, County shall reallocate the remaining balance under this Contract for other program purposes and Contractor shall be ineligible for any further reimbursement.

H. CONTRACTOR and ADMINISTRATOR may mutually agree, in writing, to modify the Payments Paragraph of this Exhibit A to the Agreement.

N. Exhibit A, Section IV. Reports shall be amended and replaced in its entirety as follows:

IV. REPORTS

A. CONTRACTOR shall maintain records and make statistical reports as required by ADMINISTRATOR and the DHCS on forms provided by either agency.

B. FISCAL

1. CONTRACTOR shall submit monthly Expenditure and Revenue Reports to ADMINISTRATOR. These reports will be on a form acceptable to, or provided by, ADMINISTRATOR and will report actual costs and revenues for CONTRACTOR's program described in the Services Paragraph of this Exhibit A to the Agreement. The reports will be received by ADMINISTRATOR no later than the twentieth (20th) day following the end of the month being reported. CONTRACTOR must request in writing any extensions to the due date of the monthly required reports. If an extension is approved by ADMINISTRATOR, the total extension will not exceed more than five (5) calendar days.

2. CONTRACTOR shall submit monthly Year-End Projection Reports to ADMINISTRATOR. These reports will be on a form acceptable to, or provided by, ADMINISTRATOR and will report anticipated year-end actual costs and revenues for CONTRACTOR's program described in the Services Paragraph of this Exhibit A to the Agreement. Such reports will include actual monthly costs and revenue to date and anticipated monthly costs and revenue to the end of the fiscal year. Year-End Projection Reports will be submitted in conjunction with the Monthly Expenditure and Revenue Reports.

C. STAFFING – CONTRACTOR shall submit monthly Staffing Reports to ADMINISTRATOR. These reports will be on a form acceptable to, or provided by, ADMINISTRATOR and will, at a minimum, report the actual FTEs of the positions stipulated in the Staffing Paragraph of this Exhibit A to the Agreement and will include the employees' names, licensure status, monthly salary, hire and/or termination date and any other pertinent information as may be required by ADMINISTRATOR. The reports will be received by ADMINISTRATOR no later than twenty (20) calendar days following the end of the month being reported. If an extension is approved by ADMINISTRATOR, the total extension will not exceed more than five (5) calendar days.

D. PROGRAMMATIC – CONTRACTOR may be required to submit daily, weekly and/or monthly census reports and other programmatic reports to ADMINISTRATOR. These reports shall be on a form acceptable to, or provided by, ADMINISTRATOR. ADMINISTRATOR may request additional program reports of CONTRACTOR in order to determine the quality and nature of services provided hereunder. ADMINISTRATOR will be specific as to the nature of information requested and may allow up to thirty (30) calendar days for CONTRACTOR to respond to request.

E. ADDITIONAL REPORTS – CONTRACTOR shall submit additional reports as reasonably required by ADMINISTRATOR concerning CONTRACTOR's activities as they affect the duties and purposes contained in the Agreement. ADMINISTRATOR will provide CONTRACTOR with at least thirty (30) calendar days' notice if such additional reports are required and shall explain any procedures for reporting the required information.

F. CONTRACTOR shall report all special incidents to ADMINISTRATOR and shall

submit a written Special Incident Report in accordance with the Notices Paragraph of the Agreement. Special incidents shall include, but are not limited to, Consumer's suicide or attempted suicide, elopement or absence without leave, serious injury, death, criminal behavior including arrests with or without conviction, positive test results for substance abuse from urine screenings, or any other incident which may expose COUNTY or CONTRACTOR to liability.

a) CONTRACTOR must contact ADMINISTRATOR and make aware of any critical incidents at the site.

b) Significant Incident Report template within the County of Orange's Standards of Care for Emergency Shelters must be utilized to submit written and well documented reports to the County within 24 hours of occurrence.

G. CONTRACTOR and ADMINISTRATOR may mutually agree, in writing to modify the Reports Paragraph of this Exhibit A to the Agreement.

O. Exhibit A, Section V. Services shall be amended to replace the FTE Table in its entirety as follows:

V. SERVICES

A. SCOPE OF SERVICES

1. Overview

a. Bridges at Kraemer Place (Program) located at 1000 N. Kraemer Pl. Anaheim, will provide emergency shelter services for up to 200 men, women, transgender, non-binary, and gender non-confirming participants experiencing homelessness in the North Service Planning Area in Orange County. The Program provides supportive and stabilizing services that meet the complex need of participants. Program provides a trauma informed, and evidence-based sheltering program that re-integrates participants back into the community through case management services, community referrals and linkages to permanent housing.

b. Contractor shall perform all services set forth in the program description and will be responsible for administering program funded with federal, state, and local funds, described as follows, in a manner satisfactory to the County and consistent with any required funding standards. All work shall be performed in compliance with all latest applicable codes, standards, and regulations and guidelines established in the County of Orange's Standards of Care for Emergency Shelters. The Contractor of the Program shall:

1) Enter into a renewal one (1) year operational Contract with the County to operate and provide services associated with the Program.

2) Maintain a lease agreement with the County for Bridges at Kraemer Place. The lease shall be for three (3) years with two (2) one-year extension periods on the same terms and conditions of the lease unless the County or Contractor gives the other written notice of its intention to not extend the lease.

3) Leverage County funds with other private funding and/or resources for operations and may also include services received on an in-kind basis by Contractor and/or other community partners.

2. Program Description Summary

a. The Program should be designed to be low barrier by having minimal eligibility criteria required at program entry. Emergency shelters should be equipped to serve Participants who may have extensive behavioral, physical or medical issues, and as a result, may face significant barriers to housing. This may require having extensive staffing with appropriate training to better support general management, case management, and security services at the Program. The Program will assist Participants experiencing homelessness in accessing the most appropriate services and resources across the System of Care, including behavioral health, healthcare, benefits and mainstream services, housing, navigating application and enrollment processes, and providing advocacy and support as necessary. The Program will follow Housing First principles and incorporate evidenced-based approaches such as Motivational Interviewing, Critical Time Intervention, Progressive Engagement, trauma-informed care, harm reduction and risk management, to address barriers to housing and economic stability. The Program is to be implemented in a manner that increases equitable service access across Orange County, regardless of where a person is experiencing homelessness.

b. The Emergency Shelter Operations and Services for Individuals shall include the following services at minimum:

i. Receive referrals from the Coordinated Entry System (CES) Bed Reservation System and from County approved referral agencies such as law enforcement, street outreach teams, other County departments. There shall be at minimum one (1) staff member dedicated to overseeing and answering the referral contact number at all times. Referral contact number shall be communicated to all referring agencies and will be answered 24 hours a day, 7 days a week.

ii. Intake and assessment to engage and enroll persons referred by CES who would benefit from an emergency shelter intervention to overcome their homelessness, understanding the history of participation in other homeless service assistance programs and collection of needed demographic information from Participants. Program must be able to assess and re-evaluate the Participant's service needs and make recommendations to appropriate and eligible housing and/or supportive services that best meets the Participant's needs.

iii. Provision of essential services at the Program must include a safe sleeping location and amenities to meet basic personal needs.

iv. Housing-focused case management to support Participants with locating housing options that meet the participant's needs. Case management services will be focused

on furthering the progress towards the goals and objectives as outlined in the Individualized Housing and Service Plan. Case management services will be provided to Participants with a goal of once weekly and a minimum of once every two weeks. Case management services, attempts to meet with the Participants and pertinent notes will be documented in the Homeless Management Information System (HMIS).

v. Housing navigation services to support the Participants in identifying available housing units and resources, completing needed forms and applications for housing, as well as providing support through in-person or teleconference meetings relating to housing search and placements.

vi. Function as a CES Access points to support participants in accessing the CES through the completion of an assessment and the collection of required documentation to verify length of homelessness, homelessness status and/or disabling condition.

vii. Case conference, coordinate and collaborate with the other components of the System of Care, Orange County CoC, and key stakeholders in Orange County to employ a multi-disciplinary approach to assisting the Participant in accessing services and/or programs.

viii. Services will be recorded in the HMIS in accordance with the adopted Homeless Management Information System (HMIS) Policies and Procedures.

ix. The program will operate twenty-four (24) hours a day, seven (7) days a week with in-person staff coverage.

x. The Program will be required to execute all items and reporting timeframes within the Standards of Care.

xi. Contractor will develop and implement a pet policy that accommodates participants with pets. The pet policy should detail the participants' responsibilities related to the handling and caring of the pet.

xii. Contractor, pursuant to requirements set forth in this Scope of Services and consistent with federal and/or state funding requirements shall provide Emergency Shelter Operations and Services for Individuals experiencing homelessness in the North SPA of Orange County for the term of this Contract.

3. Eligible Population to be Served

a. Contractor is to provide services to individuals experiencing homelessness in the North SPA of Orange County and meet the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act definitions of homeless.

4. Referrals and Bed Reservations

a. Referrals to Program will be made utilizing the Homeless Management Information System (HMIS) Bed Reservation System. Individuals seeking shelter will be screened for open felony warrants and status as a registered sex offender during the referral process to determine program eligibility.

b. The Contractor shall maintain an active alternative referral process using a phone number and e-mail, 7 days per week at any given moment to ensure additional referrals and intakes for those not matched through the Bed Reservation System. There shall be at all times, a minimum of one (1) dedicated staff member to oversee the alternative referral process, which includes the phone line and e-mail responses and communication. Responses and further intake coordination should be provided to referring agencies within a 30-minute window to ensure successful referrals into the program.

c. The Contractor shall be flexible with referrals and completing intakes 24/7 to ensure potential referrals enter shelter upon need. Scheduling the arrival to the shelter shall be solely based on the individual's needs and interests. The contractor shall schedule no less than 10 potential referrals per day or based on bed availability. Although there is consideration for multiple intakes at one time, potential new participants are welcomed on site and if intakes need to be delayed, those potential new participants shall be allowed to access the site and services until provider staff is ready to complete the intake. Intake needs to be completed within a reasonable time of arriving on site to avoid referring partners and potential new participants from waiting.

d. The Contractor shall maintain open communication with all referring partners to ensure a smooth process into the shelter program for those eligible individuals.

e. The Contractor will track all established set aside bed referrals and provide an update to the County on a daily basis.

5. Use of Funds

a. Funds shall be used to provide contracted services and operations of the Program. The Program and eligible costs have been informed by best practices frameworks focused on providing emergency shelter services to Participants and assist in transitioning to permanent housing as quickly as possible.

b. The Program shall be administered in an equitable manner by providing culturally responsive services and having multicultural outreach advocates to engage and guide underserved Participants throughout the housing process. Program staff shall operate in accordance with non-discrimination policies and attend annual trainings that focus on understanding implicit biases and cultural sensitivities to promote diversity and equity within the Program.

c. The Program shall also promote connections to service providers, increased access to benefits and employment resources as needed. Services and operations shall be low-barrier and promote an engagement rich environment in which Participants make connections to supportive services and stable housing.

d. The funds allocated to the Contractor through this contract will support the provision of emergency shelter services and enhanced supportive services to increase linkages to permanent housing. The funds for this contract may include federal, state and local funds which eligible activities would align with the provision of services and

operations of Bridges. Contractor will leverage housing navigation services, to reduce the budget burden on the County by utilizing other funding sources not limited to any provided in reimbursement basis by CalOptima Health grants. The provider shall engage eligible program participants to ensure services are documented and reimbursement is eligible for such services. If the housing navigation funding and benefits provided by CalOptima to the Contractor stop being reimbursed during the timeframe of the contract, or if it is agreed by the Contractor and the County that there were not enough eligible and willing participants to sign up for the benefit, the County will reimburse any cost incurred by the Contractor to operate the shelter that CalOptima is unable to reimburse for.

B. TARGET POPULATION AND ELIGIBILITY REQUIREMENTS

The target population for Program will be defined by U.S. Department of Housing and Urban Development (HUD) criteria for defining homelessness, Categories 1 and 4, per the Final Rule on “Defining Homeless” (24 CFR parts 91, 576 and 578) or would be experiencing homelessness upon exiting an institution.

1. Category 1: Literally Homeless

Individual who lacks a fixed, regular, and adequate nighttime residence, meaning:

a. Has a primary nighttime residence that is a public or private place not meant for human habitation;

b. Is living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, and local government programs); or

c. Is exiting an institution where (s)he has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.

2. Category 4: Fleeing/Attempting to flee Domestic Violence

Any individual who:

a. Is fleeing, or is attempting to flee, domestic violence

b. Has no other residence; and

c. Lacks the resources or support networks to obtain other permanent housing

3. Additionally, to meeting the homelessness definition as described above, individuals seeking shelter in the North Service Planning Area will be screened for open felony warrants and status as a registered sex offender. If an individual has an open felony warrant(s) or is a registered sex offender, they will not be eligible for this program.

4. Program will work collaboratively with Orange County Health Care Agency Behavioral Health Services (OC HCA BHS) to access shelter beds (10) reserved for individuals experiencing homelessness who are enrolled within OC HCA BHS programs.

These participants will be identified by OC HCA BHS and will be individuals who are diagnosed with a serious and persistent mental illness and receive mental health services.

C. DESCRIPTION OF SERVICES

1. Essential Requirements – Contractor shall:
 - a. The Program will operate twenty-four (24) hours a day, seven (7) days a week, year-round to ensure availability and accessibility for Individuals experiencing homelessness.
 - b. Maintain a holiday schedule consistent with County’s holiday schedule, unless otherwise approved, in advance and in writing, by Administrator. The holiday schedule should still maintain adequate and minimum staffing levels as set forth by this Contract.
 - c. Operate the Program to include flexibilities to meet with eligible Participants outside of typical operation hours, if needed related to conflicts with employment or other appropriate factors.
 - d. Have a 24-hour contact available to Program staff for emergency purposes and communication policies and procedures in place to notify County as appropriate.
 - e. Have a 24 hour contact available to County for emergency purposes and to coordinate response as appropriate.
 - f. Staffing levels shall maintain at a minimum of four (4) staff on site at all times to ensure safety and access to staff at any given moment.
 - g. Ensure that all Contractor staff and volunteers working in support of the Contract complete training on confidentiality and compliance to ensure appropriate safeguards are in place to maintain Participant information and PII private, confidential, secure, etc.
 - h. Manage the facility as set forth herein and in the lease agreement with the County for Bridges at Kraemer Place, and perform all tasks consistent with Table 1, attached hereto.
2. Administrative Management Tasks – Contractor shall:
 - a. Work in partnership with County to deliver the services as outlined in the Program by being responsive to the needs of the household eligible for services.
 - b. Submit policies and procedures for the operations of the Program, as requested by County, for all aspects of services, management plan, staff responsibilities and staff coordination.
 - c. Track program costs and ensure eligibility for payment within the funding requirements.
 - d. Operate, maintain, coordinate, and staff the resources of the program.

e. Coordinate with County agencies to provide appropriate supportive services to Participants including but not limited to County Executive Office (CEO), Health Care Agency (HCA), Social Services Agency (SSA), and OC Community Resources (OCCR).

f. Coordinate with County agencies, the Orange County CoC and community-based organizations on administrative functions, as necessary and appropriate. This should incorporate technology solutions such as teleconferencing and videoconferencing.

g. Enter Program data into HMIS or comparable database and adhere to all implementation guidelines developed under the Orange County CoC and per HMIS standards or amended HMIS standards, as applicable.

h. Continue to execute a transportation plan that meets the needs of the program participants. Transportation plans must accommodate to a no walk up or walk out model.

i. Continue to execute a good neighbor policy that supports the surrounding area and community. This includes continuing to be responsive to community concerns, providing education, and engaging stakeholders to ensure the good neighbor policy is executed as contracted.

j. Hold a minimum of bi-weekly community meetings with program participants to remind of program rules and expectations as well as receive customer satisfaction feedback.

k. Maintain high food standards by providing nutritional and diverse meals to program participants. CONTRACTOR must be able to accommodate reasonable dietary needs of program participants. A proposed monthly menu must be submitted to the County for review.

3. Execute all items within the County of Orange's Standards of Care for Emergency Shelters.

a. The County of Orange's Standards of Care for Emergency Shelters provide a comprehensive set of administrative, operational, facility-based standards designed to support the quality, and consistency of program operations, evidence-based participant services, core organizational/administrative functions, and facility design/operations.

b. Keep and maintain the Facility and any and all improvements now or hereafter constructed and installed on the Facility in good order, condition and repair and in a safe and sanitary condition and in compliance with all applicable laws in all material respects.

c. Keep facility in a neat, clean, orderly, safe, and sanitary condition. Said maintenance includes, but is not limited to, janitorial services, flooring care and the prevention of accumulation of any refuse or waste materials that might constitute a fire hazard or a public or private nuisance.

d. Staff will be responsible for regularly tracking beds, property, pets, medication, and case management needs. Contractor will execute a daily bed count at minimum two

times a day. The bed counts will be logged and verified by supervising staff and audited by Management.

i. Staff will ensure participants who are not present for the bed count are documented so appropriate follow-up may be conducted to ensure the participant is located or engaged within 72 hours. Contractor will follow policies and procedures protocol established for individuals not utilizing the program as intended.

e. Maintain a good neighbor Policy that supports the surrounding area and community by being responsive to community concerns, providing education, and engaging stakeholders to ensure the good neighbor policy balances the needs of the surrounding community and the individualized needs of participants residing in the shelter. The Good Neighbor Policy shall include identified staff to respond to outreach concerns in the defined good neighbor zone, and an email address and phone number to be distributed to the community for questions and concerns about operations.

f. Maintain doors and locks in good working order, inform the County of major issues of doors and locks, and the County may address issue at the County's discretion.

g. Maintain gates and exit doors in good working order, inform the County of major service and repair needs, and the County will address maintenance and repair for reasonable wear and tear of gates and exit doors.

h. Maintain electrical repair/replacement of desk/lamp light bulbs, switches, outlets, etc. Contact the County to address electrical repair/replacement of overhead lighting fixtures, ceiling bulbs, ballasts, and lighting controls.

i. Keep and maintain landscaping and hardscaping.

j. Be responsible for addressing plumbing issues, such as clogs and leaks, etc. The County will address plumbing issues that impact major internal plumbing components of the plumbing system unrelated to external fixtures.

k. Be responsible for upkeep and maintaining the windows as needed. County is responsible for replacing or repairing major damage to the windows upon request of MERCY HOUSE.

D. OPERATIONS OF BRIDGES AT KRAEMER PLACE

1. Emergency Shelter Operations and Services - Contractor is responsible for the provision of Emergency Shelter Operations and Services to eligible Participants experiencing homelessness in Orange County. Emergency Shelter Operations and Service costs must be eligible and necessary provide safety, temporary shelter services, access to essential services and to help the Participant move as quickly as possible into permanent housing. Contractor shall conduct:

a. The Program will operate at: Bridges at Kraemer Place located at 1000 N. Kraemer Pl, Anaheim, California, in an industrial area, near freeways and within walking

distance to public transportation. The Program provides year-round emergency congregate shelter with 200 beds in two dorms for men, women, transgender and non-confirming participants. Participants will gain access to the emergency shelter site through the bed reservation system in HMIS. The Program coordinates referrals from the referral partners including street outreach teams, homeless liaison officers/law enforcement, MHSA, probation and other County approved referring partners.

b. Emergency Shelter Operations and Services will operate in accordance with the Orange County's Standards of Care, a comprehensive set of administrative, operational, and facility-based standards designed to support the quality and consistency of program operations, evidence-based participant services, core organizational/administrative functions, and facility design/operations.

c. Intake and Assessment: Program must receive referrals from the bed reservation system, and work with street outreach teams, homeless service providers and law enforcement to engage and enroll persons who would benefit from emergency shelter intervention.

i. Program will conduct an assessment to determine the history of participation in other homeless service assistance programs and collection of needed demographic information from Participants. Program must be able to assess and re-evaluate the Participant's service needs and make recommendations to appropriate and eligible housing and/or supportive services best meets the Participants' needs.

ii. Program shall be flexible with referrals and completing intakes 24 hours a day, 7 days a week to ensure potential referrals enter shelter upon need. Scheduling the arrival to the shelter shall be solely based on the individual's needs and interests. The Contractor shall schedule no less than 10 potential referrals per day or based on bed availability. Although there is consideration for multiple intakes at one time, potential new participants are welcomed on site and if intakes need to be delayed, those potential new participants shall be allowed to access the site and services until provider staff is ready to complete the intake. Intake needs to be completed within a reasonable time of arriving on site to avoid referring partners and potential new participants from waiting.

iii. There shall be at all times, a minimum of one (1) dedicated staff member to oversee the alternative referral process, which includes the phone line and e-mail responses and communication. Responses and further intake coordination should be provided to referring agencies within a 30-minute window to ensure successful referrals into the program.

iv. Program will track all established set aside bed referrals and provide an update to the County daily.

v. Program's intake and assessment process should be flexible based upon the households and referring partner ability. The Contractor must confirm program eligibility

per guidelines established and maintain a record of appropriate documentation in support of the eligibility determination process.

d. Provision of Essential Services: At a minimum, the Program must provide a safe sleep location and amenities including sleeping areas, storage of personal belongings, bathrooms, laundry, medical linkages as needed, and the scheduling of meals, showers, and other personal services as needed.

e. Housing-Focused Case Management: Programs must provide services to Participants that support with locating permanent housing options to meet the Participant's needs. Caseloads should be limited to a 25:1 ration at any given time. The following case management activities must be made available to Participants:

i. Program must create an Individualized Housing and Service Plan, in partnership with the Participant, that considers and incorporates the goals of the Participant and focuses on identifying and securing permanent housing as well as other life areas that will support and assist Participants in successfully obtaining and maintaining housing. The Individualized Housing and Service Plan should address specific needs and barriers to housing and track process on established goals and milestones. The Individualized Housing and Service Plan should detail a path to housing stability and support the Participants in maintaining permanent housing after the assistance ends. The Housing Plan should be completed within 30 days of Participant enrollment. Updates to the Housing Plan should be reflected on the physical file or documented in HMIS.

ii. Program must meet face to face with participants on weekly basis or as frequently as needed. Any unsuccessful attempts shall be documented in HMIS to ensure flow of services being provided.

iii. Identification of housing opportunities: Program is expected to work with participants to understand their housing desires and needs and work with them to identify housing opportunities that would best meet their needs.

iv. Program is required to have a network of resources that they can provide referrals and linkages to networks must include the resources listed below. Referrals and linkages to services and programs that address the needs of individuals should be provided and facilitated on an ongoing basis. Program should also assist with any subsequent follow up from the appointment and/or access to supportive services thus reducing the likelihood for missed appointments and other recidivism, including but not limited to

- a) Physical Health Care
- b) Mental Health Care
- c) Substance Use Treatment
- d) Mainstream Benefits
- e) Employment Services
- f) Legal Services

- g) Credit Counseling
- h) Education

2. Essential services that address the needs of specialized populations, including but not limited to transitional aged youth, victims of domestic violence, dating violence, sexual assault, or stalking, and veterans.

a. Housing Navigation Services to support the Participant in identifying available housing units and resources.

b. Housing Navigation Services should focus on permanent housing options that are affordable and sustainable for the Participants, including but not limited to shared housing, room for rent, family reunification, etc. This includes strong collaboration and coordination with other homeless services providers, including those that actively participate in the CES, the Orange County CoC and non-traditional partners.

c. Function as a CES Access Point to support Participants in accessing CES through the completion of an assessment, the collection of required documentation to verify length of homelessness, homelessness status and/or disabling condition. Program must actively participate in relevant Coordinated Entry System meetings and participate in case conferencing.

d. Case conference, coordinate and collaborate with the other components of the System of Care, Orange County CoC, and key stakeholders in the North SPA and countywide to employ a multi-disciplinary approach to assisting the Participant in accessing services and/or programs. This will support in the coordination and monitoring of other needs and engagement processes for the Participant as well as measuring progress on the Individualized Housing and Service Plan.

i. Services will continue to be provided to the Participant while working to secure housing and enrolled in another homeless service system program aimed at providing that support, such as rapid rehousing or permanent supportive housing. The Participant may have several case managers at one point depending on the supportive services being accessed, as such the Program is expected to work collaboratively with others for the benefit of the Participants. The goal of the Program is to ensure care coordination, continuity of services to ensure permanent housing and ongoing housing stability. The Program is to case conference and collaborate with other case managers providing services to the Participant.

ii. Services, referrals and linkages to benefits and other resources will be recorded in the HMIS in accordance with the adopted HMIS Policies and Procedures. This includes timely and appropriate data input in HMIS, including progress notes after each engagement and/or case management session with a Participant.

iii. All HMIS data should be entered within 72 hours of services provided, including client level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness.

iv. Monitoring of Operator Performance Achievement will be gathered through HMIS data entry submitted to the CEO on a monthly basis.

v. The Program is to provide services to Participants animals and/or pets residing within the shelter. These services can be provided through a contracted vendor and should include but not limited to; food, examination of animal health upon entry and throughout enrollment, spay/neutering services, vaccinations, treatments for injuries/health issues and pet owner education, etc.

e. Participants who identify as actively fleeing a domestic violence situation must be offered an immediate connection to a domestic violence shelter at a confidential location, when requested by the participant, to ensure the safety and wellbeing of the participant.

3. Administrative Responsibilities

Site Management Responsibilities

a. Provide supervision of participants including intake, registration, access to shelter services and amenities including sleeping areas, laundry, medical linkages as needed, and the scheduling of meals, showers, and other personal services as needed.

b. Provide site monitoring of the entire Program location and document the results of the site monitoring at all times.

i. Documentation of security personnel and staff rounds throughout the site as well as verification of those rounds must be completed. Maintain the documentation in well-organized logs and ensure the logs are verified by staff and audited by Management.

c. Provide trained security personnel for the safety of participants and staff. Security will enforce rules such as no drinking or drug use on the premises, no smoking in the building, no weapons, etc.

i. Security personnel will monitor all areas of the site including but not limited to, dorms, restrooms, common areas, and outdoor spaces.

ii. All program participants will be searched upon entry into the site to ensure safety of all other participants and staff.

d. Provision of janitorial services to clean and disinfect all areas of the facility including all areas utilized by participants, shelter, multi-service center, and office space and keep a schedule for regular facility maintenance and cleaning.

e. Provide on-going training to front line staff on data entry, case management documentation, referrals and linkages to services, and all evidence-based practices to ensure safe and adequate delivery of services.

f. Ensure internal quality assurance is completed on a quarterly basis, at minimum. This will ensure internal monitoring of participant charts/case files, identification of gaps in services and quality of documentation of services.

g. A Program Director or equivalent shall be “on call” to appropriately respond to County Program Manager and related staff for emergencies. An emergency contact list will be maintained and distributed to include 24-hour emergency phone numbers.

4. Good Neighbor Policy

a. Contractor is responsible for continuing the established Good Neighbor Policy, please see attached Good Neighbor Policy. The Good Neighbor Policy fosters strong community engagement and supports the long-term success of Bridges at Kraemer Place. The Shelter Operator supports the neighbors through clean-ups, routine neighborhood walkthroughs and outreach efforts to limit impact around the neighborhood and redirect participants to the shelter, the Contractor is responsible for:

i. Establishing communication and coordination with neighborhood residents, local businesses, and other vested stakeholders on an on-going basis.

ii. The Shelter Operator will provide information about the program to the public and respond to public inquiries by community members and stakeholders. From 9:00 am to 5:00 pm, the Shelter Operator will have staff available to respond to inquiries that come in. During off hours, the community will be able to leave a message with the Shelter Operator and receive a response during business hours the following day. As well as establishing a webpage where all Program related information and Frequently Asked Questions will provide answers to community concerns.

E. Community Advisory Board –

1. The Shelter Operator, in consultation with the Director of the Office of Care Coordination, shall establish and maintain a Community Advisory Board (CAB). The CAB will provide a review of the operations of the Program, enhance community relations, and bring information of any strengths and concerns from the neighborhood, local businesses, city and county entities, service provider partners and shelter participants about the operation of the Program.

2. The Community Advisory Board shall be composed to represent different stakeholders and interests. The composition of this board shall include:

a. One (1) representative appointed by the Orange County Board of Supervisors.

b. Thirteen (13) representative(s) appointed by local City Councils of the North County Service Planning Area (SPA). Appointments shall represent each of the currently existing cities in the SPA.

c. One (1) representative(s) appointed by the local Chief of Police.

d. One (1) representative appointed by the local Neighborhood Association.

e. One (1) representative appointed from the local business association or Chamber of Commerce.

f. One (1) representative appointed by the local school district.

g. One (1) representative appointed by the Commission to End Homelessness.

3. The Shelter Operator, in consultation with the Director of the Office of Care Coordination or designee, is responsible for ensuring that other mechanisms exist to receive public input and feedback on the operation of the facility and any impacts it is having on the surrounding community. Such mechanisms may include other ad hoc committee meetings with the approval of the Office of Care Coordination.

4. The Community Advisory Board shall meet quarterly. Ad Hoc meetings shall be scheduled as necessary. The Community Advisory Board plays a big role in the on-going review of the Shelter Operator's ability to effectively administer its Operational Plan and Good Neighbor Policy. In the event that the Community Advisory Board finds concerns over the Contractor's implementation of the Program, the following processes and policies shall be enacted to allow the Contractor to make corrective actions toward such grievances:

a. The Shelter Operator and Advisory Board shall create an action plan to resolve the issues by the next regularly scheduled Advisory Board meeting.

b. The action plan's outcomes shall be reviewed at the next meeting to determine the status of the action plan.

c. If the issue has not been resolved, but the Shelter Operator has provided evidence of efforts to follow the course of actions outlined on the plan, they shall be given an additional 90-days to enact an alternative plan;

d. If the issue has not been resolved and the Shelter Operator has not demonstrated or provided evidence of following the course of actions outlined in the plan, a formal complaint shall be sent to the Office of Care Coordination for further follow up.

F. PERFORMANCE MEASURES AND MONITORING

1. The following performance measures will be a requirement of this contract and ensure a shelter flow that prioritizes participant housing goals and exits to permanent housing.

a. Occupancy: Contractor will maintain an average occupancy of 90% or above.

b. Of the Participants enrolled in the program during the reporting period, 90% of participants will be connected to the CES within 30 days of program enrollment. Connected to the CES at minimum includes a program enrollment; however, the goal is to get program participants in the community queue within 10 days of shelter entry or as fast as possible.

c. Exits to permanent housing: A minimum of 30% of all participants exit to a permanent housing destination upon shelter program exit.

d. Services: A minimum of 95% of all participants will engage in the development of service/housing plans to include housing, medical, behavioral health, benefits, and/or employment services.

e. At minimum, 15% of participants increased their income while enrolled in the shelter and/or at the time of their program exit.

2. On an annual basis, at minimum, the Program must solicit participant feedback to assess Program operation changes to better support and meet the needs of Participants and evaluate how to best meet the above outlined performance outcomes. Methods for receiving Participant feedback can include exit interviews, surveys, focus groups and program meetings.

3. The County shall monitor the performance of Contractor against the goals, outcomes, milestones, and performance standards required herein including the Standards of Care. Substandard performance, as determined by County, will constitute non-compliance with this Contract for which County may take further steps to address and remedy by creating an action plan for the non-compliance findings. If the Contractor does not comply with the plan of action, steps shall be taken to terminate the Contract. If action to correct such substandard performance is not taken by Operator within the time period specified by County, payment(s) will be denied in accordance with the provisions contained in the Contract.

4. County shall periodically evaluate Operator's progress in complying with the terms of this Contract.

5. Operator shall cooperate fully during such monitoring. County shall report the findings of each monitoring to Operator.

G. REPORTING REQUIREMENTS

1. Contractor is required to submit reporting on monthly and quarterly basis in a form acceptable to County. Monthly reports will be due by the twentieth (20th) day of the following month of services rendered, unless otherwise approved by County. The reporting shall support County in evaluating Contractor's performance as it related to Participant data, program linkages and units of services. Contractor will provide the County with a monthly report that utilizes CalOptima data to reflect the progress made towards achieving the housing navigation services goal, funded by the CalOptima Health grant, established between the Contractor and the County. The monthly report reflecting housing navigation services funded by CalOptima Health grants, will include all Yale Navigation Center participants the Contractor is receiving reimbursement for by CalOptima. Contractor will be required to utilize the HMIS to support with data collection, management, and reporting standards and used to collect participant-level data.

2. Contractor is required to submit reporting at regular intervals to County that details the following broken down by:

- i. Total number of eligible households that receive assistance;
- ii. Composition of the households – demographics, size and type;
- iii. Number of unduplicated Participants served;
- iv. Caseload movement;
- v. Financial assistance expenditures;

- vi. Length of assistance;
- vii. Number of Participants exits and exit types;
- viii. CES status – total number referrals received from the CES program and related
- ix. status;
- x. Individualized Housing and Service Plan status – total number of plans
- xi. established with Participants and related progress towards completion; and
- xii. Income increases for Participants.

F. FILE MAINTENANCE AND DOCUMENTATION

1. Contractor shall prepare all applicable files and perform all administrative management tasks, as indicated in the Contract.

2. Contractor Shall maintain all records required by the federal regulations specified in 24 CFR 570.503(b)(2), 570.506, 570.507, 570.508 that are pertinent to the activities to be funded under this Contract.

3. Records providing a full description of each activity undertaken.

4. Financial records as required by 24 CFR 570.502, and OMB Circular A-87; and

5. Other records necessary to document compliance with Subpart K of 24 CFR 570.

6. Annual Audit Submission: Independent audits to be performed by a Certified Public Accountant, which shall include an audit of funds received from County, in accordance with applicable regulatory requirements. Copies of each required audit report must be provided to County within thirty (30) calendar days after the date received by Contractor.

7. Retention: Contractor shall retain all records pertinent to expenditures incurred under this Contract for a period of five (5) years after the termination of all activities funded under this Contract, or after the resolution of all federal audit finding, whichever occurs later. Records for non-expendable property acquired with funds under this Contract shall be retained for five (5) years after final disposition of such property. Records for any displaced person must be kept for five (5) years after s/he has received final payment.

P. Exhibit A, Section VI. Staffing shall be amended and replaced in its entirety as follows:

A. Contractor shall provide effective administrative management of the budget, staffing, recording, and reporting portion of the Contract with County. If administrative responsibilities are delegated to subcontractors, Contractor must ensure that any subcontractor(s) possess the qualifications and capacity to perform all delegated responsibilities. Responsibilities include but are not limited to the following:

1. Designate the responsible position(s) in your organization for managing the funds allocated to this Program;

2. Maximize the use of the allocated funds;
3. Ensure timely and accurate reporting;
4. Maintain appropriate staffing levels;
5. Ensure staff possess the qualification and capacity to perform responsibilities tied to the staff's position.
6. Effectively communicate and monitor the Program for its success;
7. Maintain communication between the Contract key staff and Program Administrators; and,
8. Act quickly to identify and solve problems.

B. Contractor shall make its best effort to ensure that services provided pursuant to the Contract are provided in a manner that is culturally and linguistically appropriate for the population(s) served. Contractor shall ensure that documents are maintain of such efforts which may include, but are not limited to, records of participation in County sponsored or other applicable trainings; recruitment and hiring policies and procedures; copies of literature in multiple languages as appropriate, and descriptions of measures taken to enhance accessibility for, and sensitivity to individuals who are physically challenged.

C. Contractor shall, at a minimum, provide the following staffing pattern expressed in Full- Time Equivalents (FTEs) continuously throughout the term of the Contract. One (1) FTE shall be equal to an average of forty (40) hours work per week.

<u>ADMINISTRATION</u>	Periods 1	Period 2	Period 3	Period 4
<u>FTEs</u>				
Chief Executive Officer	.05	.05	.05	.05
Deputy Chief Executive Officer				.08
Chief Operating Officer	.08	.08	.08	.15
Chief Program Officer	.15	.15	.15	.15
Chief Strategy and Compliance Officer	.05	.05	.05	.05
Controller	.05	.05	.05	0.0
Chief Financial Officer				.05
Human Resources Director	.13	.13	.13	.13
Grant Supervisor	.13	.13	.13	.05
Accounting Manager	.13	.13	.13	.05
Data Manager	.10	.10	.10	.10
HR Specialist	.13	.13	.13	.13
Emergency Services Administrator	.10	.10	.10	.10
Director of Emergency Services	.13	.13	.13	.13

OC Regional Director of Emergency Services	.15	.15	.15	.15
Accounts Receivable Specialist				.25
Accounts Payable Specialist	.25	.25	.25	.15
Volunteer Specialist	.50	.50	.50	0.0
Community Engagement Specialist				.50
Fleet Manager	.10	.10	.10	.10
Data Specialist	1.0	1.0	1.0	1.0
SUBTOTAL ADMINISTRATION	3.23	3.23	3.23	3.37

PROGRAM

Program Manager	1.0	1.0	1.0	1.0
Senior Site Lead	1.0	1.0	1.0	1.0
Site Lead	2.0	2.0	2.0	2.0
Overnight Site Lead				1.0
Navigation Supervisor				1.00
Lead Navigator	1.0	1.0	1.0	0.0
Housing Navigator	5.5	5.5	5.5	8.0
Reservation Specialist	1.4	1.4	1.4	1.0
Logistics Coordinator	7.7	7.7	7.7	9.60
Overnight Logistics	4.2	4.2	4.2	3.50
Maintenance Specialist	.20	.20	.20	0.0
Janitorial Specialist	3.0	3.0	3.0	0.0
Driver Supervisor				1.0
Shuttle Driver	5.28	5.28	5.28	5.60
Monitors	5.43	5.43	5.43	0.0
Safety Coordinator				5.60
SUBTOTAL PROGRAM	37.71	37.71	37.71	40.30
SUBTOTAL SUBCONTRACTOR	8.42	8.42	8.42	
TOTAL FTEs	49.36	49.36	49.36	43.67

E. Contractor shall maintain personnel files for each staff member, including the Executive Director and other administrative positions, which shall include, but not be limited to, an application for employment, qualifications for the position, documentation of bicultural/bilingual capabilities (if applicable), pay rate and evaluations justifying pay increases.

F. Contractor and Administrator may mutually agree, in writing, to modify the Staffing Paragraph of this Attachment A to the Contract.

Q. Exhibit B, Title shall be amended and replaced in its entirety as follows:

EXHIBIT B
TO THE CONTRACT FOR PROVISION OF
BRIDGES AT KRAEMER PLACE YEAR-ROUND EMERGENCY SHELTER
SERVICES
BETWEEN
COUNTY OF ORANGE
AND
MERCY HOUSE LIVING CENTERS
JULY 1, 2021 THROUGH JUNE 30, 2025

R. Exhibit C, Standards of Care shall be amended and entirely replaced and attached for reference.

S. Exhibit D, Manager Operation Safety Plan (MOPS) shall be added and attached for reference.

T. Exhibit E, Good Neighbor Policy shall be added and attached for reference.

U. Exhibit F, Homeless Services System Pillars Attestation shall be added and attached for reference.

V. Table 1, Maintenance Responsibility Table shall be added and attached for reference.

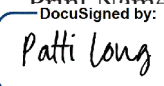
This Amendment modifies the Contract, including all previous amendments, only as expressly set forth herein. Wherever there is a conflict in the terms or conditions between this Amendment, all previous Amendments, and the Contract, including all previous amendments, the terms and conditions of this Amendment prevail. In all other respects, the terms and conditions of the Contract, including all previous amendments, not specifically changed by this Amendment, and all previous Amendments remain in full force and effect.

SIGNATURE PAGE FOLLOWS

SIGNATURE
PAGE

IN WITNESS WHEREOF, the Parties have executed this Amendment. If Contractor is a corporation, Contractor shall provide two signatures as follows: 1) the first signature must be either the Chairman of the Board, the President, or any Vice President; 2) the second signature must be that of the Secretary, an Assistant Secretary, the Chief Financial Officer, or any Assistant Treasurer. In the alternative, a single corporate signature is acceptable when accompanied by a corporate resolution or by-laws demonstrating the legal authority of the signature to bind the company.

Mercy House Living Centers, a California Nonprofit Corporation

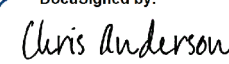
Patti Long	Chief Operations Officer
<small>Print Name DocuSigned by:</small>	Title
 <small>2250C27D19FA444... Signature</small>	2/27/2024
	Date
Print Name	Title
Signature	Date

County of Orange, a political subdivision of the State of California

Print Name	Title
Signature	Date

APPROVED AS TO FORM

Office of the County Counsel
Orange County, California

Chris Anderson	Deputy County Counsel
<small>Print Name DocuSigned by:</small>	Title
 <small>FD52599179CA41C... Signature</small>	2/27/2024
	Date



County of Orange
Standards of Care
for Emergency Shelter Providers

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1.1. Standards of Care for Emergency Shelter Providers

The County of Orange (County) has adopted the following Standards of Care for Emergency Shelter Providers (Shelter Providers) for Homeless Services.

The Standards of Care establish minimum standard requirements designed to promote an environment that is conducive under the following governing principles:

- Shelter Providers are trained, competent and equipped to support the complex needs presented by those experiencing homelessness within Orange County (OC).
- Participants are empowered to freely enter into a voluntary service partnership whereby their right to be treated with dignity and respect is mutually shared with support services staff.
- Facilities are maintained as accessible, clean, safe, secure and vector-free.
- Shelter Providers and participants have established processes to identify and resolve any concerns or conflicts that may arise during the administration and operation of the program.
- Shelter Providers actively work to engage participants in a person-centered approach and support the development of individualized participant housing plans.

The County will provide oversight of Shelter Providers that directly contract with the County with the goal of promoting quality assurance practices for their operations and remediation protocols in order to allow participants a meaningful opportunity to exercise their rights to due process for redress of their concerns. To that effect, these Shelter Providers must develop policies and procedures to ensure the Standards of Care is implemented consistently, and must submit the policies and procedures to County for review and approval. County's review and approval will be in deference to and in conjunction with the requirements of all applicable funding sources and all state and federal guidelines including Housing and Urban Development (HUD) and the Centers for Disease Control and Prevention (CDC).

All city-only and private emergency shelter providers serving homeless individuals that receive funding distributed through the County, directly or indirectly, will be provided with the Standards of Care and must adopt and implement the minimum standards set forth in this document.

1.2. Emergency Shelter Providers' Operations

1.2.1. Admissions and Eligibility

Shelter Providers must develop policies and procedures for participant referral and admission. Admission policies and procedures must be clear, written and verbally explained to participants and referring entities at time of referral to ensure appropriate linkage prior to arrival at shelter.

Admission policies and procedures must at a minimum, provide information on admission parameters including referral process, eligibility, shelter program services, participant guidelines, the reasonable accommodation process, and reasons for admission denial.

Shelter Providers must ensure information is given to participants both verbally and in writing and in a manner which is preferred by participant, considering disability and limited English proficiency. For individuals with communication disabilities, including people who are deaf and/or blind and people who have speech disabilities, Shelter Providers must provide auxiliary aids and services (such as sign language interpreters, information in braille or large print, video relay communications) when needed to communicate effectively with people who have communication disabilities. For participants with limited English proficiency, shelter providers must provide interpretation services. Interpretation may be provided by a family or friend if chosen by the participant. Shelter Providers must provide outside interpretation if the participant states that they are not comfortable having their family or friend interpret.

Shelter Providers at admission must assess, with input from the participant, the appropriateness of the shelter environment for referred participants to ensure that basic individualized needs of the participant can be met by the facility, shelter staff and programming.

Shelter Providers at admission must assess, with input from the participant, for diversion and prevention opportunities by evaluating participant's strengths and social support networks such as temporary and/or permanent housing options with family and friends. If it is determined that an individual may qualify for a medical or mental health placement with a higher level of care, the Shelter Provider shall request that evaluation from Orange County Health Care Agency (HCA) within 1 business day of the determination. HCA will facilitate that assessment at the shelter site within 5 business days, and will provide same day evaluation in exigent circumstances.

Shelter Providers must document within Homeless Management Information System (HMIS) any new bed placements or exits within 24 hours.

Denial of Admission

Denial to shelter is at the discretion of Shelter Providers, however, any denial must clearly explain to participant and referring entity denial of admission to the shelter. If a denial is issued, shelter must issue a written notice with a Notice of Denial (NOD), reason for denial, and procedures for third-party appeal.

Reasons for denial may include any of the following:

- Referred participant does not meet basic admission eligibility criteria – status related to homelessness, domestic violence, veteran, etc. Shelters that have designated beds based on funding sources may have additional eligibility criteria.

- Observed behavior that puts health and safety of staff and participants at risk. Such behavior may include, but is not limited to, violence, brandishing weapons, use of drugs or alcohol on premises, property damage.
- Any additional site specific contractual criteria.

1.2.2. Intake and Orientation

Shelter Providers during intake must provide newly admitted participants with information both verbally and in writing, detailing participant guidelines, shelter programming and resources, and facility-based information. Shelters must also assess, with participant, for any reasonable accommodations needed during the intake process. Shelter Providers should be sensitive to participant's background and that it may create transference during the intake process. Intake staff must be trained to spot signs that a participant may be experiencing discomfort and if needed, respond by asking another staff to conduct the intake. Shelter Providers' interaction with participants must at all times take into account that many participants have experienced past trauma. It is important that Shelter Providers' intakes are designed and conducted in a trauma-informed-care-way.

Shelter Providers must provide an intake and orientation for referred participants within 3 business days of arrival absent exigent circumstances requiring additional time.

Shelter Providers during intake must obtain a referred participant's signature of acknowledgement that the shelter has provided to referred participant intake and orientation. Participant's signature is not a requirement for provision of shelter service, and intake paperwork must have a section documenting participant's refusal or inability to sign.

1.2.3. Participant's Rights and Responsibilities

Participant's rights and responsibilities must be provided to participants upon intake and orientation evidenced by participant's signature of acknowledgement or document of participant's refusal or inability to sign. Participant's rights and responsibilities must also be posted in common areas of the shelter.

At a minimum, participant's rights must include:

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

- Participants have the right to reasonable access to records concerning their involvement in the program.

Participant's responsibilities will include:

- Participants are expected to support an environment that promotes safety, toward staff and other participants;
- Participants are expected to follow participant guidelines reviewed at intake;
- Participants are expected to participate and be active in their care, to the degree possible, in developing and achieving mutually agreed upon service plan goals;
- Participants must provide, to the extent possible, accurate information needed by professional staff providing services to ensure thorough assessment, service planning, appropriate linkages and referrals; and
- Participants are expected to maintain confidentiality and privacy of others, just as theirs must be maintained.

1.2.4. Equal Access and Gender Identity

Shelter Providers must have policies and procedures that provide equal access to transgender, intersex, gender fluid, and non-binary participants in accordance with their gender identity.

Shelter Providers must not request or require any form of proof of gender to validate eligibility, and are not to require that a person's gender match the sex listed on legal documentation.

The policies and procedures must incorporate all of the following practices:

- Participants must be assigned a bed at the shelter that serves the gender with which they identify or feel safest, which may include accommodating participant requests to relocate within the shelter. Accommodations to support safety for gender identity is the responsibility of the shelter staff. Accommodations must be developed mutually and determined by the participant.
- Participants must have access to bathrooms where they feel safest, regardless of biological or physical characteristics, or legally documented sex.
- Participant families are to receive services regardless of the gender identities within the family.
- Participants must be able to dictate the gender identity utilized in HMIS and data collection.
- Participants may dictate their preferred name for use in HMIS as HMIS does not require use of legal name.

1.2.5. Non-Discrimination

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

Shelter Providers must have public postings of the shelter's non-discrimination policy at the facility where they operate the shelter program.

1.2.6. Reasonable Accommodations

Shelter Providers must have policies and procedures on reasonable accommodations, including reasonable modifications to premises, in compliance with federal and state law. Shelter Providers must make reasonable accommodations and modifications in their programs, facilities, activities and services when necessary, to ensure equal access to participants with disabilities, unless a fundamental alteration in the nature of their program, activities or services would result from the accommodation. Shelter Providers must track all reasonable accommodations requests and outcomes including the reasons for approval or denial. All shelters must offer appeals based on a denial and will track appeal outcomes and make them available if requested.

Shelter Providers must have public postings of their shelter's reasonable accommodation and modification policy. The postings must include contact information including the contact information for the Shelter's Americans with Disabilities Act (ADA) Coordinator.

Shelter Providers must receive and attend an annual training covering general accessibility provided by the County to ensure requirements under federal and state law (including but not limited to: the ADA Title II and Title III, Section 504, FHA, FEHA, Gov. Code Section 11135, Unruh Act, and California Disabled Persons Act) are addressed. Shelter Providers must also provide an annual training for staff relating to programmatic and facility based compliance with federal and state law requirements.

Shelter Providers must complete a Self-Evaluation Plan every 2 years to ensure that their shelters and all programs, services and activities therein are accessible for participants.

1.2.7. Service Animals and Support Animals

Shelter Providers must have policies and procedures regarding access for participants with service animals and support animals, as well as pets.

Shelter Providers must admit participants and his/her/their service animal or support animal regardless of what documentation is present at the time of admission. Service Animals do not need to have any certification or documentation. Providers should support participant in acquiring any registration, licensing and vaccinations as needed.

Shelter Providers must not ask what disability a participant with a service animal may have to establish the need for the service animal. Shelter staff are only allowed to ask if the service animal supports a disability, and what function the service animal executes.

Support animals are protected under the California Fair Employment and Housing Act. Support animals provide therapeutic support to the participant to support day-to-day functioning, and participants must be allowed to have support animals as a reasonable accommodation. If necessary, shelters should support participants with obtaining information from a reliable third party who is in a position to know about the individual's disability or disability-related need for the support animal, or in obtaining necessary vaccinations.

The supervision of the service animals and support animals is the responsibility of the participant. The animal must be under the participant's control at all times and not pose a safety risk to other participants within the program. Shelter Providers may exit a participant without the assistance of his/her/their animal in the event the participant is unable to control his/her/their service animal or support animal, or the service animal or support animal becomes a safety risk or sanitary concern for the shelter, shelter's operations, participant, or other participants. However, Shelter Providers must determine whether a reasonable accommodation would resolve the event from happening in the future or resolve any ongoing event and offer alternatives to exit including the option to board the animal temporarily.

1.2.8. Communication Accessibility

Language Accessibility: Shelter Providers must have a Language Access Plan and accompanying guidance to ensure that participants with limited English proficiency can receive services in their desired language. Shelter Providers must provide training for all shelter staff on how to support limited English proficiency services.

Disability Communication Accessibility: Shelter Providers must have a Disability Communication Access Plan for participants with disabilities including people who are deaf and/or blind and people who have speech disabilities, to ensure access and effective communication when needed, by providing auxiliary aids and services (such as sign language interpreters, information in braille or large print, video relay communications) or other accommodations. Shelter Providers must provide training for all shelter staff on how to support and access various interpretation services, as well as auxiliary aids and services.

Language Access Plan must be provided to participants at intake and provide information on the following:

- How to request services for language access.
- The contact information for the Shelter ADA Coordinator.
- How to request language access for effective communication.
- How to request auxiliary aids and other disability communication access accommodations.
- Procedures for requesting a reasonable accommodation based on disability.

1.2.9. Participant Feedback

Shelter Providers must establish a participant feedback policy and develop a feedback process that provides for ongoing opportunities for participants to voice opinions and provide feedback confidentially to the person in charge of the shelter operations on program operations and programming, including participant guidelines. Methods for receiving participant feedback can include exit interviews, surveys, focus groups and program meetings.

Shelter Providers must solicit participant feedback annually and utilize the feedback to assess program operation changes to better support and meet the needs of the participants. A report must be created which summarizes feedback and any changes being implemented based on feedback.

1.2.10. Incident Reporting

Shelter Providers must develop policies and procedures for the tracking and reporting of incidents involving:

- Abuse, suspected abuse, and reportable abuse including Adult Protective Services or Child Protective Services;
- Acts of violence or sexual misconduct;
- Death of participant and/or shelter staff;
- Emergency situations that prompt evacuation; and
- Substantial damage to the facility, or the discovery of hazardous material on shelter's premises.

Shelter Providers must report incidents to County within 24 hours of the incident occurring. The notification to the County should occur even if there is partial information at the required time of submission.

Shelter Providers must utilize the County Template (Attachment 1) when reporting incident reports and submit them to:

Email: OCShelterFeedback@ochca.com

Address: 405 W. 5th Street, Suite 658, Santa Ana, CA 92701

1.2.11. Grievances

Shelter Providers must have policies and procedures for participants to submit their grievances. Shelter Providers must incorporate the County Template (Attachment 2) when creating grievance forms and related documents. The grievance policies and procedures are aimed for Shelter Providers to resolve participants' concerns as efficiently as possible.

Note: Orange County Health Care Agency, Behavioral Health Services programs and services are not subject to the grievance policies and procedures set forth in this Section 1.2.10. Behavioral Health Services programs and services have different formalized grievance and due process procedures which are prescribed by those funding sources and are considered independent of the minimum standards set forth in this Section 1.2.10.

To promote knowledge and understanding of the grievance policies and procedures, Shelter Providers must ensure the following:

- Review of grievance policy and procedures with participants during intake and orientation evidenced by participant signature of acknowledgement, or documentation of a participant's inability or refusal to sign.
- Copies of the grievance policies and procedures must be prominently posted in common areas, and must be readily available for participants upon request. Postings must include the following:
 - Where to obtain the grievance policies and procedures.
 - Information and procedures for participants on how to notify shelter staff of a grievance, including access to the associated forms and how to submit.
 - Timeframe and initial communication expectations participants can expect from shelter staff once grievance has been submitted. Absent a danger to health and safety, no action including exit shall be taken against the participant while the grievance or appeal is pending.
- Shelter Providers must provide information upon intake, and by request, how participants can contact the County Homeless Services Division.
- Annual training component for applicable shelter staff and subcontractors.

- Designate a management staff to oversee the administration of grievances, including an alternative staff to ensure participant access to grievances at any point in time.

The grievance policies and procedures shall include, but are not limited to, the following:

- Shelter Providers must ensure participant confidentiality.
- Shelter Providers must ensure an organized system of grievance documentation.
- Shelter Providers must provide opportunity for participants to present their grievance case before a neutral decision-maker (a supervisor or manager who was not directly involved in the incident or situation of the grievance).
- Accommodation of third-party advocates in the grievance process, if requested by the participant. Participant must give their permission for an advocate to be present evidenced by a signed release of information.
- Shelter Providers must work to create face-to-face meetings to support the resolution of a participant's grievance.
- Shelter Providers must ensure participants receive a written determination for the submitted grievance after the grievance process has concluded.
- Shelter Providers must have a procedure for an appeal review process for participants looking to dispute their written determination. The final determination should contain a clear statement of the outcomes that led to the decision of the appeal.
- Shelter Providers must provide any documentation related to the grievance to the participant upon request.
- Shelter Providers' policies and procedures must include information directing clients to the County Grievance Appeal Process.

The grievance policies and procedures must incorporate the following process and timeframes associated to respond promptly to participant's grievance:

- Shelter Providers' confirmation of grievance receipt not to exceed 3 business days, during which the Shelter Providers will acknowledge and review the grievance being received. A timeline to resolve the grievance should not exceed 10 business days, during which the participant will receive a written determination about the grievance that includes the factors that led to the final determination.
- The appeal process must afford participants an opportunity to present written and/or oral objections before a management/director staff member other than the staff person who made the prior grievance determination. Shelter Providers must provide a written determination for participant appeals within 10 business days.
- Absent an immediate health and safety risk to other participants or staff, the participant must be permitted to remain in the shelter during the appeal.

County Grievance Appeal Process

The County Grievance Appeal Process is designed to review participant grievances that have completed the Shelter Providers' grievance process, including having gone through the Shelter Providers' appeal process (Attachment 3). The County Grievance Appeal Process (Attachment 4) reviews the administrative and operational compliance of Shelter Providers' grievance policy and procedure in addition to compliance to the Standards of Care.

Dispute Resolution Services

Dispute Resolution Services may be requested by the participant once the Shelter Providers' grievance process and the County Grievance Appeal Process have been completed and the outcome is not a satisfactory resolution for the Participant.

Shelter Providers' policies and procedures must include information on how to obtain dispute resolution services from the court. This may include notifying the chambers of Judge David O. Carter via email at DOCchambers@cacd.uscourts.gov or contacting the Elder Law and Disability Rights Center at (714) 617-5353 or info@eldrcenter.org. Any hearings by the court must be conducted during regular business hours whenever feasible.

1.2.12. Program Exits

Shelter Providers must provide the policy for program exits upon intake evidenced by a participant's signature of acknowledgement, or documentation of participant's refusal or inability to sign.

Policies and procedures developed regarding participant guideline violations must include an escalation continuum incorporating warnings and staff/participant problem solving methods prior to instituting shelter exits.

Shelter Providers must have policies and procedures for assessing, problem solving, and instituting participant exits from shelter.

Shelter Providers must ensure all escalation processes, including those resulting in shelter exits, are documented. Shelter Providers must allow for participants to appeal their termination via the established process in Section 1.2.10 Grievances. Participant exits may include the following reasons, however, Shelter Providers are encouraged to work towards behavioral contract agreements prior to exit:

- In possession or use of drugs on-site.
- Brandishing of weapons.
- Physical fighting/assault/battery.
- Theft that has been validated by shelter staff.

Shelter Providers must provide the reasons for a participant exit in writing. If the exit is immediate based on behavioral issues that create an immediate threat to the surrounding environment, notice in writing must be provided upon request within 24 hours.

Shelter Providers should work towards notifying participants of an exit ahead of time. Absent an immediate threat to health and safety, providers must facilitate the connection to another program. The length of time of exit should correlate with the actual recent behavior which is the reason for the exit, as opposed to the number of times the participant has exhibited the same or similar behavior.

Shelter Providers must work with participants to create an exit plan when possible. Exit plans must identify progress towards goals and resources that will assist the participant going forward with any housing needs. Exit plans should be reviewed with participants when possible.

Shelter Providers must have a policy for reinstatement for participants that have been exited from the shelter. If a participant is being exited to any location other than permanent housing, communication must be provided around the amount of time and/or process for returning. Practices around the length of time

before a participant can return should be commensurate to the severity of the behavior, and must not be progressive in length of time for repeat exits due to the same behavior. Shelter Providers are encouraged to have reinstatement policies that focus on conversations regarding behavior and mutual agreements to reduce the length of time before a participant can return.

If a participant self-exits for any reason other than to avoid an exit or write-up due to behavior, they are eligible to return based on bed availability with no wait period. If there are negative circumstances associated with their self-exit, the Shelter Provider should follow their established process and wait times for re-entry. Self-exit is inclusive of when a participant leaves the program without informing the Shelter Provider of their intent to exit from the program.

1.2.13. Hours of Operation and Curfew

Shelter Providers must notify participants of shelter hours of operation and any curfews. Shelter Providers must support reasonable accommodations for participants with disabilities, and provide accommodations to support employed participants and/or extenuating circumstances.

1.2.14. Coordinated Entry System Integration

Shelter Providers must participate in the Orange County homeless services system of care, including the Orange County Coordinated Entry System (CES). The emergency shelter system serves as a key Access Point to the Coordinated Entry System to facilitate program participants' connection to available housing resources and programs.

Shelter Providers must coordinate with public benefits, employment services and Housing Navigators that will assist program participants in exploring all available employment, income and housing options, collecting required documentation and completing necessary assessments as required by the Coordinated Entry System.

1.2.15. Food Services

Shelter Providers must provide three meals per day to each program participant: breakfast, lunch and a hot dinner, or meals on another schedule as defined by the funder contract. Shelter Providers may cater meals in and/or make arrangements to ensure food service compliance. Shelter Providers must ensure meals can accommodate clients who have special dietary needs due to a documented medical condition, or due to religious beliefs.

Meal schedules must be covered during intake and orientation with participants. Meal schedules must be updated weekly and posted in common areas for participants' access.

Meals must be served in an area specifically designated for meal consumption where adequate space for seated dining is available for each participant, including those with mobility devices.

Meals must be nutritionally adequate in accordance with United States Department of Agriculture.

Meal preparation and distribution will be in compliance with OC Health Care Agency Safe Food Handling Requirements.

1.2.16. Medication Storage

Shelter Providers must develop and implement a policy regarding participant medication storage. The policy shall address medication storage, documentation, refrigeration, and shall include a secure and locked location for medication storage such as a medication cabinet, locker or drawer.

The Shelter Provider may not administer or dispense medication (provide dosage or ensure medication schedule adherence) for participants and may not require participants to turn over their medication.

1.2.17. Storage and Personal Belongings

Shelter Providers must have a participant storage policy to be provided to participants upon intake. At a minimum, shelter operators must allow for at least 90 days after a participant's exit to gather her/his/their personal belongings or facilitate relocating those belonging to participant sooner.

Shelter Providers must maintain a log of personal belongings that are discarded. The log will at minimum include the name of the participant, the date when belongings were discarded and the staff member who updated the log.

Shelter Providers will allow for individuals to regularly access their storage and personal belongings, and not restrict volume of belongings that would exclude essential items and disability related items.

1.2.18. Safety and Emergency Preparedness

Shelter Providers must develop written policies and procedures for emergency situations with relation to staff and participant safety and security.

Policies and Procedures must include the following:

- Emergency preparedness drills;
- Emergency evacuations;
- Assisting participants with evacuations, including persons with disabilities and/or limited mobility;
- Stockpiling of appropriate quantities of water and food rations;
- Accounting for all individuals accessing the facility (including participants, shelter operator staff, supportive service partners and volunteers) for all entry and exits that include sign-in/out information;
- At least 1 staff member per shift that has been trained in emergency response and has an up-to-date certification for CPR (cardiopulmonary resuscitation) and emergency first aid procedures;
- Staff and participant first aid kits on-site for non-emergency first aid;¹
- Crisis Intervention for emergency situations requiring staff to access emergency services such as 911 calls, police reports, or for performing other non-violent interventions; and
- Critical incident documentation and reporting.

Shelter Providers procuring security must provide training to the security staff on agency safety protocols, and policies and procedures for escalations requiring security intervention.

¹ For list of minimally acceptable number and type of first-aid supplies, please follow this link: <https://www.osha.gov/laws-regs/regulations/standardnumber/1910/1910.266AppA>.

1.2.19. Communicable Diseases

Shelter Providers must develop written policies and procedures that address universal precautions, tuberculosis control, disease prevention, epidemic response, and biohazard practices, which are in compliance with Health Care Agency guidelines.

Shelter Providers must comply with universal precautions, proper sharps disposal, provide personal protective equipment (PPE) and provide training to staff. Shelter providers must ensure that shelter services, bed location, and common space comply with minimum standards for health and safety as provided by the CDC, California Department of Public Health, and the OC Health Care Agency.

2. Supportive Services

2.1. Case Management Access

Shelter Providers are required to have case management available to participants on site.

Participation within case management is voluntary to program participants, however all participants must be offered case management and must be engaged on an ongoing basis to encourage participation. Shelter Providers should recognize that it may take multiple contacts before a participant is ready to engage.

Shelter Providers must ensure case management services are participant-centered to individual needs. Programs must provide space for the provision of case management that works to create as much privacy and confidentiality as possible.

2.2. Assessments

Shelter Providers must provide a standard assessment which includes an evaluation of the participant's service needs, including information about past and current service needs. Assessments must provide opportunity to identify any barriers or issues that may impact the participant's ability to successfully engage in services, including barriers arising from trauma and/or disabilities. Assessments must also be designed to identify additional supports and resources that participants should be referred/aligned with.

Shelter Providers must work with the Health Care Agency to inform participants of the availability of additional clinical assessments/screenings. Providers may also request additional screenings by the behavioral health team, or by the Comprehensive Health Assessment Team-Homeless (CHAT-H) Public Health Nurse team to screen for increased care supports and resources. Programs must allow the County to post notice in each facility informing participants of these available additional assessments.

2.3. Housing Plans

Shelter Providers must work with participants to create a housing plan within 30-days of admission to the shelter. Plans should focus on finding permanent housing for each participant and the staff and programs that will be supporting them in their goals. If a participant is unable or refuses to complete a housing plan, that must be documented.

Housing plans must identify the participant's needs, goals, actions to be taken, and progress towards goals. The housing plan must be focused on working with participants to have a positive shelter stay that is as

short as possible. The housing plan must be updated as the participant's needs and/or goals shift, and as progress is completed towards their goals.

Program staff must continue to engage participants who do not progress towards their housing goals. Engagement to participants not progressing must occur no less than once every two weeks, and must be documented.

2.4. Housing Focused Services

Shelter Providers are expected to engage participants in a wide range of service needs, including, but not limited to: employment/benefits, health, substance use, mental health, legal issues and transportation. Program staff should regularly engage participants on how these various other service areas are in support of their overall housing goal and allow these providers to meet with participants on the shelter site. Housing must be the primary focus of shelter staff.

2.5. Services, Referrals and Linkages

Case Management services should be available as needed for participants. Although services are voluntary within shelter programs, it is the responsibility of program staff to actively engage participants for case management services no less than once per month.

The purpose of the shelter system is to provide stable setting and supports that assist participants toward a permanent housing outcome. The responsibility of engagement is held with the Shelter Provider, and progress towards service/housing plan goals must be evaluated individually based on a participant's unique circumstances. Shelter Providers must operate in a participant-centered approach and work to engage participants that may be hesitant or resistant to actively participate in the services being offered.

If participants are not engaging in supportive services and are not able to express or demonstrate any progress towards service/housing goals, then shelter staff should engage with the participant in conversation around their needs and what changes could be reasonably made to assist the person with their needs. Engagement discussion should include all options that could benefit the participant including on-site services, alternative shelters or supportive services.

Programs must be able to meet a wide range of needs for participants and must maintain a network of resources that they are able to refer and link participants to. Shelter operators must either provide the following services or have linkages to:

- Identification and vital document support
- Enrollment in to mainstream benefits (TANF, SSI/SSDI, health insurance, VA health care, etc.)
- Health services (physical health, mental health and substance use)
- Employment and vocational services
- Legal assistance
- Childcare
- Life skills and coaching

When a referral is made to an outside resource or service, program staff must provide a warm hand-off/connection and a follow-up inquiry to ensure the linkage has been made. If linkage is unsuccessful, staff must support in finding other possible resource options.

2.6. Transportation

Shelter Provider must make reasonable efforts to address transportation needs for participants. Transportation needs can be met through direct transport, public transportation fare or through supporting participants with learning how to use and access public transportation.

Programs should be assisting participants who are eligible to access reduced public transportation fare.

Transportation provided by shelter operators must be ADA compliant and have the ability to support participants with mobility devices without staff physically providing the transfer.

3. Staff Training

Shelter Providers must establish a policy and procedure for onboarding new staff, including documentation of all trainings, and ensure regular updates to the annualized training completed by staff.

Shelter Providers must complete mandatory staff trainings regarding safety, compliance and quality services provisions to best address the complex needs of the homeless populations served.

All shelter and/or specialized staff must receive training upon hire or upon request by the County, city and/or funder to ensure competency within the following core areas:

- A. Program Operational Standards
- B. Effective Communication
- C. Evidence-Based Practices
- D. Facility, Health and Safety Practices
- E. Anti-discrimination, Equity Practices
- F. ADA Compliance

Shelter Providers must ensure all new employees and/or specialized staff complete the following mandatory trainings:

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

- Trauma-Informed Care
- Harm Reduction
- Motivational Interviewing
- Problem Solving and Diversion Intervention
- Crisis Intervention and De-escalation Training
- Housing First Principles

Certificates and other documentation that verify training attendance must be maintained for each employee and documented in the contracted agency files.

Shelter Providers must be able to provide proof that appropriate staff have been trained in the legal requirements of being a mandated reporter, reporting any suspicion of abuse or neglect to relevant authorities as required by law.

4. Facility Standards

4.1. Facility Standards for Emergency Shelter

Structure and materials:

- The shelter building is structurally sound to protect the participants from the elements and not pose any threat to the health and safety of the participants.
- Shelter Providers have site control demonstrated by either a fully executed lease, or proof of ownership.
- Shelter Provider can produce the most recent public health permit and fire department permit.

Interior air quality:

- Each room or space within the shelter has a natural or mechanical means of ventilation. The interior air is free of pollutants at a level that might threaten or harm the health of participants.

Water supply:

- The shelter's water supply is free of contamination and freely available for participants.

Thermal environment:

- The shelter has any necessary heating/cooling facilities in proper operating condition.

Illumination and electricity:

- The shelter has adequate natural or artificial illumination to permit normal indoor activities and support health and safety.
- There are sufficient electrical sources to permit the safe use of electrical appliances in the shelter.

Sanitary facilities:

- Each participant in the shelter has access to sanitary facilities, including sinks, showers, and toilets and accompanying items that are in proper operating condition, are private, and are adequate for personal cleanliness and the disposal of human waste.
- Programs must establish a housekeeping and maintenance plan that ensures a safe, sanitary, clean and comfortable environment.
- All sites must have an inspection for rodents and insects by a certified pest control company, at least twice annually, and as needed. If an infestation is found, the Shelter Provider must fumigate and make appropriate reasonable accommodations for the participants.
- The shelter provides trash receptacles throughout the facility and ensures trash is taken out of the facility at regular intervals.

Food preparation:

- Food preparation areas, if any, contain suitable space and equipment to store, prepare and serve food in a safe and sanitary manner.

Fire safety:

- There is at least one working smoke detector in each occupied unit of the shelter. Where possible, smoke detectors are located near sleeping areas.
- All public areas of the shelter have at least one working smoke detector.
- The fire alarm system is designed for hearing-impaired participants.
- There is a second means of exiting the building in the event of fire or other emergency.
- All fire extinguishers must be fully charged and labeled.
- Facilities must have an annual fire inspection conducted by the fire department.
- Fire drills must be conducted annually.
- Shelter Providers must keep a log of all inspections, approvals and fire drills.

Emergency:

- Emergency numbers and evacuation routes must be posted in all common areas in the facility in case of an emergency.
- Emergency exits are clear and operating.

4.2. ADA Facility Standards

Shelter Providers must have operating facility standards and policies to ensure that facilities, inside and out, have been assessed for inaccessible facility-based areas and reasonable accommodations and physical modifications have been identified and developed to ensure participants with a disability have equal access and full inclusion of services.

Shelter Providers must work to ensure the following accessibility standards are met. The County recognizes that not all existing shelters can reasonably accommodate all disability-related needs, however, shelter operators will be required to identify those areas where there is not adequate access and develop reasonable accommodation and modification plans and policies. Individuals denied access to a shelter

because of inaccessibility must be offered an indoor alternative within their service planning area. Alternatives may include motel/hotel, other shelters, or higher level of care facilities.

Some participants may require reasonable accommodations or reasonable modifications to the premises in addition to required accessible features.

- Facilities must be accessible to participants with disabilities.
- Facilities must not have areas, in or out of the property, with broken, raised, or uneven sidewalks or walkways, or stairs or steps with no identified accessible pathway to the entrance and/or curb cuts.
- Entry into the facility must be accessible to participants with limited mobility, including participants who use wheelchairs, scooters, or manually-powered mobility aids such as walkers, crutches or canes.
- The exterior of the facility must be accessible for participants with disabilities when approaching, entering or inside the location.
- Shelter Provider must provide at least one restroom with at least one stall with a 5-foot turning radius.
- All restrooms established under this section must have handles for an individual using a mobility device to move themselves without assistance.
- If parking is available at the facility, programs must provide at least one ADA accessible van parking space for every 25 non-accessible parking spaces. The accessible space must provide enough room for a van with a hydraulic lift to operate without any issue.
- All fire alarm systems and fire extinguishers must be no more than 48 inches from the ground for easy access in case of an emergency.
- All programmatic areas must be accessible for an individual with a mobility device.
- Shelter Provider must provide at least one shower accessible for those with a mobility device, regardless of gender.
- Shelter Provider sites must provide at least one accessible roll-in shower or at least two transfer ADA shower seats.
- Shelter Provider must provide accessible beds for persons with mobility disabilities designed for easy access to beds from common spaces and easy transfer from a mobility device.
- If there are common/communal areas located at the facility, they must be accessible for all participants, including those with mobility devices.
- If there is a dining area located in the facility, it must be accessible for all participants, including those with mobility devices.
- Doors within the facility must be equipped with a handle which can be opened with a closed fist rather than a knob.
- Accessibility postings must be posted in plain sight in a common area of the facility.
- Please use this link for further details on how to assess the site for ADA compliance: <https://www.adachecklist.org/doc/fullchecklist/ada-checklist.pdf>.

4.3. Hygiene Products

Shelter Providers must provide participants access to sinks, showers toilets and accompanying items. Shelter operator must ensure that hygiene and toiletry items are given to participants, or given upon request, and at a minimum:

- Towels
- Soap
- Deodorant
- Toilet tissue
- Feminine hygiene products
- Disposable razors
- Toothpaste and toothbrush

Shelter Providers must ensure that all sheets, towels and blankets are laundered weekly or more frequently as needed.

If applicable, washers and dryers shall be provided free of charge to participants and include access to free detergent. If laundry equipment is not provided on-site, shelter operator must support participants with accessing laundromat services.

ADA requirements for showers and restrooms can be found in Section: IV b. ADA Facility Standards.

4.4. Hazardous Materials

Shelter Providers must have policies and procedures with regard to proper hazardous material clean-up and removal. Shelter Providers must ensure that staff have the proper biohazard equipment for cleaning and disposal.

Shelter Providers must provide accommodations to participants in the event hazardous material poses a health and safety risk to participants and staff.

Shelter Providers must maintain a documentation log for hazardous material circumstances.

Shelter Providers will make available Safety Data Sheets (SDS) which provide information on chemicals, describing the hazards the chemicals present.

5. Administration

5.1. Policies and Procedures

Executive and administrative staff are responsible for ensuring that a comprehensive set of policies and procedures are updated at minimum on an annual basis; however, policies and procedures must be updated any time there is a significant change within program operations. Program and procedural updates must be shared with the County Administrative Entity for review to ensure that required policy and procedure areas have been adequately covered.

Shelter Providers are required to have a process for how staff are trained and access information within the policies and procedures.

5.2. Staffing

Shelter Providers must maintain a clear and comprehensive job description for all positions working within or supporting the emergency shelter.

Shelter Providers must maintain an organizational chart which identifies positions attached to the emergency shelter and a supporting documentation to show where each position is being funded from.

Program staff must have a way of being identifiable to program participants. This can be done through uniform attire or identification badges. Programs that operate confidential locations serving participants fleeing domestic violence will be exempted from this requirement.

Programs must have a conflict of interest policy and make staffing adjustments as necessary to minimize the potential of circumstances that create a conflict of interest, including personal and familial relationships. Conflict of Interest policies must have expectations for reporting and ways in which staff can alert program management of potential conflicts, and how program management will monitor and assess the conflict.

5.3. HMIS Participation and Documentation

Shelter Providers must actively document within the HMIS and do so within accordance with the HMIS Policies and Procedures. Programs are required to document enrollments and exits in HMIS within a 24-hour period for the purpose of live bed management.

Shelter Providers must maintain participant records that include documentation of all participant intake paperwork, assessments, housing plans, referrals, interventions, placements or follow-up activities.

5.4. Document Storage and Retention

Files containing participant information shall be stored in a locked and safe location that maintains participant confidentiality. Only authorized personnel can access the location where files are being kept.

Shelter Providers are required to have policies and procedures that detail the length of time and manner in which participant documents are retained.

Shelter Provider must have policies and procedures that detail how release of information requests are processed for participant information.

5.5. Quality Assurance

Shelter Providers must have a quality assurance plan that assures adherence to the overall program policies and procedures. The quality assurance plan must outline a process for the integration of participant feedback on program operations and to any revisions to policies and procedures.

5.6. Program Monitoring

Shelter Providers can expect the County to monitor their program annually to ensure adherence to the Standards of Care outlined in this document. Any findings identified by the County during program monitoring must be quickly resolved.

5.7. Reporting

Programs are required to be timely on any required reporting, including but not limited to: program outcomes, program invoicing, incident reports and key staffing changes. If a program is not able to meet

the deadline for a required report, the program administration must provide notice and an estimated time frame of when they will be able to submit reporting.

5.8. Waivers

Programs must follow all requirements within the Standards of Care, as well as those identified within their direct contract. If for any reason a program is unable to meet a standard of care, they may request a waiver. Waiver requests will consider the impact for participants receiving services and what reasonable program adjustments can be made to minimize that impact on program participants.

The County will work with programs to find ways in which to meet the Standards of Care or when not possible to find solutions that have minimal impact for participants. The County will provide written documentation on all waiver approvals and denials along with reasoning.

6. Attachments



Attachment 1
Critical Incident Report
County of Orange
Health Care Agency Office of Care Coordination

Today's Date:	Date & Time of Incident:	Date of Notification of the Incident (if different from incident date):	Date Incident Report Submitted:	Was This Incident Reported Within 24 Hours of the <u>Date of Incident</u> (Required): <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If no, please explain circumstances:</i> _____ _____	
Provider:			Staff Name:		
Staff Telephone Number:			Staff Email Address:		
Program Manager:			Program Manager Phone Number:		
Address Where Incident Occurred:			Person to Contact Regarding the Incident: Name: _____ Title: _____		
Name of people involved in incident. (For program participant(s) use HMIS unique identifier and initials.) _____ _____					
Type of Incident (incidents occurring on premises) – Check all that apply: *Requires additional and immediate telephone notification to County					
<input type="checkbox"/> <i>Medical Emergency Requiring Immediate Medical Attention (EMT, ED and/or 911 Contacted)</i>	Sexual Misconduct / Harassment / Inappropriate Touching (Including Allegations): <input type="checkbox"/> Client-to-Client <input type="checkbox"/> Staff / Provider-to-Client	Reportable Abuse (Including Allegations): <input type="checkbox"/> APS Contacted <input type="checkbox"/> CPS Contacted	Violence: <input type="checkbox"/> Destruction of Property <input type="checkbox"/> Physical Altercation Involving Another Client <input type="checkbox"/> Physical Altercation Involving Staff <input type="checkbox"/> Acts or Threats of Violence	Evacuation: <input type="checkbox"/> Planned Evacuation <input type="checkbox"/> * Facility-Related / Evacuation (i.e. water or electricity outages, etc.) <input type="checkbox"/> * Weather-Related Evacuation (flood, wildfire, etc.)	Death: <input type="checkbox"/> * Death on premises <input type="checkbox"/> Death reported past discharge
Description of Incident (facts, timelines, outcome) – List any necessary notifications made: _____ _____ _____ _____ _____ _____ _____ _____ _____					
Did debriefing occur with shelter staff involved in the incident? <input type="checkbox"/> Yes <input type="checkbox"/> No					
Brief description: _____ _____ _____					

PLEASE TURN OVER AND COMPLETE PAGE 2 OF THE CRITICAL INCIDENT REPORT



Critical Incident Report
County of Orange
Health Care Agency Office of Care Coordination

Attachment A

Are there any operational changes or managerial actions that may be considered to lessen the impact or likelihood of similar incidents occurring in the future? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, provide a description of the action		
Name / Title of Reporting Staff (Printed):	Staff Signature:	Date:

Administrative Use Only

Internal Log # _____	
Has this Participant been involved in other incidents? <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, please write additional Internal Log #'s involving this Participant below:
Incident Reviewed By:	Date:
Additional Notifications Needed: <input type="checkbox"/> Department Head <input type="checkbox"/> CEO's Office <input type="checkbox"/> Other: _____	
Outcome determined. <input type="checkbox"/> Incident logged, no action required <input type="checkbox"/> Incident logged, remedial action required Detail outcome conversation with Shelter Operator below:	

Attachment 2

Shelter Grievance Form

PROVIDER NAME

County of Orange, Office of Care Coordination



SHELTER NAME seeks to support participant grievances in a fair, transparent and efficient manner. Please complete the information below to the best of your ability and submit it to the shelter's designated grievance staff. You may submit the completed form by email or in-person at the addresses listed below,

- Email:
- Address:

You will be contacted by **Shelter name/position** within three (3) business days to work towards a resolution of your grievance.

If you need support with completing this paperwork due to a disability or language barrier, please contact the shelter Americans with Disabilities Act (ADA) coordinator: _____

Identifying information

Full Name (Please Print): _____ Date: _____

Phone: _____ Email: _____

Other means of contact: _____

I have a need for language translation or interpretation services? Yes No

Grievance Information

Date of the grievance incident: _____

Type of Grievance. Please check all that apply:

- Facility
- Program Services
- Shelter Staff
- Other Participants
- Reasonable Accommodations (Disability Related Need)
- Program Exit/Termination
- Other: _____

This is the first time I am submitting a grievance for this concern: Yes No

I am submitting this as an appeal to the result of a previous grievance: Yes No

(Please note, an appeal may not be considered if filed more than 30 days past the determination date of the grievance result you are appealing. Circumstances may allow for appeal to the County of Orange past the 30 days.)

Shelter Grievance Form
PROVIDER NAME
County of Orange/Office of Care Coordination



Grievance Description	<p>Grievance Description <i>Briefly describe your grievance. Please Include a description of what occurred, who was involved and additional information relevant to the grievance. (Please include additional sheets if needed.)</i></p>
	<p>Desired Outcome <i>State what you would like to see happen with regard to this grievance.</i></p>

Participant's Signature: _____ **Date:** _____

Administrative Use Only	Internal Log # _____
Date Received by Staff: _____	
Staff Name and Position: _____	
Grievance Type: <input type="checkbox"/> Grievance <input type="checkbox"/> Appeal	

Attachment 3
County of Orange
Health Care Agency, Office of Care Coordination
Shelter Grievance Process



The Shelter Grievance Process document is intended to provide Shelter Participants information on their grievance rights and an overview of the process. The County of Orange (County) appreciates feedback and takes grievances seriously. The County will work to resolve Participant grievances in a transparent and efficient manner.

If you as a Shelter Participant are unsure of how to access the shelter grievance process within the shelter you are staying, you can reference the information provided during the intake process, ask a shelter staff member, or review grievance information posted in the common areas of the shelter. If at any time during the process you experience difficulty with the shelter grievance process, please reference the Contact Information in Step 3 (below) to contact the County directly via telephone, email and/or mail.

STEP 1: Shelter Grievance Process

Participants that have a grievance with a shelter must first start by filing their grievance directly with the shelter operator and complete the shelter's grievance process .

The Shelter Operator has three (3) business days to contact the participant after submitting their grievance and (ten) 10 business days to supply a written response to the grievance.

STEP 2: Shelter Appeal Process

Participants that have completed the shelter's grievance process and received a written response, but still have concerns with the shelter's response, have a right to request an appeal of that decision, and request a secondary review of the grievance from the Shelter Operator's leadership.

Leadership responsible for the appeal process have three (3) business days to contact the participant after submitting their grievance appeal, and (ten) 10 business days to provide the participant a written decision for the appeal.

STEP 3: County of Orange Grievance Appeal Process

Participants have a right to contact the County for an additional appeal process, once participants have completed the shelter provider's grievance **AND** appeal process.

The County's grievance appeal process is designed to review the shelter's grievance and appeal process as well as review the Shelter Operator's written responses, and ensure that the Shelter Operator is adhering to their grievance policies, as well as their operations are in compliance with the County Standards of Care.

In order to begin this process please contact the County:

By Telephone:
 Grievance Specialist

By Email:
OCshelterfeedback@ochca.com

By mail:
 Orange County
 Health Care Agency
 Office of Care Coordination
 405 W. 5th Street, Suite 658
 Santa Ana, CA, 92701

Attachment 4
County of Orange
Health Care Agency
Office of Care Coordination Grievance Appeal Form



The County of Orange (County) is committed to supporting resolutions for participants that have grievances with County-funded shelter operators. The Grievance Appeal Form is designed for Participants that are looking to appeal a shelter operator's grievance and/or appeals determination and requesting the County's review to assess:

1. Shelter operator's receipt and process of your grievance was done in compliance with stated program policies and procedures.
2. The written decision by the shelter operator is not in conflict with the established County Standards of Care requirements or any other contractual requirement.

The County will contact participants within three (3) business days of receiving the completed Grievance Appeal Form.

Complete the following information to the best of your ability. Please print.

Full Name (First and Last Name): _____ Date: _____

Phone: _____ Email: _____

Other means of contact: _____

Name of the Shelter Operator or Shelter Program:

Have you completed the shelter operator's grievance process (please mark box)? Yes No
 Comments (if needed): _____

Have you completed the shelter operator's appeal process (please mark box)? Yes No
 Comments (if needed): _____

Appeal Description

Please briefly explain what concerns you have with the shelter operator's grievance and appeal decision. If you need additional space, please utilize the back of the paper or attach additional pages.

**County of Orange
Health Care Agency
Office of Care Coordination Grievance Appeal Form**



Attachment A



Desired Outcome <i>State what you would like to see happen with regard to this appeal.</i>

Additional Space

Participant’s Signature: _____ Date: _____

Please submit a completed form by email or mail at the addresses below:
Email: OCshelterfeedback@ochca.com

Mailing Address: Orange County Health Care Agency
Office of Care Coordination
405 W. 5th Street, Suite 658 Santa Ana, CA, 92701

<u>Administrative Use Only</u>		Internal Log # _____
Name of staff reviewing appeal: _____	Staff position: _____	
Date staff received form: _____		
Actions:		
<input type="checkbox"/> Referred participant back to shelter provider.	Reason: _____	
<input type="checkbox"/> Grievance appeal review.	Due date: _____	



Bridges at Kraemer Place
Management, Operations
and Public Safety Plan

August 4, 2023

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SECTION I. PURPOSE & INTRODUCTION

The purpose of the Management, Operations and Public Safety Plan (“Plan”) is to advise OC Community Resources/OC Community Services on a best practice model for operation of a Year Round Emergency Shelter Program and Multi-Service Center, as seen at the Bridges at Kraemer Place Program in Anaheim, CA. The Plan may also be used to promote open communication between community stakeholders to help facilitate the adoption of additional Year Round Shelters, Multi-Service Centers, and Navigation Centers.

Establishing a Year Round Emergency Shelter Program (s) and Multi-Service Center(s) will meet critical needs amongst some of the most vulnerable people in our neighborhoods, while also addressing a pressing social issue that is deeply impacting local businesses and communities.

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

SECTION II. SHELTER ADMINISTRATION

A. PROGRAM DESCRIPTION

1. Population Served

Year Round Emergency Shelter Program and Navigation Services

Bridges at Kraemer Place provides up to 200 shelter beds for single individuals while providing access to a range of programs and supportive services. To ensure the shelter will meet the needs of the community in serving individuals experiencing homelessness in the North Service Planning Area (SPA), participants are admitted with minimal, “low-threshold” requirements so that homeless individuals can easily enter and remain in shelter until they can transition into permanent housing.

Each new participant is screened for registry as a sex offender and active felony warrant status before admission (screening takes place prior to the arrival at the facility as part of the bed reservation system), as detailed in the “Admission Criteria and Procedures.”

All participants have access to and are encouraged to participate in all services provided within the Program. Every participant is assigned a Housing Navigator at the time of intake, who will work with them to create a housing plan. All participants are encouraged to work this housing plan as part of their enrollment with Bridges at Kraemer Place, and they are notified of this prior to their enrollment with the program. On-site services and access into the shelter are strictly for active Program participants only.

2. Program Description

Bridges at Kraemer Place (Program) is designed to provide safe shelter, basic needs, and access to supportive services to move individuals out of homelessness and into permanent housing opportunities.

Access to safe shelter

The Program has access to accommodate bed for up to 200 individuals at any given moment. Access to the Program is provided 24 hours a day, seven days/week, 365 days a year. Referrals and access into the Program are made through the Coordinated Entry Bed Reservation system. Walk-in enrollments are not allowed. Mercy House will work with any individual observed walking up to the site and will re-direct to additional community linkages as needed.

Length of Stay

The Program does not have a set length of stay given that each participants housing plan and level of engagement varies. Participants at the Program may stay enrolled with the program if they remain good neighbors, follow program expectations and remain dedicated to working their personalized Housing Plan. The program is designed to provide this support until a housing option becomes available. However, at any time a participant may be exited from the shelter for safety or continual Program violations as outlined in the “Exit and Readmission Policies”. If a participant does not seem to be making progress towards their housing plan, intensified housing location and transition plan strategies will be implemented.

Consistent with national best practices and trends, the goal for length of stay should be 30 days or less. The Operator maintains a report that accounts for participants with lengths of stay exceeding 180 days and reasons why with accountability to Advisory Boards.

Sleeping Areas

Bed types consist of a combination of top bunks, bottom bunks and “ADA” beds (with no attached upper bunk). Each participant is assigned a bed and bedding for the length of their stay within the Program. Participants may be assigned to beds in whichever dorm is appropriate to the gender with which they identify. Additional cots are available on site to accommodate overflow issues as needed.

Below is the available bed breakdown at Bridges at Kraemer Place:

- **TOTAL BEDS: 200**
 - **Total Men’s Beds: 135**
 - *Men’s Top Bunks: 65*
 - *Men’s Bottom Bunks: 65*
 - *Men’s ADA Bunks: 5*
 - **Total Women’s Beds: 65**
 - *Women’s Top Bunks: 30*
 - *Women’s Bottom Bunks: 30*
 - *Women’s ADA Bunks: 5*

There is a men’s dorm and a women’s dorm. No male participants are allowed in the women’s dorm without specific permission and close guidance from staff. The same is true of female participants in the men’s dorm.

A respite room is also available for those dealing with illness, needing to isolate, have been deemed to required medical rest, or for other special needs populations.

Meals

Breakfast, lunch, dinner and snacks are provided for all participants in the central dining area, referred to as “The Commons”. Meals are cooked on-site utilizing a built-in commercial kitchen. The Shelter Operator coordinates with a licensed food vendor to provide meals from within the kitchen.

Hygiene Facilities

Hygiene facilities are provided on-site including toilets, showers and laundry facilities. Participants are encouraged to utilize these facilities as daily resources to them. Toiletries are provided by the Shelter Operator to participants as needed, and there are several All-Gender restrooms available for those who need them.

Participants of the program are encouraged to shower and turn in their laundry for cleaning on a regular basis, as outlined in the *Health and Safety Policies*.

Transportation

Non-referred or enrolled individuals (“walk-ups”) may not walk up to the Program requesting to access services. Individuals observed walking up to the site, will be engaged and redirected by Mercy House staff as needed. Actively enrolled participants have access to transportation to and from the Program daily. Individuals that have personal motor vehicles are permitted park onsite, depending on parking availability and completion of a vehicle registry process for security purposes. Those individuals wishing to park onsite must demonstrate a valid vehicle registration and active driver’s license.

Dates and times for daily transportation are outlined in the “Transportation Policies.” Bridges at Kraemer Place currently utilizes eight (8) designated locations that provide ample geographic range for those seeking shelter services in Orange County and serves to minimize community impact and safety considerations. Each chosen location has been selected by the County of Orange in partnership with the City in which the pick-up is located. The Operator does not drop-off/pick-up other than at agreed upon locations, unless for medical emergencies, or with specific permission and guidance from management and community partners for special events/occasions. The Operator also provides the ability to arrange additional transportation to and from the Program in order to adhere to requested reasonable accommodations for participants.

Security

The Shelter Operator follows policies and procedures that promote utmost safety for participants, staff, volunteers, and the community and strives to provide an atmosphere that promotes community, stays alert for signs of conflict, and confronts behaviors before they escalate. The security plan includes a multi-

faceted approach involving screening for sex offenders and felons with open warrants, secured and separate entrances and exits, security searches, confiscation of harmful contraband, trained security personnel providing around-the-clock indoor and outdoor coverage, security and smoke alarms, cameras and lighting. Other program elements which support security efforts include no walk ups for non-enrolled participants and no loitering policies.

Storage

All participants have access to indoor and outdoor personal storage space. Each participant is assigned a personal storage locker for personal valuables, and is permitted to keep a limited amount of personal belongings at their bedside. Outdoor storage bins are also available to participants through a reservation process. Additionally, participants may store temperature-sensitive medication in a locked refrigerator accessible only by program staff.

Housing Navigation Services

Upon entering the shelter, each participant is assigned a Housing Navigator. The primary function of the Housing Navigator is to work side-by-side with the participant to create a pathway toward permanent housing opportunities, with the ultimate goal of ending their homelessness within a 30-day timeframe. Additionally, the Housing Navigator provides resources and support to the participant during their stay, including encouraging them to access any and all services provided on-site. The Housing Navigator ensures that all participants who agree to work on a housing plan are entered into the Coordinated Entry System, as the first line of housing engagement.

Together, each Housing Navigator and participant completes a personalized Housing Plan which will guide their efforts toward securing permanent housing opportunities. Meeting with the participant either weekly or biweekly, the Housing Navigator documents their progress towards the actions outlined in the Housing Plan.

Daytime Program Activities

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

- Full access to any and all on-site service providers;
- Life skills classes and workshops;
- Indoor and outdoor recreational activities (ex: exercise classes; ping pong, library time, etc)
- Access to onsite computer lab and study area;
- Medical and mental health care in the included Clinic

3. Services Provided

Bridges at Kraemer Place incorporates a combination of basic needs services as well as supportive services aimed at creating pathways into housing.

The following *baseline services* are provided:

1. Intake/Assessment/Housing Navigation
2. Crisis Evaluation/Mental Health Evaluation Services
3. On-site Centralized Intake
4. Domestic Violence Referrals
5. Shelter Beds
6. Health Clinic
7. Transportation Services and Assistance
8. Computers and Email access
9. Security
10. Meals and Food
11. Parking Amenities
12. Homeless Prevention and Diversion Assistance
13. Drug and Alcohol Treatment Referrals
14. Crisis Evaluation Referrals
15. 211 referrals
16. Employment and Job Placement Resources
17. Substance Abuse Treatment Referrals
18. Mental Health Services/Linkages (on or off site)
19. Laundry
20. Participant Storage

In addition to the baseline services recommended by the Implementation Group, the following services were also considered in the design and implementation of Bridges at Kraemer Place:

1. Respite Care Beds and Services
2. Recreational Activities
3. Dog Walk Area and Pet Services
4. Clothing Donation and Distribution
5. Electronic Charging Stations

4. Coordinated Entry System Integration

Bridges at Kraemer Place serves as a designated “Entry Point” of the Coordinated Entry System. The Shelter Operator’s staffing plan includes designated staff to conduct Diversion screening and prevent

those with other resources from entering the homeless shelter system. Housing Navigators assist Bridges at Kraemer Place participants obtain the vital documents necessary to move forward in their housing connection process, once matched to permanent housing opportunities by the Coordinated Entry Module.

5. Target Goals/Expected Outcomes

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

Bridges at Kraemer Place is not regarded as a singular program, as it provides support to the entire Orange County Continuum of Care (CoC) helping to move the system towards higher a level of system performance, a reduction in the number of persons who experience homelessness in our community and an increase in access to housing opportunities for chronically homeless individuals utilizing Year Round Emergency Shelter Program services.

Below performance metrics have been established to ensure Program outcomes are being measured:

1. Occupancy: Contractor will maintain an average occupancy of 95% or above.
2. Exits to permanent housing: A minimum of 30% of all participants exit to a permanent housing destination upon shelter program exit.
3. Services: A minimum of 75% of all participants will engage in the development of service/housing plans to include housing, medical, behavioral health, benefits, and/or employment services.

6. Program Layout

Bridges at Kraemer Place is located at 1000 N. Kraemer Place in Anaheim, CA. The original building was erected in 1975 in a commercial/industrial area. The program's current space layout is as follows (rough estimates):

TOTAL SQUARE FOOTAGE OF LOT: 81,457 ft² (1.87 acres)

TOTAL SQUARE FOOTAGE OF BUILDING: 24,540 ft²

- **Total 1st Floor Space: 20,160 ft²**
- **Total 2nd Floor Mezzanine: 4,380 ft²**
- **Shelter Sleeping Areas: 8,795 ft²**
 - *Men's Dorm: 5,770 ft²*
 - *Women's Dorm: 3,025 ft²*
- **Medical Wing: 2,010 ft²**

- *Medical Clinic: 1585 ft²*
- *Respite Room: 425 ft²*

- **Dining/Commons Area: 2,436 ft²**

- **Security Stations: 366 ft²**
 - *Security Desk: 195 ft²*
 - *Item Check-In: 171 ft²*

- **Site Administration and Operations Offices: 644 ft²**
 - *Staff Offices: 547 ft²*
 - *File Storage: 97 ft²*

- **Intake and Service Desk: 577 ft²**
 - *Intake: 441 ft²*
 - *Service Desk: 136 ft²*

- **Restroom and Shower Areas: 2,059 ft²**
 - *Main Participant Restrooms/Showers: 1,495 ft²*
 - *All Gender Participant Restrooms: 387 ft²*
 - *Staff Restrooms: 177 ft²*

- **Laundry Facilities: 390 ft²**

- **Kitchen: 1,760 ft²**
 - *Including Dry Storage*

- **Conference Rooms: 641 ft²**

- **Other Indoor Areas Include: 721 ft²**
 - *Housing Hub: 446 ft²*
 - *Computer Lab: 194 ft²*
 - *Staff Break Room: 81 ft²*

In addition, Bridges at Kraemer Place also features the following:

- **Outdoor Facilities/Areas**
 - *Outdoor Common Area: 2,400 ft²*
 - *Bike Rack Area: 700 ft²*
 - *Program Storage Garage: 575 ft²*

B. ADMISSION CRITERIA AND PROCEDURES

1. Participant Program Expectations

Prospective participants must be able to perform all aspects of their care and ADLs (Activities of Daily Living, including but not limited to: feeding, showering, toileting, transferring, dressing), follow all Bridges at Kraemer Place program expectations, and maintain appropriate behavior with consideration for all other participants of the shelter. All participants must review, initial and sign a copy of the "Expectations" document prior to enrollment (Attachments B and C). At intake, staff assists any and all participants who may have difficulty understanding or reviewing these expectations, and they are available to participant at any time.

2. Identification Requirements

A form of official identification is encouraged to verify identity; however, participants are not denied access to shelter services without one. In the event they do not have official identification, Housing Navigators assist participants in obtaining California ID, and can provide each participant with a no-cost ID voucher.

Additionally, participants may receive a shelter-specific identification card upon entering the shelter that can be used for recording services during the duration of their stay. Shelter ID components include a photograph, intake date, date of birth, name and other identifying information.

3. Screening Requirements

No person validated on the sex offender registry (Megan's Law) will be allowed to access the shelter property (screening will take place prior to the arrival at the facility as part of the bed reservation system). Additionally, no individuals with open warrants will be allowed to access the shelter property. The Shelter Operator works cooperatively with the local police department and utilizes the Orange County Sheriff's Department's public "Warrant Check" database to screen participants for any open warrants. Staff also utilizes the National Sex Offender Public Website to screen for sex offenses across the country.

4. Bed Reservation System

All participants seeking to access Bridges at Kraemer Place and services must do so through a designated Intake and Bed Reservation System.

New prospective participants may contact one of the Orange County Access Points to be placed on the Bed Reservation Community Queue. As vacancies become available prospective participants will be

notified of the shelter opportunity. Participants will be screened for diversion and/or homeless prevention services, utilizing the Coordinated Entry System's Diversion and Homeless Prevention Questionnaire. If they have an alternate, habitable location where they may stay, they will be diverted from occupying a shelter bed until their resources have been exhausted.

Participants meeting eligibility requirements and background check clearance are given instructions on transportation options and designated arrival time.

In the event a participant who has already enrolled with Bridges at Kraemer Place has exited/been exited and is matched to the program once again, program staff will determine eligibility status consistent with the reason for exit.

The Shelter Operator ensures communication is provided to the referring agencies as well as any vacancy is updated to reflect on the bed reservation system. Additionally, 26 beds are held each night (10%), with a portion specifically for the host city (5%, Anaheim), to prioritize referrals from local police and/or for emergency or other qualified special situations.

5. *New Participants*

All new participants are screened using the Bed Reservation System and provided a Referral Form which acts as a reservation confirmation, as well as an intake time.

Beds are matched based on availability and eligibility results following the Orange County Coordinated Entry System prioritization policies. New participants are instructed to arrive at the shelter accompanied by the service provider for a warm hand-off.

A security guard is assigned to each evening shuttle, and the shuttle driver is provided a nightly roster which includes all participants who are expected at the pickup locations.

Participants are encouraged to be good neighbors within the surrounding Program areas as well as expected to not cause any disruption at any of the shuttle pick up locations or at the site at any time. This is part of the Operator's Good Neighbor Policy, which is strictly enforced. Failure to meet these expectations as outlined within the program policies could result in verbal warnings, behavioral contracts or additional communication with Program leadership. The operator conducts random daily checks of a ½ mile radius in the form of outreach to enforce shelter expectations and avoid loitering and homeless congregations.

Upon arrival, participants must complete a security screening process and work with an Intake Coordinator to be informed of the program expectations of Bridges at Kraemer Place, and complete necessary intake paperwork. As part of the Health and Safety guidelines, new participants must also shower on their first night in the shelter, and submit all clothing or additional bedding to be washed.

6. Day Leave and Returning Participants

Transportation/shuttles are available to participants who have a desire to leave the facility during the day for employment, appointments or any personal needs. Evening shuttles are also available to pick up any participants who have left and are returning for the night. All participants are encouraged to return to Bridges at Kraemer Place before the lights go out for the night at 10:00 pm (unless authorized by management for late entry on the basis of school, employment, etc.)

Participants who leave the program during the day must sign out with staff on a form which logs their destination, and the time they are requesting to be picked up. This information is gathered and collated into a nightly “manifest” which is used by the shuttle drivers to guide their evening routes.

Participants arriving later than expected, for special unexpected circumstances are encouraged to communicate their anticipated arrival time with Mercy House staff. Failure to communicate return to the Program could result in additional consequences such as a behavioral contract.

Participants who are unable to meet the evening shuttles, due to an emergency or unplanned event, must arrange alternate transportation to the shelter site, and are encouraged to communicate with Mercy House staff on shift. Alternate transportation may be arranged with the Operator as needed pending staffing availability.

7. Hours of Operation

Bridges at Kraemer Place 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. Service Providers may schedule on-site services to occur at almost any time, and the service schedule is different each day. Below is a Programming Schedule that is in effect on most days for general shelter activities:

5:00 AM – 8:00 AM	<i>Breakfast served</i>
6:00 AM	<i>First wave of morning shuttle drop-offs</i>
8:30 AM	Second wave of morning shuttle drop-offs
9:00 AM – 10:00 PM	<i>Computer Lab open (by appointment only)</i>
11:00 AM – 1:00 PM	<i>Lunch served</i>
2:00 PM	First wave of evening shuttle pick-ups (Fullerton Transportation Center and North Region La Palma location only)
3:00 PM – 4:00 PM	<i>Snack served</i>
4:00 PM	<i>Second wave of evening shuttle pick-ups</i>
6:00 PM – 9:00 PM	<i>Dinner served</i>
7:00 PM	<i>Third wave of evening shuttle pick-ups</i>
9:00 PM	<i>Curfew</i>

10:00 PM

*Lights Out in Sleeping Area***C. Overflow Management****1. Coordinated Service Delivery Plan**

There are times that the need for shelter beds outweighs the capacity of the 200 bed Bridges at Kraemer Place Program, Therefore, a Coordinated Service Delivery Plan is implemented as needed, which includes coordination of the following diversion and redirection strategies:

a. Homeless Diversion

The Shelter Operator includes homeless diversion screening at the point of intake to ensure that those with alternative resources will not be accessing the homeless system. The Shelter Operator utilizes all available resources to offer successful diversion assistance and, if they cannot provide the assistance themselves, call on other agencies within the Orange County Continuum of Care.

b. Coordination with Family Shelter Programs

As a frontline strategy, the Shelter Operator works with family shelters and other agencies to redirect any families who may arrive seeking shelter at Bridges at Kraemer Place.

c. Coordination with Transitional and Bridge Housing providers

The Shelter Operator works with other service providers to utilize Transitional and/or Bridge Housing vacancies when available. This form of housing can be utilized by returning participants who have been matched with a housing opportunity and will soon move into permanent housing. This strategy will increase the Program's bed turnover rate as participants are successfully matched to alternate housing opportunities.

d. Coordination with other Year Round Emergency Shelter Program providers

The more year round shelters come online in Orange County, the Shelter Operator will partner with other providers and programs to redirect overflow to any additional shelter beds that may be available in the county.

2. Overflow Policies

The Bed Reservation System is designed to prevent and minimize overflow and capacity issues for the shelter. A daily bed utilization count ensures that the 200-bed capacity will be fulfilled each evening, as need for beds persist.

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

- Utilize alternative locations (churches) for additional beds that may accommodate homeless without a bed reservation during inclement weather or disaster. *(Note that this option has budget implications/funding considerations for local government agencies.)*

D. Exit and Re-Admission

1. Exit and Readmission Policies

Participants are considered to have exited the program when they voluntarily leave or are exited from the shelter for safety, continual shelter violations, or identify and move onto alternate housing options.

When a participant self exits or is exited for shelter violations, the participant may be eligible for re-enrollment upon determining bed availability, eligibility consistent with the reason for exit, and expiration of days not being able to return to the Program.

Each participant’s actual length of exit will depend on the severity of the infraction or safety violations. The Shelter Operator is balanced in their approach to program exits and readmission policies as it pertains to violations of the program expectations. The expectations include considerations for maintaining a safe and effective facility, safety for participants, volunteers, staff and the surrounding neighborhood. As written, they demonstrate compassion toward both homeless individuals who face increasingly vulnerable situations if forced to exit from a shelter situation to places not suitable for human habitation, as well as the community in which the program operates.

Violations of these expectations are documented and tallied by use of a notice called an Action Plan. The intent of the action plan is to discuss the violation with the guest to ensure they fully understand the expectation and why their behavior was a violation. Additionally, the guest has the opportunity to create a plan to avoid further violations. For most infractions of the program expectations, staff utilizes verbal warnings and Action Plans. After five Action Plans a guest may be exited from the program.

Severe infractions include open alcohol or use of drugs on a shuttle, violent attacks/fights, possession of weapons, etc. The Shelter Operator maintains a zero tolerance policy towards violence, sexual misconduct, other criminal activity, and drugs and medications used or possessed beyond the scope permitted in the program’s Health Policies. These behaviors, when substantiated, may be grounds for immediate enrollment termination upon a first offense and a *minimum of 30 days* out-of-program prior to readmission eligibility.

Participants who use the facility, programs, and services in violation of a specific rule may be subject to consequences such as action plans or program enrollment termination. Depending on the circumstances, the consequences of these actions may also be subject to intervention by law enforcement, and if necessary, prosecution up to the limit of the law.

2. Exit Procedures

When a participant is asked to exit due to repeated violations of the program expectations, violence, or criminal activity, security escorts the person out of the building and staff offers transportation to one of the approved drop-off locations. Staff will additionally have made all efforts to create a transition plan for the participant prior to exit. In the event that an exited person refuses transportation off-site, they are advised once again of the Good Neighbor Policy and reminded that any incidents in the surrounding area may affect their ability to reenroll. Staff and security closely monitor any participants who leave by foot or bicycle until they are out of the immediate surrounding area

E. Housing Navigation Services Policy

Upon entering the shelter, each participant is assigned a Housing Navigator. The primary function of the Housing Navigator is to work side-by-side with the participant to create a pathway toward permanent housing opportunities, with the ultimate goal of ending their homelessness within a 30-day timeframe. Additionally, the Housing Navigator provides resources and support to the participant during their stay, including encouraging them to access any and all services provided on-site.

The Housing Navigator ensures that all participants who agree and do not have other housing opportunities are entered into the Coordinated Entry System for a potential housing intervention opportunity.

Together, each Housing Navigator works with the participant to complete a personalized Housing Plan which will guide their efforts toward securing permanent housing opportunities. Meeting with the participant either weekly or biweekly, the Housing Navigator documents their progress towards the actions outlined in the Housing Plan.

Housing Navigators assist participants obtain the necessary documentation to move forward in their housing connection process, once matched to permanent housing opportunities by Coordinated Entry.

Additionally, Housing Navigators will work with participants to provide referrals to on-site services as well as any community referrals that may be helpful necessary.

1. Documentation of Housing Navigation Services and Data Security Policies

The Housing Navigators keep case notes in both hard copy paper files and in the HMIS database to track every participant's progress and participation in Bridges at Kraemer Place. These files are also used to track the resources and referrals given, support rendered, and any Action Plans the participant may accrue. Outcomes are recorded at exit and throughout participation in the program.

Paper files are stored in a secure locked location, only accessible by necessary staff.

The Shelter Operator uses HMIS as its primary database and ensures that every participant completes and signs an Orange County HMIS Participant Consent Form upon entry into the program. Any participant who refuses consent is entered into HMIS with a simple identifier only. A Data Specialist works with the Housing Navigators to ensure optimum collection of all HUD Data standards as required by the HMIS system.

The Shelter Operator has a policy restricting computer access records and participant information to authorized staff. All staff computers, database and HMIS access requires passwords by authorized users.

Disclosure of participant information to other social service agencies may be permitted only with the participant's written consent, in the form of a Release/Authorization of Information. Disclosure of records relating to participants may be released without participant consent in certain circumstances as required by law.

F. Daytime Program Policies

Participants enrolled at Bridges at Kraemer Place may, but are not required to, leave the facility during the day. However, the Shelter Operator encourages all participants to stay on-site during the day and to take advantage of the on-site services and amenities provided to them during the daytime.

If not utilizing the shuttle services, participants are encouraged to stay at the facility. Participants have access to any daytime services offered through the Bridges at Kraemer Place partner organizations and are also able to meet with their assigned Housing Navigator on a weekly basis. They also have access to activities provided by shelter staff and volunteer organizations. Participants are welcome to enjoy the Commons Hall, Computer Lab, and designated outdoor spaces.

G. 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 has helped facilitate a number of Community Forums, prior to

opening, and can facilitate additional forums if needed. These Community Forums have provided opportunities to answer any questions members of the surrounding community might have on the operation of Bridges at Kraemer Place.

A public inquiry phone number and contact information is also to be posted. Community stakeholders may call this number for information about the site or to have any questions answered. The phone number exists as a resource for community members and will remain connected as long as the Program is open and operational. Any community complaints and/or inquiries about Bridges at Kraemer Place are recorded and forwarded to the appropriate staff for prompt (60 minutes) investigation. The Shelter Operator is fully committed to an appropriate customer service response and considers the resolution of community complaints a high priority.

The Shelter Operator also maintains a website which includes important information for community stakeholders and participants alike. The website includes a "Frequently Asked Questions" section which helps to provide instant answers to community concerns. Additionally, the website includes a digital copy of the Shelter Operator's full "Good Neighbor Policy" and "Management and Operational Plan" to be made accessible to the public.

Limited tours of the facility may be available on specific days by scheduling an appointment with the Office of Care Coordination.

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

The Shelter Operator follows a specific set of media guidelines and has an appointed Public Relations team to handle all media requests. The Public Relations team is charged with ensuring that the public is regularly updated on the progress and successes of the shelter program through various local media outlets.

2. Communication and Coordination with Local Police and Fire Departments

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

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

- Staff and Security Officers stationed on-site 24 hours (and on-board the shuttle in evening hours);
- On-site Medical facilities to respond to medical needs of the participants;
- Designated beds reserved each night for law enforcement referrals (including percentage set-aside for the host city);
- An Outreach Team will monitor surrounding area to control issues of loitering, abandoned property, and other blight;
- Training opportunities on mental illness, homeless sensitivity or other topics of interest to supplement existing department trainings;
- Direct referral access to the Coordinated Entry system to assist local law enforcement officers connect homeless individuals with housing opportunities;
- Statistical reports on number of participants served, length of stay and/or demographic information.

Additionally, the Operator meets with local law enforcement from the host city and surrounding police departments whenever needed. Law enforcement is able to bring forward operator non-performance directly to the County.

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

Operation of Bridges at Kraemer Place is for the public good and to move the homeless Continuum of Care system, as a whole, forward. As such, successful implementation of Bridges at Kraemer Place requires the partnership of various stakeholders including the City, County and other Service Providers.

The Shelter Operator is committed to working cooperatively with numerous other service providers, community, and government organizations to serve the needs of the homeless population in Orange County.

In order to effectively manage and operate a robust Multi-Service Center that provides an array of services for the shelter participants, the Shelter Operator demonstrates collaboration and willingness to engage other service providers.

Additionally, the Shelter Provider is responsive to and provides support to the County Board of Supervisors and the City Council Members as needed, in relation to the outcomes and operation of the program.

4. Policies for Community Involvement

The Shelter Operator is committed to active participation in city and county-wide community events. To the extent reasonable and feasible, representatives of the Shelter Operator attend meetings of the local Neighborhood Associations and local Chamber of Commerce when invited, and communicates with neighborhood and business participants as needed.

5. *Policies for Neighborhood Outreach Patrol*

A staff-led Neighborhood Outreach Patrol assembles several times a week to monitor a 1/2-mile radius around the shelter perimeter. The role of this Outreach is to monitor, promote cleanliness, engage with neighbors, and enhance safety and community in the immediate vicinity.

Additionally, this Patrol prevents and controls issues of loitering, unauthorized parking of participant vehicles in the neighborhood, abandoned property, shopping carts and other blight. A log is kept of the weekly Outreach patrols. The following actions are completed by the Neighborhood Outreach Patrol:

- All litter and trash items related to the Program are removed from the area and properly disposed;
- Unauthorized parking of participant vehicles in the neighborhood are subject to towing;
- Shelter Operator will contact city-designated shopping cart retrieval program to collect all shopping carts found that do not contain items of personal property;
- Shelter Operator utilizes city-designated maintenance apps on mobile devices for removing personal property found in surrounding area and tracks calls made for services;
- Shelter Operator conducts outreach and engagement activities to non-enrolled homeless individuals in surrounding community.

I. Shelter Advisory Boards

Shelter Advisory Boards are established and maintained to provide review of the operations of Bridges at Kraemer Place, enhance community relations, and bring information of any strengths and concerns from the neighborhood, local businesses, city and county entities, service provider partners and shelter participants about the operation of Bridges at Kraemer Place.

1. *Composition of Boards*

The Shelter Advisory Boards include three distinct Boards representing different stakeholders and interests. The composition of these three boards are comprised of the following:

Community Advisory Board

- Representative(s) appointed by the Orange County Board of Supervisors
- Representative(s) appointed by the local City Council
- Representative(s) appointed by the local Chief of Police

- Representative(s) appointed by the local Neighborhood Association (if applicable)
- Representative(s) appointed from the local business association or Chamber of Commerce
- Representative(s) appointed by the local school district
- Representative(s) appointed by the Commission to End Homelessness

Participant Advisory Board (no membership limits)

- Open invitation to current shelter participants

Service Partner Advisory Board (no membership limits)

- Open invitation to all partners of Bridges at Kraemer Place

2. Meeting Schedule

All three Shelter Advisory Boards meet quarterly (at minimum).

Ad Hoc meetings are held as needed — a way for any member to agenzized issues or rules to be able to call a special meeting.

J. Safety Policies

1. Facility Maintenance

The Shelter Operator keeps a schedule for regular facility maintenance and cleaning. The Program contracts with a janitorial service to provide daily cleaning services for all areas utilized by participants and weekly for office space and the Multi-Service Center areas. In addition, Program Staff also personally maintains a round-the-clock cleaning schedule which addresses each area of the facility.

Shelter Staff attends to regular minor maintenance duties and repairs. Major repairs are reported to the Program Manager, and depending on the work needed may be sent out to an approved list of vendors for bids, approval, and completion. Maintenance and cleaning forms are used to track completion of each task and submitted to management on a daily basis. The Shelter Operator is responsible for staff training and performance in these duties.

The outside grounds are 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 is reported to Program Manager for removal within 24 hours.

The Shelter Operator is committed to maintaining a pest free environment throughout the premises. As such, no open food or drink is allowed in the dorms and sleeping areas, with the exception of water. Trash bags are emptied throughout the day in all areas as they become full. Inspection of participant spaces and lockers are conducted for any items that would attract pests. All staff receives appropriate training for the identification of common pests as well as prevention and control measures. A Pest Control company is contracted by the Shelter Operator and comes regularly to spray for bugs, check for infestation of pests, and performs other pest prevention or extermination treatments that might be seen on their visits or reported by staff.

2. Fire and Earthquake Safety

Evacuation Plan for Ambulatory and Non-Ambulatory Residents

All shelter staff are trained in protecting the safety of everyone in the facility. Staff 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 to the rear of the building, near the storage shed on the north-east corner of the property.

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

In case of fire these additional protocols will be completed:

- The Program Manager or lead staff member will pull the nearest fire alarm if it is not already sounding; the Fire Department monitors the alarm and will respond immediately.
- While evacuating participants, staff will attempt to close all door(s), if safe to do so.
- Before exiting a room, the Program Manager or lead staff member will touch back of hand to the door to determine if the door is cool, then open it a crack, smell for smoke, and if deemed safe, open the door and leave the building to the evacuation meeting point.
- If the door is hot, it will not be opened and staff will lead participants to leave via the nearest safe exit.
- Staff will locate and use appropriate fire extinguishers if safe to do so.

- When the Fire Department arrives, a staff person will speak to the officer in charge and give the officer a set of site keys.
- Staff will contact the Program Manager or their proxy as soon as possible, if not onsite.
- Staff will report incident and procedure in Incident Report and staff shift notes as directed in shelter policy.

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

- Contact the Program Manager to identify evacuation locations and disaster team if assistance is needed for participant shelter, meals or services.
- 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” call.

3. Fire Prevention Procedures

Bridges at Kraemer Place was 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 is allowed inside or outside the building within 20 feet of doors. A smoking section is designated and a sign is posted in the enclosed patio area.

4. Fire Drills and Documentation

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

5. Fire Inspections and Extinguishers

The most recent annual fire inspection is posted in a designated area of Bridges at Kraemer Place facility and is included in the Shelter Management files. Fire extinguishers are hung in each area of the building as shown in facility plans and in evacuation plan. Fire extinguishers are inspected and maintained per city and county requirements. A certificate of the last most recent OC fire inspection is posted in a visible designated area.

6. Earthquake Safety

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

In case of an actual earthquake that causes damage to facility or grounds, the OC Property Department will be called to inspect the facility as soon as safety permits. Participants will be evacuated from building and transported to other shelter as needed.

K. Security Plan

The Shelter Operator follows policies and procedures that promote the utmost safety for participants, staff, volunteers, and the community and strives to provide an atmosphere that promotes community, stays alert for signs of conflict, and confronts behaviors before they escalate.

1. Eligibility Screening

No person validated on a sex offender registry (ex: Megan's Law) is allowed to access into Bridges at Kraemer Place. Additionally, no felons with open warrants will be allowed to access the shelter property. The Shelter Operator works cooperatively with local law enforcement and utilizes <http://ws.ocsd.org/ArrestWarrants> to screen participants for open warrants. In addition, Program Staff utilizes <https://www.nsopw.gov/> to screen for status on national sex offender registries.

2. Secured Entrances

All participants are required to enter the shelter in a coordinated, peaceful fashion.

All participants present identification upon entry. Participants without valid California identification cards are given supportive services to secure a valid identification card. Participants also receive a shelter-specific ID to use for admission into the shelter during the duration of their stay.

All participants and their belongings are checked by security personnel, utilizing security wands each time they enter the facility. Any found prohibited items are seized and illegal contraband is destroyed. Prohibited 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. A more extensive list of examples of Prohibited Items is clearly posted before and at the security checkpoint.

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

3. On-site Security Personnel

The Shelter Operator provides a sufficient number of trained security personnel to ensure the safety of participants and the surrounding neighborhood, 24 hours a day.

Security is on-site at all times, and conducts security rounds as necessary, and at least once each hour.

Security personnel are stationed both inside and outside the shelter to ensure maximum coverage.

Security personnel are accessible and visible to participants, and survey facility for any potential concerns. Staff and security communicate with each other via portable electronic equipment (ex: 2-way radios).

Security personnel are contracted through a third party vendor. Security guards carry handcuffs and the option of straight-stream gel pepper spray. The vendor ensures that all security staff are regularly trained and updated as needed. Security personnel receive *Homelessness Sensitivity Training* through the Shelter Operator's resources.

Daily Operational Staff-to-Security Ratios

	Floor Staff	Support Staff* (Specific, Non-Floor Duties)	Security Guards
6:00:00 AM	3	2	2
7:00:00 AM	5	2	2
8:00:00 AM	5	3	2
9:00:00 AM	6	7	2
10:00:00 AM	6	8	2
11:00:00 AM	6	8	2
12:00:00 PM	6	8	2
1:00:00 PM	5	9	2
2:00:00 PM	5	9	2
3:00:00 PM	4	9	2
4:00:00 PM	6	9	2
5:00:00 PM	5	8	2
6:00:00 PM	5	4	2
7:00:00 PM	5	3	2
8:00:00 PM	4	3	2
9:00:00 PM	4	3	2
10:00:00 PM	4	2	2
11:00:00 PM	2	0	2
12:00:00 AM	2	0	2
1:00:00 AM	2	0	2
2:00:00 AM	2	0	2
3:00:00 AM	2	0	2
4:00:00 AM	2	0	2
5:00:00 AM	3	2	2
<i>*2 Safety Coordinators may be off-site riding with the shuttles during these times</i>			
<i>*Excludes Program Manager, who has flexible schedules</i>			

Shift	Time	Staff on Floor	Support Staff	Security Levels
Morning	6:00 AM - 2:00 PM	3 - 6 staff	2 - 9 staff	2 Guards
Afternoon	2:00 PM - 10:00 PM	4 - 6 staff	3 - 9 Staff	2 Guards
Overnight	10:00 PM - 6:00 AM	2 - 4 Staff	0 - 2 Staff	2 Guards

4. Security Alarms and Cameras

Bridges at Kraemer Place is equipped with security cameras both inside and outside, door bells and portable communication device worn by staff. Staff also has access to panic buttons which can silently summon police to the facility during emergency situations.

Site Leads and Security Officers can monitor footage via web-based security servers, on computers at the security desk and administrative office areas.

5. Security Lighting

Security lighting is used both inside and outside the facility to highlight the entrances and parking lot. A security officer is available to escort any person to the parking lot or street-side parking after sunset.

6. De-escalating Conflicts

All employees receive training in communication techniques that are known to be helpful or effective in de-escalating confrontations.

7. Entrance and Exit Procedures

All participants enter and exit through one main entrance and security checkpoint. The entrance is equipped with security cameras inside and outside the facility. Each area of the building is locked when not in use, and the participants will only have access to their respective dorms and common areas. During sleeping hours participants will have restricted access to other areas of the building, and the 2nd floor Multi-Service Center rooms are only available by appointment only.

All participants must present some kind of ID upon entry, and their person and belongings are searched by security. They sign in upon entrance and sign out upon exit from the building.

All participants enter the property by bus/shuttle or other motor vehicle. Participants are assisted from the designated parking lot area and bus/shuttle drop off area to the shelter entrance. In the event that Multi-Service Center services are opened to the public, those participants would follow the same entrance procedures.

8. Policy regarding storage of participant's possessions

All participants have access to limited personal storage space. Each participant is assigned a locker for personal valuables.

Participants are also assigned outdoor storage bins. Upon being assigned the outdoor bin, participants must sign a *Storage Bin Agreement* form which states that staff is not responsible for any items that are lost, stolen, or damaged.

A participant may store personal property in their assigned bin to the capacity with which it can still correctly close and be safely rolled to and from the bin storage area. Bins may be accessed, with staff supervision and only during assigned hours during the day. Indoor lockers may be accessed at any time during the day other than “light out”.

All items are stored for the length of the participant’s stay at the shelter. The right to store items on-site may be revoked based on violation of rules and at the management’s discretion. Once a participant has exited the shelter program, any personal effects may be stored for up to 90days if needed; after which, the property will be disposed of. Participants who have exited from the shelter program must contact staff to set an appointment to collect their personal belongings within the 90 days.

In the event the participant 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 participant will be responsible for asking their designated contact person to retrieve property, if needed. A limited extension to the length property is held may be granted under exigent circumstances, and only by close coordination with management.

No Prohibited Items may be stored inside the shelter. Limited Prohibited Items may be stored in outdoor bins (see *Prohibited Items List* for examples).

9. Policy Pertaining to Searching of Participants’ Property by Staff

The Shelter staff has the right to inspect all storage areas, including bins and lockers, to ensure compliance with contraband policies.

If Prohibited Items are seen being transferred to a participant’s personal bin or locker, or if there is other reasonable suspicion that there are Prohibited Items in a participant’s belongings, that storage and belongings may be searched for safety purposes, with or without the participant present. Participants are required to use locks provided by the program for this reason. If a participant wishes to use their own lock, they must supply management with a copy of their key or the combination. Any unauthorized locks may be cut if needed. When inspecting a participant’s belongings without them present, two staff persons are responsible for the search. An authorization form is signed by the participant at time of intake. When items are found in the participant’s possession that are not illegal paraphernalia, but are also not suitable for storage, participants can choose to have the staff dispose of the item or they may store property off site premises at their own cost. Participants are not allowed to store items in the surrounding neighborhood.

Staff reserves the right to designate a period of time when a participant 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".

10. Policy on Possession of Weapons On-Site

No weapons or items which the staff identifies as being dangerous or obviously capable of harm may be brought into the shelter. Any belongings that a participant brings into the building must come through the dedicated security checkpoint so that security can search and inspect them for weapons or items described above. Anyone found attempting to bring these kinds of items past security will be asked to immediately leave the premises and neighborhood of the facility. Sharp objects such as tools, knives or scissors may be stored in outdoor bins, but not taken into shelter living areas. Heavy or blunt hand objects like hammers, bats, or crowbars are also not be allowed into the facility for the same reason. Transportation off property will be offered to participants in this situation if safety allows.

11. Procedure for Contacting Police

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

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

The program established and follows a simple 911 protocol when dealing with incidents at the shelter. All staff members are trained in these procedures. 911 may be called for any medical emergencies, violent behaviors that endanger others, and suicidal ideation. In the event that a participant requests 911 be called, staff will take a quick inventory of the situation to decide if 911 should be called immediately or if it would be more appropriate to use an alternate solution like Non-emergency Paramedics, shuttle rides to the hospital, or if it is a medical concern that can wait until the participant is able to be seen by a nurse or physician on-site.

L. Health Policies

1. Housekeeping Policies

The Shelter Operator is committed to, and understands the importance of, maintaining hygienic, sanitary environments for the well-being of participants, volunteers and staff. The Shelter Operator maintains written, standardized housekeeping procedures. Each procedure has been designed for the safety of staff

and participants and for a consistent, high standard of housekeeping. Staff are provided with training in these procedures, are monitored in performance of the procedures, and evaluated in their effective use of them. Training also includes education on different hazardous materials with which staff may come into contact when carrying out their assigned work tasks. The complete list of procedures is included in a Shelter Policy and Procedures Manual and made available to all employees.

Outside janitorial staff are contracted to assist in the maintenance and cleaning of the facility. Thorough daily cleaning of all participant areas include living quarters, kitchen and dining areas, and common areas are done using institution strength anti-bacterial products. Bathrooms, showers, and eating areas are given priority attention. The kitchen and dining areas are cleaned according to strict health standards after each meal. Office space is cleaned weekly by the contracted janitorial staff and as needed by Shelter staff and partner organizations using the space.

To prevent cross-contamination, participants are encouraged to store personal toiletries in plastic sealable bags on their beds when not in use. Participants are assigned a set of linens at intake for their use while in the shelter. The participant is responsible for making and maintaining their bed each morning. Staff washes linens and participant laundry weekly in hot water with bleach (except when cleaning participants' colored laundry) unless special circumstances require more regular cleaning.

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

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

The outside grounds are included in the housekeeping standards and schedule. The facility's outside spaces, parking lot, and green areas are cleaned daily from debris and litter. Chairs and tables are cleaned regularly according to agency standards, and more often when needed. Minor repairs of the facility and

grounds are completed by the Shelter staff. Any major repairs or work requiring specialized training are completed by approved vendors.

The Multi-Service Center areas are also included the housekeeping standards and schedule. The Service Partner agencies must adhere to housekeeping procedures as outlined in their MOU agreement. Service Provider Partners are expected to respect and keep their areas clean after usage.

2. *Pets, ESAs and Service Animal Policies*

If space allows, participants are permitted to bring pets, Emotional Support Animals (ESAs), and service animals to the shelter after close coordination with Program Staff.

Only registered animals that are spayed/neutered, have proof of current licensing and vaccinations in Orange County are allowed at the facility. Animals coming into the shelter must also be kept free of fleas, ticks or other pests/parasites. Animals are permitted to stay in the shelter and living areas, and must stay in the provided kennels or on a controlled leash while on the grounds.

In order to qualify as an ESA, a participant must produce an official letter from a licensed physician, therapist or clinical social worker stating that the participant has a legitimate need for an Emotional Support Animal. In order to confirm that an animal is considered a Service Animal, staff may ask if the animal is needed to help with a disability that the participant is experiencing, and what specific task the animal can perform. Because there is no legitimate Service Animal Registry, no registration, Service Animal ID or special tag or vests are necessary.

The health and well-being of all animals brought into the shelter is the sole responsibility of their owner. Participants must feed and clean up after their animals, and Shelter Staff is not required to provide food, although animal food may be regularly available through donations from the program's partners. Participants who are unable to care for or feed for their pets or cannot control them while at the shelter are asked to remove the pets from the facility.

If the Shelter Operator partners with a Veterinarian, participants may be required to keep regular pet-health appointments.

3. *Possession and Use of Controlled Substances*

The Shelter Operator has strict policies prohibiting the possession or use of alcohol or controlled substances at or in the vicinity of Bridges at Kraemer Place and its Shuttle Pickup Locations by employees, residents, participants, and general public. Staff reserves the right to refuse entrance to any participant who is noticeably under the influence and exhibiting behavior that is unsafe or extremely disruptive.

It is 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 is the objective of the Shelter Operator to have an environment that is free from the influence of controlled substances and alcohol at all times on premises. The unlawful purchase, possession, transfer, manufacturing, distribution, dispensation or use of any illegal drug is inconsistent with the objective of operating in a safe and efficient manner and is strictly prohibited and is contrary to mission of Bridges at Kraemer Place.

4. Policy for Drug Possession

If a participant is found with illegal substances they may be immediately terminated if the guest refuses to have the illegal substances confiscated. The illegal drug is disposed of and documented by two staff following written protocol in a Policy and Procedures Manual.

5. Security, Use and Access of Prescription Medications

Participants are allowed to hold and control their own medication; provided that they maintain a current prescription and that the medication is kept in the appropriate original container. If a medication needs to be refrigerated, the medication is packaged and labeled with the participant's name, bed number, and name of medication and placed inside a designated locked refrigerator which can only be accessed by staff, and is designated for participant medication only.

Participants whose medications are stored in the locked refrigerator can retrieve them as soon as possible by placing a request to the staff on duty. The participants are responsible for the safe keeping of and taking their own medications within limits of how they are prescribed. Only the person whose name is on the medications is able to retrieve them.

6. Participant Use of Over-The-Counter Medications

Use and storage of over-the-counter medications follow the same policy and procedures of prescription medications, although identification cannot be verified in this case.

7. Participant Access to Emergency and Medical Care

Participants can access medical care at any time. They should communicate to the staff on duty their need for medical care, if possible. Medical support can be accessed through the onsite Medical Wing and/or through local hospitals if and when access to the Medical Wing is not available.

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

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

Program staff is also trained on the use of the overdose rescue drug known as Narcan. Program staff works with community partners and distributors to ensure that Narcan is available in strategic locations within Bridges at Kraemer Place.

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

8. *First Aid Equipment, Supplies and Procedures*

The Shelter Provider and/or Medical Wing partner has first aid supplies available at all times. The first aid kits are inspected monthly, updated as items expire, and re-stocked after each use. Staff members are trained annually in universal precautions, basic first aid care, and Mental Health crisis. Any incidents occurring at Bridges at Kraemer Place requiring first aid are documented in the daily report and an Incident Report is prepared and sent to Program Manager and other higher-level staff as necessary.

9. *Policies & Procedures for Disease Prevention*

The Shelter Operator has protocols for 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 are practiced at all times in handling of fluids, participant clothing, laundry, and in all cleaning of premises.

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

- Immediately contacting Supervisor about the situation
- Dealing with any injuries
- Securing the accident scene by obtaining names, addresses, and phone numbers of witnesses if possible, taking photos if possible, and noting any unusual circumstances
- Recording all necessary information to complete a formal report

- Not accepting any responsibility on behalf of the Shelter Operator
- Reporting accidents and injuries within 24 hours to insurance carrier

If a participant shows symptoms of a contagious disease or other public health concern that might threaten another person, the participant is sent to the Medical Wing or emergency room for diagnosis and treatment. If the Medical Wing is unavailable, and the health concern is serious enough, staff may require that the participant immediately leave to be seen/evaluated at a local hospital. If a participant leaves due to disease, the bedding and participant's clothes are washed, bed cleaned, and bedding replaced on bed. Clothes and belongings are stored in designated area and held for the maximum amount of time permitted. The Shelter operates to conform to best health practices and concerns.

Universal precautions are used for all handling of participant possessions. Staff follows hand washing techniques recommended by the Orange County Health Department.

All staff is regularly tested for TB as required by OSHA standards. If a participant shows symptoms of tuberculosis, the participant is sent for medical diagnosis and asked to receive a TB test. TB testing can be made available to participants through the Medical Services on-site as a community health benefit.

M. Food Policies

1. Provision of Nutritional Needs of Participants

The Shelter Operator provides a breakfast, lunch and hot dinner to each participant every day. Meals are prepared through the on-site kitchen facility. The Shelter's food coordinator works with the Kitchen staff to coordinate a weekly menu. They ensure that meals will be nutritious and balanced.

The Shelter Operator includes in its in-kind donation strategies, opportunities for food donations and partnerships with local food banks. The Shelter Operator also works with community and church partners and existing community meal service programs to offer opportunities to feed the homeless individuals at the shelter.

Tables and chairs are set up for meals in the Commons Dining Area at the scheduled meal times.

Food is served at designated times of operation for registered shelter participants only. Participants of the Multi-Service Center would not be permitted to access the dining area, nor would they be allowed to participate in daily meals.

2. Meeting the Health Department Standards

The Shelter Operator, Food Coordinator, and Kitchen Staff meet all OC Health Department standards. Inspections are completed by the Health Department and any changes will be made if indicated. The

certificates for Health Department inspection results are posted in the Kitchen area of the facility. All cook staff are required to have completed the ServSafe Food Handler Program.

3. Provisions for the Sanitary Storage and Preparation of Food

Bridges at Kraemer Place has adequate space for storage of dry foods, refrigerated foods, frozen foods, and supplies. Separate and secure refrigerator/ freezer space is made available for participant medications. The Shelter Operator may provide extra refrigeration and freezer appliances as needed to supplement safe storage of food, if space is available. Current certificates of food handling safety are posted in the kitchen area and in the employee file for each cook. Cooks and volunteers assisting them follow the procedures of the OC Health Department as taught in the ServSafe Food Handler Program. Any volunteers will be supervised by an authorized cook employee. Other employees will only be allowed in kitchen area under supervision of cook or the Food Coordinator.

All kitchen storage areas are cleaned on a planned schedule and outdated food is disposed of. There is a rotation schedule for the storage and use of food in the freezers, refrigerators, 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 Bridges at Kraemer Place are designed to safely support participant needs and minimize potential impact on the adjacent residential neighborhood and businesses.

The following transportation measures have been implemented:

1. Transportation Flow On and Off Property

The Shelter Provider implemented 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 include provisions for pedestrian, bicycle, personal transportation and bus and shuttle services.

2. Pedestrian Traffic

The shelter operates by bed reservation only and no walk-ins are accepted. The participants are encouraged to utilize the transportation options that are provided to them by the Shelter Operator, unless an alternative mean of transportation has been established.

Any non-enrolled participant that does walk-up receives information on how to get connected to an Access Point and the Bed Reservation System, and is provided transportation to a self-directed location out of the surrounding area to return only when the established reservation protocol has been followed.

If a person walks up who refuses transportation off-site, they are notified of the Good Neighbor Policy, and are closely monitored as they leave the area.

3. *Bicycle Traffic and Parking*

Bicycle racks have been provided in the gated outdoor area. Bike locks will be encouraged but are the responsibility of the participant to obtain. Participants must complete a simple registration process for any bicycle brought onto the property. Bus and shuttle transportation vehicles have been designed to transport bicycles to mitigate foot traffic.

4. *Shuttle Transportation Services*

Access to the shelter is provided via on-site shuttle transport vehicles.

It was recommended that there be a minimum of three (3) designated drop-off/pick-up locations (Shuttle Stops) that provide ample geographic range for qualified participants seeking shelter services. Several Shuttle Stops were selected by the host city/police department and/or in collaboration with neighboring police departments. The operator does not drop-off/pick-up other than at agreed upon locations unless in exigent circumstances, or with close personal supervision for housing-related travel. The Shelter Operator also conducts random daily checks of a ½ mile radius around the shelter, as well as the area immediately surrounding the Shuttle Stops to avoid loitering.

To avoid long-term loitering at the Shuttle Stops, participants may arrive at the Shuttle Stop fifteen (15) minutes before the start of the earliest shuttle departure times. The Shuttle Stops are an extension of the shelter and thus any violation such as loitering constitutes a violation of the shelter rules which will be strictly enforced.

The shuttles provide pick-ups beginning at 4:00 PM and 7:00 PM, transporting participants..

In the case of special circumstances, and only if arrangements have been communicated by the participant to their Housing Navigator or Management the prior evening, returning participants who are unable to return to the shelter at the designated time and utilize the second shuttle may use alternate private or public transportation to return to Bridges at Kraemer Place.

Each morning, shuttle services are provided for participants who desire to leave the shelter for employment and other personal appointments. The scheduled start times are 6:00 AM and 8:30 AM.

5. *Personal Vehicle Transportation and Parking*

The Shelter parking lot is available to participants, staff, volunteers and vendors. Priority parking is given to the participants of Bridges at Kraemer Place.

For participants to utilize on-site parking, their vehicle must be in good working condition, and carry up-to-date registration and insurance in the participant's name. Vehicles eligible to park in the Shelter lot will be listed on the Guest and Staff Vehicle Rosters by license plate and participant name. Vehicles in the lot overnight must be registered on this log each night. Security staff will also patrol the parking lot during security rotations.

The Shelter Operator has the right to tow any vehicle found illegally parked on site, and will work with City Code Enforcement to patrol vehicles parked in undesignated areas outside the shelter in the surrounding neighborhoods.

6. *Staff Transportation of Participants*

Shelter staff members are prohibited from transporting participants in their personal vehicles. Only designated driver staff in shelter owned/operated or contracted vehicles may transport participants, and only for shelter-related purposes.

7. *Delivery of Shelter Goods and Community Donations*

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

Deliveries of supplies from contracted vendors occur approximately 3xs weekly. The delivery of community donations by private donors occur sporadically and as available. Staff is available 24-7 to ensure safe and effective deliveries of any materials if needed, though it is the intent of the Shelter Provider to receive all deliveries of goods and/or donations will occur between the hours of 10:00 AM and 4:00 PM daily.

O. Financial Policies

1. *Financial Requests from Participants*

Financial requests from participants (such as for Bus Passes or ID Vouchers) must be requested and received through their Housing Navigator or Site Lead. Participants will sign a designated log when they receive the requested item. All bus passes and vouchers are kept in a locked safe in a locked office or closet at all times when not in use.

The Shelter Operator offers these financial assistance opportunities to participants, when available, and according to priority levels based off reason for request and status of housing plan. The Shelter Operator is not obligated to fulfill all financial requests from participants that they receive.

2. *Participant Possessions and Funds*

No participants' personal funds or money are handled by the Shelter staff. Participants with funds that they keep while at the Shelter are solely responsible for their security and safety. It is recommended by staff for participants not to have funds on site to the extent possible, and to store wallets/purses, electronic devices, and any cash in appropriate locked storage. The Shelter Operator has a policy of not being responsible for lost or stolen items that is included in a Policy and Procedures Manual, listed in the signed *Participant Expectations* agreement, and read with new participants at the time of intake. Participants are not permitted to give cash to staff at any time, for any reason.

3. *Annual Outside Audit*

An independent financial audit of the Shelter Operator is completed on an annual basis. A most current audit is kept on file at the Shelter Operator's administration offices and may be viewed as necessary.

Bridges at Kraemer Place is also subject to an annual program monitoring. It is the responsibility of the Shelter Operator to correct any deficiencies reported by the audit within the time limits available to them. Failure to comply may result in the termination of their Shelter Operator contract.

4. *Financial Reports Review*

Financial reports may be produced each month by the accounting department of the Shelter Operator. These reports may be reviewed by an appropriate office of the County of Orange.

The Shelter Operator reviews financial statements and budgets with each Program Manager on a regular basis. Adjustments are made in spending as necessary.

P. *Legal Policies*

1. *Policy for Compliance with Local Laws*

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

2. *Policy for Compliance with Labor Laws*

The Shelter Operator complies with all required labor laws. OSHA training and reviews are done during staff meetings on an annual basis. OSHA flyers are posted in administrative offices.

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

Q. Non-Discrimination Policies

The Shelter Operator adheres to a policy of non-discrimination which is stated in the Shelter Operator's Policies and Procedures Manual.

The Shelter Operator does not discriminate in the provision of participant 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 complies with appropriate standards of The Americans with Disabilities Act (ADA). The Staff is trained about and is cognizant of any physical disability upon entrance of the participant and can assist as needed to conquer any barriers from the structure of the building. Staff receives training to work appropriately with persons with disabilities. All persons are treated with dignity, value, and worth.

2. Gender-Specific Programming Policy

Persons accessing Bridges at Kraemer Place services are classified as the gender for which they identify. Staff provides beds to persons of all gender identities, expressions and sexual orientations with due regard to privacy and participant rights.

Bathrooms and showers have been constructed with equal privacy for all participants, regardless of sexual orientation, expression, or identity. Several All-Gender restrooms are available at Bridges at Kraemer Place. All programs and services are available with the dignity of all participants as highest priority.

3. Sexual Harassment Policy

All participants, volunteers, and employees are expected to be able to coexist at Bridges at Kraemer Place in a Trauma-Informed environment, free from sexual harassment and inappropriate sexual behavior.

The Shelter has a zero-tolerance policy for sexual harassment and inappropriate behavior of a sexual nature. No sexual harassment is tolerated by anyone on the facility grounds - including by staff, volunteers, or participants. Participants, staff, and volunteers are 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 facility.

Anyone who believes they have been the subject of any such behavior is urged to report it to the staff or supervisor immediately. In the event an individual comes forward with these concerns, a report will be completed and taken to appropriate staff or supervisor for resolution. Reported incidents are investigated on a confidential basis. Provisions are instituted to guard the safety and emotional health of persons who have been victims of a reported incident, as well as any persons initially accused of harassment. If after proper review a person is found to have engaged in sexual harassment or inappropriate behavior of a sexual nature, they will be subject to disciplinary action including possible immediate exit from program or termination from employment.

4. Policy Regarding Sex Offenders

The Shelter Operator has strict requirements for the safety vulnerable adults and children who may frequent the surrounding area. Staff and volunteers are trained in sex abuse definitions, sex offender policies, child abuse, and vulnerable adult abuse. All employees must review this training yearly and be documented to have passed its standards.

As mandated reporters, the Shelter Staff follows federal law requirements in reporting sex offenders. All participants are screened against national sex offender databases, through the National Sex Offender Public Website. Screening is conducted at the time of reservation, and no potential participants with a registered sex offense will be allowed on the shuttle or admitted as participants.

R. Confidentiality Policies

1. Personal Confidentiality

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

Therefore, the Shelter staff and Shelter Operator keep strict confidentiality practices as written in its internal Confidentiality Policies. These practices include:

- 1) Fact of Participation: The fact that an individual is or has been a participant in Bridges at Kraemer Place is not disclosed except, where absolutely necessary and after disclosure has been allowed by the participant.

Inquiries by visit, telephone or letter regarding a participant in the program is 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.

- 2) Disclosure to Other Agencies: Disclosure of participant information to other social service agencies, whether on a referral to or from the agency, generally is permitted only with the person's written consent. Information is withheld where enjoined by law and where by contract The Shelter Operator has agreed to maintain the confidentiality of participant records (as under the Privacy Act.)

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

- 3) Information to the Participant: In some situations it may be required by law to disclose certain participant information contained in their own case record. Information disclosed should be limited to that which is included in the formal case record. The formal case record should contain factual information and shared documents, not progress notes or staff observations. Information provided by other agencies is also not to be shared.

- 4) Law Enforcement Agencies: Formal requests for information regarding participants originating from law enforcement agents are referred to the Shelter Operator's Management Team and Directors, and if necessary, its Legal Department. Before any official action is taken on any legal request, staff will 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 participant 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 participant in the residence, staff cooperates 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. This kind of visit by Law Enforcement will be followed up with an Incident Report by staff.

- 5) Written Consent: If there is any doubt as to whether participant information should be disclosed, the consent of the participant is first obtained, except as otherwise required by law. The consent will be in writing on a Release of Information form and will 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.

- 6) Abuse Reporting: The Shelter Operator and Shelter staff comply with all state and municipal laws requiring reporting to governmental agencies of instances of child abuse, domestic violence and elder abuse. Staff reports any suspicion or evidence of child abuse or vulnerable adult abuse according to the law's requirements. All staff persons at the shelter are mandatory reporters. An incident report would also be completed and submitted to the Program Manager and any higher-level staff as needed. All staff is trained at the time of hire to spot signs of abuse and to properly document and report it. Trainings are repeated annually.
- 7) Harm to Self or Others: If a participant 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 staff, Employment and Housing Navigators, and management staff are authorized to access the HMIS Database. Each staff person has 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 will have access to staff-only computers.

3. Exceptions to the Confidentiality Policy

All participants are informed that when the law requires Management to disclose participant-related information, such as to prevent danger to self or others or to report child and elderly/vulnerable adult abuse, Staff will do so.

4. Grievance Policies

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

5. Receiving and Posting

The Grievance Process is clearly posted in the Policy and Procedure Manual and available to participants at the shelter facility. It can be easily found in a dedicated binder on the counter at the front Service Desk. Also, posters with this information can be found on the walls of the shelter. A participant is given a copy of the Grievance Procedure when the participant is enrolled in to the program and additionally, when a conflict has occurred that cannot be resolved satisfactorily between the participant and a staff person or another participant, or the participant has a complaint about an event that occurred at the Shelter involving that participant. The Grievance Procedure will be read by the participant and the participant may decide which follow up forms they would like to proceed with completing if follow up is necessary. These forms include a *Request for Consideration* form, a formal *Grievance Form*, as well as a *Termination Appeal* form. Each form may be filed to begin a grievance investigation and follow up at different levels of management within the Shelter Operator.

6. Meeting with Staff

If after less formal steps have been taken and mediation options have been exhausted, a participant may choose to file a formal Grievance. The Site Leader and/or Program Manager will then make every effort to conduct an investigation and provide the participant with a written decision within 10 business days. If the site Management is unable to resolve the situation, they submit the Grievance to the Program Director for additional support.

Once a formal Grievance is received Management staff will review the issues and complaint within the grievance, and may acquire all documentation and interview involved parties as necessary to resolve the grievance at their level.

A written decision on the grievance will be provided to the participant no later than 10 business days after its filing. Written documentation of all decisions shall be maintained by the Associate Director as well as in a log at the site.

The person filing the grievance may appeal the decision by completing a Grievance Appeal form and submitting it to site Management. Management will provide the grievance appeal to the appropriate Mercy House executive leadership staff for review. Mercy House shall issue a written decision in response to the appeal no later than 10 business days after its filing.

If the participant is not satisfied with the resolution to the grievance appeal, they may file a County Appeal form to the County of Orange, Office of Care Coordination. The Grievance and Appeals Specialist will take the appropriate steps to review the grievance appeal, investigate the concerns and provide a written response to the participant within 10 business days of filing.

If a participant expresses a concern or makes a complaint concerning their involuntary discharge, they may take the following steps as outlined in the *Termination Appeal Procedure*, which is also available as part of the Grievance Procedures document:

- The first step in the Termination Appeal Procedure is a review by the Program Manager of the decision to terminate. A program participant who desires to appeal the termination must submit a request for review of the termination to the Program Manager by completing a Grievance Appeal form.

The Grievance Appeal form may be provided to you by any staff member. They are also located within this binder. The Grievance Appeal form must be fully completed and signed and must state the reason why the program participant appeals the termination. The Grievance Appeal form must be delivered to the Program Manager and postmarked within fourteen (14) calendar days of the date the program participant received written notification of termination, unless mutually extended.

- The Program Manager, will investigate the circumstances surrounding the termination and may meet with the program participant, if it is deemed necessary, to discuss and/or attempt to resolve the program participant's complaint.

After investigating, the Program Manager will provide a written decision to the Grievance Appeal regarding the termination no later than ten (10) business days after the receipt of the Grievance Appeal Form.

If mailed, the answer will be sent by certified mail, return receipt requested, to the address designated by the program participant on the Grievance Appeal Form.

- In the event that the program participant is not satisfied with the results of the review of the Program Manager, the program participant may elect to appeal their termination to the County for review. .

A program participant who desires to appeal the termination decision of the Program Manager and appeals to the County, must submit a County Appeal form to the County Grievance and Appeals Specialist.

The form must be delivered or postmarked no later than fourteen (14) business days after the receipt of the Program Manager's Grievance Appeal decision regarding the termination.

The Grievance and Appeals Specialist will review the County Appeal and investigate the concerns regarding the termination. A written decision of the termination will be provided no later than ten (10) business days after filing.

7. *Whistleblower Policy*

Participants have several ways in which they can share a grievance – verbally or written, anonymous or through a third party. A Suggestions-and-Grievance Box is available in the common area and is checked weekly by staff.

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

SECTION III. STAFFING AND MANAGEMENT PLAN

A. Staff Policies

1. *Hiring Policy*

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

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

2. *Screening Procedure*

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

The first interview is typically scheduled with the Human Resources. If deemed eligible, the applicant may conduct an interview with the Operations Director of the agency. The Shelter Staff is hired into at-will employment and are subject to annual staff review and probationary training periods overseen by the Program Manager.

3. *Acceptance Procedure*

A completed application packet is sent to the head of the Human Resources Department who conducts a thorough background check. Every potential applicant is screened for active warrants, violent felony convictions, sexual offenses which require registration, and legal ability to work. Any staff who are in direct contact with participants are also 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 participants.

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

4. Staffing Policies for Safe Humane Environment

Bridges at Kraemer Place is staffed to provide the safest, most dignified environment for all participants. All staff is easily identifiable and is required to wear Shelter Operator- Approved shirts.

Staff will be scheduled to optimize safety of staff, volunteers and participants and to provide optimal coverage during hours of high volume.

The **Program Director of Emergency Services** is responsible for the performance of all Bridges at Kraemer Place Activities in Orange County. Their primary responsibilities include program management, development, and community relations, which includes supervising the Program Manager of Bridges at Kraemer Place.

The **Shelter Administrative Manager** is responsible for aligning, streamlining and monitoring program services for the Emergency Shelter Programs. This position is responsible for ensuring the implementation of and adherence to the Shelter Standard Operating Procedures.

All Shelter operations and staff are supervised by the full time **Program Manager**. The Manager is a full time, salaried position with at least 2 years of direct life experience working with long-term homeless, low income, and diverse populations. The Program Manager is responsible for coordinating all program services for Bridges at Kraemer Place. Primary responsibilities include supervising support staff. This position reports directly to the Orange County Program Director of Adult Emergency Services.

The **Site Leaders** are responsible for overseeing daily services and activities in Bridges at Kraemer Place and provides support for the Multi-Service Center services. They oversee all shelter activities including logistics and participant intake, oversee distribution of services, and assist in coordination of volunteers and supportive services. They provide support to staff during designated shifts and assign tasks, oversee administrative duties that support program services. The Site Leaders report directly to the Bridges at Kraemer Place Program Manager, reporting any staff or shelter issues as needed.

The **Logistics Coordinators** are responsible for providing supportive services and logistical support to Bridges at Kraemer Place during designated shifts. This position requires a flexible work schedule including weekend, morning, evening, and holiday shifts to provide optimal coverage during Shelter hours. This position reports directly to the Bridges at Kraemer Place Program Manager, and by proxy, the Site Leaders. This position assists with shelter setup and maintenance, cleanliness and safety of facility, assisting and receiving orders from vendors, laundry, and more as needed.

The **Housing Navigator** position requires at least 2 years of direct life experience working with long-term homeless, low income, and diverse populations and have working knowledge of mental health and addiction issues. The Housing Navigator provides housing navigation assistance to Shelter participants and conducts an individual assessment of needs, followed by provision of targeted services focused on returning individuals to permanent housing as quickly as possible. The Housing Navigators conduct the VI-SPDAT assessment, determine eligibility, enter assessments into Central Intake System for prioritization and linkage to housing provider, help participants obtain necessary documents, and provide individuals with employment guidance and community resources. When participants are referred to other programs, the Housing Navigator can provide a warm hand-off to the service provider. The Housing Navigator is also responsible for accepting new referrals, completing the Diversion Questionnaire and new participant intakes, and prepping all data to be ready for handoff to the Data Entry Specialist.

The **Data Entry Specialist** manages the HMIS and data for reporting requirements. They are responsible for ensuring that HMIS and Coordinated Entry data is complete.

The **Overnight Coordinator** is a full time position that covers overnight logistics shifts at Bridges at Kraemer Place. They resolve conflicts and file incident reports as necessary, report violations and general events in the daily log. This position is largely Logistics based, and a significant amount of cleaning is involved. They also oversee 3rd shift Security crew and conduct safety checks. The Overnight Coordinator provides general support for participants, ensuring their safety during the night.

Volunteers assist with daily ongoing operations of the shelter, and can be utilized every day of the week. Volunteers help the Shelter Staff with setting up and serving meals, clean-up, laundry, daytime activities, as well as minor administrative duties and distribution of donations. There are also opportunities for Volunteers to do special work projects on-site or to hold special events (ex: game nights or root-beer float parties).

All volunteers are assigned to duties that are appropriate for their age and activity level. It is important that volunteers be reliable, and all 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.

Current Daily Staffing

(Not including positions like Outreach, Navigators or Program Manager, whose schedules vary each day)

Shift	Hours of Shift
AM Log 1 & Janitorial	5:00 am - 1:00 pm
AM Log 2	7:00 am - 11:00 am
AM Log 3	7:00 am - 3:00 pm
AM Log 4 & Janitorial	9:00 am - 5:00 pm
AM Log 5	11:00 am - 3:00 pm
PM Log 1	3:00 pm - 7:00 pm
PM Log 2	4:00 pm - 8:00 pm
PM Log 3	4:00 pm - 11:00 pm
PM Log 4	7:00 pm - 11:00 pm
Overnight 1	11:00 pm - 7:00 am
Overnight 2	11:00 pm - 7:00 am
Outreach 1	12:00 pm - 4:00 pm
Outreach 2	12:00 pm - 4:00 pm
AM Safety Coord	7:00 am - 3:00 pm
Shuttle Safety Coord 1	1:00 pm - 9:00 pm
Shuttle Safety Coord 2	1:00 pm - 9:00 pm
PM Safety Coord	3:00 pm - 11:00 pm
Data & Call Center	8:00 am - 4:00 pm
Navigator Supervisor	Varies
Housing Navigator 2	Varies
Housing Navigator 3	Varies

Housing Navigator 4	Varies
Housing Navigator 5	Varies
Housing Navigator 6	Varies
Housing Navigator 7	Varies
Driver Supervisor	AM or PM Driver Times (Fri/Sat mandatory, Sun-Thu Flexible)
AM Driver 1	5:30 am - 1:30 pm
AM Driver 2	5:30 am - 1:30 pm
PM Driver 1	1:00 pm - 9:00 pm
PM Driver 2	1:00 pm - 9:00 pm
AM Site Lead	7:00 am - 3:00 pm
PM Site Lead	3:00 pm - 11:00 pm
Overnight Lead	11:00 pm - 7:00 am
Program Manager	10:00 am - 6:00 pm

B. Policies for Staff Training

Bridges at Kraemer Place Program staff are trained in emergency evacuation, first aid procedures, mandated reporting policies, crisis intervention, and CPR procedures. These trainings are repeated and updated annually and as needed. Staff also receives 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 also trains in Strengths-Based Approaches and positive communication skills. Each staff member is required to attend annual training to update and improve their knowledge. Documentation of training is kept by the Program Manager and is provided to the Head of Human Resources for filing, when appropriate.

Security staff undergoes sensitivity training to better equip them to work with homeless participants, and those in crisis.

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

Program staff are trained in fire, earthquake, and chemical spill evacuation procedures when hired and annually. Evacuation drills with all staff and participants are held and recorded quarterly. Evacuation protocols are recorded in the Program Manager office for reference.

Evacuation routes are posted throughout the facility. Staff is trained in first aid and CPR procedures annually. 911 reporting is 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 staff is trained in identifying and the prevention of child abuse, vulnerable adult abuse, and sexual harassment titled. Each staff will complete this training program annually.

All Program staff complete a course in conflict resolution and crisis intervention upon hire and annually. Records of completed trainings are kept in Human Resource files.

3. Appropriate Behavior for Dignity and Respect

Operations, Program, Administrative and Management staff are trained in a Strengths-Based, Trauma-Informed model of participant care. They are trained regularly, including at time of hire, on the best methods of working with, treating, and responding to participants who have had difficult and traumatic life experiences. Each staff member is expected to put these models to use in every interaction they have with participants and potential participants. Staff members are offered training regularly and expected to participate actively. Notice of completion is recorded in staff files, and each staff member has access to this information in a readily-available staff handbook.

4. Communication

Shelter staff undergoes training in communication skills – such as handling phone calls, confidentiality policies, crisis management and de-escalation of conflict. These communication skills are reinforced through practice and reviewed at regular staff meetings and reviews. Specialty courses covering topics such as communication skills with mentally ill persons, receptionist skills, communication with difficult people, and conflict resolution are completed where needed.

5. Resources and Referrals

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

Protocols for offering and accepting referrals from other agencies are in place, reviewed by staff, updated, and kept in a manual.

6. *Mental Health and Addiction Skills*

All Program staff attends mental health training events which include naming of symptoms, co-occurring diseases, de-escalation techniques, and safety protocols. This training is done at time of hire and revisited annually. Special speakers may present workshops on various aspects of mental health diagnoses, symptoms, and care when available. Staff is trained in symptoms of drug abuse, and referrals for treatment. Recovery programs are encouraged and off-site referrals are made as appropriate. Though sobriety is not a requirement to stay in the shelter or participate in services, participants are expected to be able to practice self-care, follow all rules and expectations, and behave appropriately and respectfully toward staff, volunteer, and other participants. Drug misuse at the shelter is prohibited and can result in immediate exit from the program.

7. *Self - Care*

Regular staff meetings are held for all staff. Part of the purpose of these meetings is communication and processing of stressors while working in the difficult environment of a large scale Year Round Emergency 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 is trained in effective communication with coworkers and in proper techniques to address coworker harassment and stressors and are aware of the importance in practicing self-care. Staff has been informed of the existing open-door policies with supervisors and the Human Resources department.

8. *Annual Staff Evaluation and Training Plan*

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

9. *Documentation of Staff Training*

Attendance of and participation in staff training is recorded in each staff file by the Program Manager. Trainings required by all staff members are also recorded in the Human Resources file to ensure each member's knowledge and information is kept up-to-date.

C. *Volunteer Policies*

1. *Selection, Screening, and Background Checks*

The Shelter Operator actively recruits through a variety of sources, including schools, church groups, and community programs. Volunteer Recruitment events are held regularly in order to increase the number of volunteers that serve at Bridges at Kraemer Place.

Individuals as well as groups are invited to volunteer at the shelter. Children aged 13 and older will be able to volunteer, however they must be accompanied by an adult or legal guardian and that person must be registered to volunteer on the day they appear.

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

2. *Orientation and Training*

The Shelter Operator includes a Kitchen and Donations Coordinator in its staffing plan to support volunteer coordination efforts at the shelter. The Kitchen and Donations Coordinator will handle on-site task training of the volunteers.

Before beginning service, volunteers are provided an Application and Agreement that includes information about volunteer duties, appropriate conduct with participants, staff, and other volunteers. Each volunteer is required to sign this Agreement before they are assigned any duty at the shelter. Volunteers who do not agree with the requirements or refuse to sign will not be assigned a duty and are not able to volunteer at the shelter.

Volunteers sign up for an open position, time and date using online volunteer scheduling software. Volunteer Development staff from within the Shelter Operator calls and confirms the volunteer's date and time and to provide them with the location of the shelter and any necessary important information.

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

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

Volunteers are expected to adhere to a strict code of ethics and standards. Any 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 Bridges at Kraemer Place are expected to maintain the highest level of moral, ethical, and professional conduct while at the site. Volunteers are not allowed to engage in verbal abuse, inappropriate jokes and stories, or any type of inappropriate interaction with staff or participants.

b. Limiting Relationships with Participants

Volunteers are prohibited from developing dual relationships with any participants they meet through their involvement at Bridges at Kraemer Place. Examples of dual relationships include (but are not limited to) a volunteer entering into a business, romantic, or sexual relationship with a participant. Soliciting participants for their business is also strictly prohibited.

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

c. Food and Other Substances

Volunteers are not allowed to consume any food items or drinks supplied by Bridges at Kraemer Place while volunteering, unless a special event involves food specifically for participants AND staff. Food and drink will be purchased solely for the consumption of the homeless participants. Volunteers must also commit to not consuming alcohol or 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 will be turned away.

d. Discrimination

Volunteers are prohibited from discriminating against any participant for any reasons. They may 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 are prohibited from loaning or giving money to participants, are not allowed to meet with participants outside of Bridges at Kraemer Place without explicit permission from program staff, and are not allowed to drive participants in their vehicles.

f. Commitment

Bridges at Kraemer Place is reliant upon the work of volunteers. This commitment is expected to 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.

3. Identifiable Lines of Authority

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

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

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

4. Descriptions of Volunteer Tasks

Volunteers are needed 7 days a week to help in the mornings, mid-day hours and evenings.

The staff at Bridges at Kraemer Place will ensure all volunteers are provided with a task and description of any duties they might perform. Tasks and duties include, but are not limited to:

- Assisting the Intake Specialist in registering and signing in participants at time of entry
- Setting up cleaning tables for breakfasts and dinners
- Distributing donations and hygiene items
- Helping direct lines to donations and food
- Serving meals, setting up snacks and drinks for participants
- Organizing special projects and activities for the guests of Bridges at Kramer Place

5. Volunteer Policies

- Each volunteer must maintain a firm commitment to professional conduct
- Volunteers of the Emergency Shelter are expected to maintain the highest level of moral, ethical, and professional conduct while at the site. Volunteers will not engage in verbal abuse, inappropriate jokes and stories, and or any type of inappropriate interaction with Emergency Shelter staff or participants.
- Volunteers are prohibited from developing dual relationships with any participants 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 participant. Soliciting participants for your business is strictly prohibited. Volunteers are not allowed to be named as having authority to make decisions for a participant under any type of power of attorney or other legal procedure.
- 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 participants. 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.

- Volunteers will not discriminate against any participant. 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.
- Volunteers are not permitted to loan or give money to participants, should not meet with participants outside of the Emergency Shelter without permission from program staff, and are not allowed to drive participants in their vehicles.

MERCY HOUSE

POLICIES and PROCEDURES

Emergency Shelter Programs

Good Neighbor Policy

Mercy House's shelter will operate in accordance with each region's established best practices and Standards of Care for Emergency Shelter Providers. Mercy House is committed to communication with neighbors on an ongoing basis including helping to facilitate Community Forums as needed.

Communication and Coordination with Neighborhood, Businesses and Public

Mercy House will provide information about the program to the public and respond to public inquiries by community members and stakeholders. From 9:00 am to 5:00 pm, Mercy House will have staff available to respond to inquiries that come in. During off hours, the community will be able to leave a message with Mercy House staff and receive a response during business hours the following day.

All community complaints and/or inquiries about the shelter program will be recorded and forwarded to the appropriate staff for prompt investigation. Mercy House is fully committed to an appropriate customer service response and considers the resolution of community complaints a high priority.

Visits by members of the community and tours of the facility will be available by scheduling an appointment with Mercy House Staff.

Mercy House will have program information available on-site as well as disseminate these resources to groups throughout the community. Information will highlight the various services at the facility as well as criteria for admission and eligibility. Volunteer, in-kind and donation opportunities will also be listed for those who wish to support the program. Mercy House will maintain a webpage where all program-related information and Frequently Asked Questions will provide answers to community concerns.

Communication and Coordination with Local Police and Fire Departments

Mercy House is committed to communicating and working collaboratively with local police and fire departments. The intention of Mercy House is to act as self-sufficiently as possible and minimize the shelter's impact on the local police and fire departments. This includes ensuring that staff and security are trained to properly manage and respond to an array of difficult situations that may occur at the shelter.

Mercy House will work with street outreach providers and law enforcement to engage persons experiencing homelessness within the surrounding area to connect them to available emergency shelter beds and other available supportive services.

Policies for Neighborhood Patrol

If requested as part of the program's contract with the partner, a staff-led Neighborhood Patrol will assemble to monitor a radius around the shelter perimeter at a predetermined frequency and

duration. The role of this patrol group is to site to collect litter, promote cleanliness, engage with neighbors, and enhance safety and cleanliness of the immediate vicinity.

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

- All litter and trash items will be removed from the area and properly disposed of
- Guests found loitering will be issued a warning. Violations of this rule may cause a guest to be exited from the facility
- Unauthorized parking of guest vehicles in the neighborhood are subject to tow
- Staff will contact city designated shopping cart retrieval program to collect all shopping carts found that do not contain items of personal property
- Staff will follow city codes for removing personal property found in surrounding area.

Communication and Coordination with City, County, and Service Providers

Operation of the program will be for the public good and to move the homeless Continuum of Care system, as a whole, forward and to support the long-term success of the shelter. As such, successful implementation of the shelter program will require the partnership of various stakeholders including the City, County, and other Service Providers.

Mercy House staff will engage with key stakeholders (i.e. service providers, neighborhood councils, cities, County and leaders, faith groups, and first responders).

Mercy House will foster strong Community Involvement and participate in City and county-wide community events.

If feasible, Mercy House shall attend meetings of the local Neighborhood Associations and local Chamber of Commerce when invited.

Mercy House is committed to working cooperatively with numerous other service providers, community, and government organizations to serve the needs of the homeless population in the County.

Commission to End Homelessness
Homeless Service System Pillars Attestation
EXHIBIT F



Providers shall Complete, Sign, and Submit with Contract Renewal:

Please select which of the Homeless Service System Pillar(s) that applies to the services being renewed:

- PREVENTION**
- OUTREACH & SUPPORTIVE SERVICES**
- SHELTER**
- HOUSING**

Please provide a brief description to outline how your contract renewal meets the best practices and guiding principles of the selected Homeless Service System Pillar(s). If additional space is needed, please attach separate pages to this form.

The renewal of our contract meets all the principles and commitments of the homeless services system under the shelter category. Our trauma informed and client centered approach to shelter promotes dignity, respect, and mutual access. The program provides low barrier, housing focused shelter and housing navigation services in compliance with the County Standard of Care. Some examples of regularly offered staff trainings include: client centered care, trauma informed care, harm reduction, de-escalation, and mental health first aid. Case Management services focus on creating an individualized housing plan for each guest, assessing needs, gathering documentation, and engaging guests in the County's Coordinated Entry System with the goal of exiting guests into permanent housing destinations. Staff and security are on-site 24-hour per day. We recognize the importance of shelter, including this program, as a vital component in the system of care responding to homelessness in our community.



Table 1. MA-042-21011327, Bridges at Kraemer Place Shelter

This table clarifies the maintenance obligation of Mercy House Living Centers (CONTRACTOR) and the County of Orange (COUNTY).
 Agreements referenced MA- MA-042-21011327 and twenty (20) year Lease OCCR-HRC-KRAEMER-2016.

	Service	Responsible Party	Agreement Paragraph	Additional Comments
1	Equipment repair/maintenance, insurance/protection (furniture, refrigerators, ice machines, microwaves, ovens, laundry, computers, monitors, water softener etc.)	CONTRACTOR	Contract for Provision of Bridges at Kraemer, XIII. Equipment, H; Leasehold Terms, 13. Maintenance Obligations of Tenant	Per the Contract, CONTRACTOR is responsible for client misuse, as well as reasonable wear and tear of Equipment. See Contract Paragraph XIII. Equipment. Computers and monitors were purchased as start-up costs for the program. They are COUNTY property, but while CONTRACTOR is using them, the responsibility to fix and maintain them falls under CONTRACTOR.
2	Electrical Repairs/Replacement of, Desk/Lamp Light Bulbs, Switches, Outlets, etc.	CONTRACTOR	Exhibit A, V. Services, C. Description of Services; Leasehold Terms, 13. Maintenance Obligations of Tenant	COUNTY is only responsible for overhead ceiling lights, sensors, lighting switches and exterior pole lighting. COUNTY will provide CONTRACTOR access to electrical boxes if access is needed for any repairs that may fall under their responsibility.

3	Graffiti Removal	CONTRACTOR	Leasehold Terms, 13. Maintenance Obligations of Tenant	No portions of the Premises are excepted from the requirement for Graffiti removal, therefore CONTRACTOR is responsible for the removal of Graffiti within any location utilized for the program. CONTRACTOR is allowed to paint any location utilized for the program as long as it adheres to existing color schemes and environmental regulations.
4	Landscaping/Hardscaping	CONTRACTOR	Exhibit A, V. Services, C. Description of Services; Leasehold Terms, 13. Maintenance Obligations of Tenant	No comments.
5	Wall, Floor, or Ceiling-Mounted Fixture Repair (shower heads, shower benches, kitchen cabinets, sinks, toilets, etc.)	CONTRACTOR	Leasehold Terms, 13. Maintenance Obligations of Tenant	Structural flooring damage issues, which impact the structural integrity of the flooring, is the responsibility of the COUNTY, but non-structural flooring damage is the responsibility of CONTRACTOR. Shower heads and shower benches can be repaired by CONTRACTOR if the repairs can be performed without negatively impacting structural portions of the building; otherwise, COUNTY will perform the repair upon request by CONTRACTOR, if repairs cannot be performed without negatively impacting the building structure. Any item mounted to the structure of the facility up to the wall/floor will be the responsibility of the CONTRACTOR. If the item when damaged, damages the wall/floor, COUNTY will be responsible.

6	Window Repairs/Replacements	CONTRACTOR/COUNTY	Exhibit A, V. Services, C. Description of Services; Leasehold Terms, 13. Maintenance Obligations of Tenant	CONTRACTOR is responsible for upkeep and maintaining the windows as needed. COUNTY is responsible for replacing or repairing major damage to the windows upon request of CONTRACTOR.
7	Building Fire Systems, Fire Alarm Monitoring, Smoke Detectors	CONTRACTOR	Exhibit C, Standard of Care, Facility Standards, Fire Safety; Leasehold Terms, 13. Maintenance Obligations of Tenant	No comments.
8	Fire Safety - keeping building exits clear, fire extinguisher maintenance, schedule annual fire inspection by the fire department, log of all inspections, approvals, and fire drills.	CONTRACTOR	Exhibit C, Standard of Care, Facility Standards, Fire Safety; Leasehold Terms, 13. Maintenance Obligations of Tenant	Exhibit C to the Contract is the COUNTY of Orange Standards of Care for Emergency Shelter Providers. The Standards of Care establish minimum standard requirements that CONTRACTOR must adhere to. CONTRACTOR is responsible for maintaining fire extinguishers and ensuring they are up to code. COUNTY to ensure CONTRACTOR has access to the extinguishers at all times.
9	Janitorial/Custodial Services	CONTRACTOR	Exhibit A, V. Services, C. Description of Services; Leasehold Terms, 13. Maintenance Obligations of Tenant	No comments.
10	Plumbing Issues (clogged sinks, shower faucets, toilets, urinals, leaks, water intrusion remediation etc.)	CONTRACTOR	Exhibit A, V. Services, C. Description of Services; Leasehold Terms, 13. Maintenance Obligations of Tenant	CONTRACTOR is responsible for addressing plumbing issues, such as clogs and leaks, etc. The COUNTY will address plumbing issues that impact major internal plumbing components of the plumbing system unrelated to external fixtures.

11	Trained Security Personnel	CONTRACTOR	EXHIBIT A, V. Services Administrative Responsibility	No comments.
12	Doors and Locks (alignment, hinges, function, etc.)	CONTRACTOR/COUNTY	Exhibit A, V. Services, C. Description of Services; Leasehold Terms, 13. Maintenance Obligations of Tenant	COUNTY is responsible for the repair and maintenance of the doors and locks to COUNTY secured access areas (Electrical room, fire control room, elevator machine room). Additionally, COUNTY will address maintenance and repair for reasonable wear and tear of gates and exit doors.
13	Doors and Locks (door to COUNTY electrical room, HVAC room, elevator room, or other facility room used strictly by the COUNTY)	COUNTY	Exhibit A, V. Services, C. Description of Services;	No comments.
14	Electrical Lines Building System (inside walls), Power Distribution, Emergency Generator	COUNTY	Leasehold Terms, 14. Maintenance Obligations of County	No comments.
15	Electrical Repairs/Replacement of Lighting Fixtures, Ceiling Bulbs, Ballasts, Lighting Controls	COUNTY	Exhibit A, V. Services, C. Description of Services;	No comments.
16	Elevators	COUNTY	Leasehold Terms, 14. Maintenance Obligations of County	No comments.
17	Exterior Fencing/Walls	COUNTY	Leasehold Terms, 14. Maintenance Obligations of County	No comments.

18	Gas Lines	COUNTY	Leasehold Terms, 14. Maintenance Obligations of County	No comments.
19	HVAC System & Filters, Building Automation System (BAS)	COUNTY	Leasehold Terms, 14. Maintenance Obligations of County	No comments.
20	Interior/Exterior Maintenance/Repairs to the Walls or Ceilings	COUNTY	Leasehold Terms, 14. Maintenance Obligations of County	No comments.
21	Roof	COUNTY	Leasehold Terms, 14. Maintenance Obligations of County	No comments.
22	Storm Drain Repair	COUNTY	Leasehold Terms, 14. Maintenance Obligations of County	No comments.
23	Below-Slab Grease Interceptor	COUNTY	Leasehold Terms, 14. Maintenance Obligations of County	No comments.
24	Plumbing System (Inside walls and below slab)	COUNTY	Leasehold Terms, 14. Maintenance Obligations of County	No comments.