



Planning Commission

Regular Meeting **AGENDA**

City of Ukiah Planning Commission Meeting

Please join my meeting from your computer, tablet or smartphone.

<https://global.gotomeeting.com/join/473756525>

You can also dial in using your phone.

United States: [+1 \(571\) 317-3122](tel:+15713173122) ; Access Code: 473-756-525

Join from a video-conferencing room or system.

Dial in or type: 67.217.95.2 or inroomlink.goto.com

Meeting ID: 473 756 525

Or dial directly: 473756525@67.217.95.2 or 67.217.95.2##473756525

October 14, 2020 - 6:00 PM

1. CALL TO ORDER

2. ROLL CALL

3. PLEDGE OF ALLEGIANCE

4. APPROVAL OF MINUTES

4.a. Approval of Minutes for August 26, 2020 Regular Meeting

Recommended Action: Approve the August 26, 2020 Regular Meeting minutes.

Attachments:

1. 2020-08-26 Planning Commission Minutes - Draft

5. APPEAL PROCESS

All determinations of the Planning Commission regarding major discretionary planning permits are final unless a written appeal, stating the reasons for the appeal, is filed with the City Clerk within ten (10) days of the date the decision was made. An interested party may appeal only if he or she appeared and stated his or her position during the hearing on the decision from which the appeal is taken. For items on this agenda, the appeal must be received by .

6. COMMENTS FROM AUDIENCE ON NON-AGENDA ITEMS

The Planning Commission welcomes input from the audience. In order for everyone to be heard, please limit your comments to three (3) minutes per person and not more than ten (10) minutes per subject. The Brown Act regulations do not allow action to be taken on audience comments.

7. SITE VISIT VERIFICATION

8. VERIFICATION OF NOTICE
9. PLANNING COMMISSIONERS REPORT
10. DIRECTOR'S REPORT
11. CONSENT CALENDAR
12. NEW BUSINESS
13. UNFINISHED BUSINESS

- 13.a. Presentation of "Second 6-month Report Regarding Community Center and Winter Homeless Shelter at 1045 South State Street."

Recommended Action: Receive the report and provide additional feedback as necessary.

Attachments:

1. Attachment 1- 2-26-20 Staff Report
2. Attachment 2- 2-6-20 to 8-6-20 Police Calls
3. Attachment 3- RCS-Building_Bridges_Manual-Rev021820
4. Attachment 4- B2 2019-2020 Presentation

14. ADJOURNMENT

Please be advised that the City needs to be notified 72 hours in advance of a meeting if any specific accommodations or interpreter services are needed in order for you to attend the online meeting. The City complies with ADA requirements and will attempt to reasonably accommodate individuals with disabilities upon request. Materials related to an item on this Agenda submitted to the City Council after distribution of the agenda packet are available online at: <http://www.cityofukiah.com/meetings/>. Click on the link for the specific meeting to view or download and print the agenda packet with all attachments.

I hereby certify under penalty of perjury under the laws of the State of California that the foregoing agenda was posted on the bulletin board at the main entrance of the City of Ukiah City Hall, located at 300 Seminary Avenue, Ukiah, California, not less than 72 hours prior to the meeting set forth on this agenda.

October 8, 2020

Stephanie Abba
Planning Commission Secretary

**CITY OF UKIAH
PLANNING COMMISSION MINUTES
Regular Meeting**

Meeting held Virtually: <https://global.gotomeeting.com/join/132249829>

Ukiah, CA 95482

August 26, 2020

6:00 p.m.

1. CALL TO ORDER

The regular meeting of the City of Ukiah Planning Commission was called to order by Chair Christensen at 6:00 p.m. on GoToMeeting: <https://global.gotomeeting.com/join/132249829>. The meeting was legally noticed on Wednesday, August 19, 2020.

VICE CHAIR SANDERS PRESIDING.

2. ROLL CALL

Roll was taken with the following Commissioners Present: Ruth Van Antwerp, Mike Whetzel, Mark Hilliker, and Linda Sanders. Absent: Chair Laura Christensen. Staff Present; Craig Schlatter, Community Development Director; Mireya Turner, Planning Manager; David Rapport, Legal Counsel; Tim Erikson, City Engineer; Kristine Lawler, City Clerk; and Stephanie Abba, Planning Commission Secretary.

3. PLEDGE OF ALLEGIANCE

Pledge of Allegiance

4. APPROVAL OF MINUTES

a. Approval of July 16, 2020, Special Meeting Minutes.

Motion/Second: Hilliker/Whetzel to approve the Minutes of July 16, 2020, a Special Meeting, as submitted. Motion carried by the following roll call vote: AYES: Van Antwerp, Whetzel, and Hilliker. NOES: None. ABSENT: Christensen. ABSTAIN: Sanders.

b. Approval of August 12, 2020 Regular Meeting Minutes.

Motion/Second: Whetzel/Van Antwerp to approve the Minutes of August 12, 2020, a Regular Meeting as submitted. Motion carried by the following roll call vote: AYES: Van Antwerp, Whetzel, Hilliker, and Sanders. NOES: None. ABSENT: Christensen. ABSTAIN: None.

5. APPEAL PROCESS

No matters eligible for appeal were heard.

6. COMMENTS FROM AUDIENCE ON NON-AGENDA ITEMS

No public comment was received.

7. SITE VISIT VERIFICATION

Confirmed by Commissioners.

8. VERIFICATION OF NOTICE

Confirmed by Staff

9. **PLANNING COMMISSIONERS' REPORT**

Presenter: Van Antwerp, and Hilliker.

10. **DIRECTOR'S REPORT**

Presenter: Craig Schlatter, Community Development Director.

11. **CONSENT CALENDAR**

No items on consent calendar.

12. **NEW BUSINESS**

None

13. **UNFINISHED BUSINESS**

a. **Consideration of Appeal of City Engineer's Approval of a Minor Subdivision to Split the Existing ±0.60-acre (26,136 sf) parcel into three parcels at 589 North School Street, APN 002-146-01. File No. 19-4992.**

Presenters: Mireya Turning, Planning Manager and Craig Schlatter, Community Development Director.

Public Comment: Quelani Penland, Representing Applicant; Aramis Penland, Representing Applicant; Jim Brown, Appellant; and Andrew Webb.

Motion/Second: Whetzel/Hilliker to deny the appeal based on the findings of the Staff Report at the August 12, 2020 meeting, (upholding the City Engineer's approval of the Minor Subdivision to split the existing ±0.60-acre (26,136 sf) parcel into three parcels at 589 North School Street, APN 002-146- 01, based on the Findings in the Staff Report dated July 2, 2020). Motion carried by the following roll call vote: AYES: Whetzel, Hilliker and Sanders. NOES: Van Antwerp. ABSENT: Christensen: ABSTAIN: None.

14. **ADJOURNMENT**

There being no further business, the meeting adjourned at 7:04 p.m.

Stephanie Abba, Planning Commission Secretary



DATE: October 7, 2020
TO: Planning Commission
FROM: Craig Schlatter, Director of Community Development
SUBJECT: **13a. Unfinished Business – Second 6-Month Report Regarding Community Center and Winter Homeless Shelter at 1045 South State Street**

Background:

On July 26, 2017, Planning Commission adopted findings conditionally approving a Major Use Permit and Site Development Permit to allow a Community Center and Winter Homeless Shelter at 1045 South State Street, for the applicant Redwood Community Services (RCS). As part of the Conditions of Approval, Planning [Community Development] Department Condition #15 required the following:

15. The Director of Community Development and Planning shall report to the Planning Commission once every six months during the first two years of the shelter operation. The Director's report shall include a record of any complaints received from the public or shelter occupants and an assessment on the most effective ways to modify the [Program] plan to address valid complaints.

The Community Development Director presented the first six-month report to the Planning Commission on February 26, 2020 (see Attachment 1). No complaints had been recorded by the Community Development Department ("Department") within the first six months of operation of the Building Bridges ("B2") Community Center and Winter Shelter. Because no complaints were received, no modification of the plan was recommended. The Planning Commission received the report, with discussion related to how complaints were received, possible fencing on 1045 S State St between neighboring properties, and trash pickup. Public comment was provided by a neighboring property owner and RCS staff.

Shortly after the report was presented to the Planning Commission and due to concerns about possible increases in police activity the City Manager's Office requested the Department report on police activity in future Planning Commission reports for B2. The City Manager's Office also requested notification to the Office of future Planning Commission report dates (the City Manager's Office, including the Clerk, sometimes receives complaints from the public and wanted to be sure these complaints were recorded).

Discussion:

In preparing this report, the Community Development Director collected, reviewed, and analyzed information from the following sources:

- Complaints received from the public by the Department and City Manager's Office

- Virtual meeting with members of RCS's executive staff and on-site manager and the Ukiah Police Department (UPD) Chief of Police and officers Thursday, October 1, 2020; and subsequent email correspondence with the B2 on-site manager
- "Windshield" site visit conducted on Wednesday, October 7, 2020
- Major Use Permit/Site Development Permit Conditions of Approval for 1045 S State St
- Number and type of police calls received from February 6, 2020 to August 6, 2020; and three years' comparison of police activity data (Attachment 2)
- B2 Program Manual, last updated in February 2020 (Attachment 3)

Details and analysis are below.

1. *Complaints received from Public*

A total of eight complaints were received from the public during the period 2/6/20 – 8/6/20. Two additional complaints were received in September. All complaints were received from the same individual. The complaints ranged from concerns about B2 homeless persons ("guests") not observing the COVID-19 health orders related to facial coverings and social distancing, to disputes among guests, noise, and alcohol usage.

2. *Report of Police Activity*

189 calls for police service at 1045 S State St were made during the period 2/6/20 – 8/6/20. This compares to 131 in the previous six months, representing an approximately 40% increase in police activity for the period.

3. *Building Bridges Program Manual*

Between the complaints received from the public and the police activity reports, areas of the B2 Program Manual that were analyzed for possible modification and discussed with RCS staff on October 1, 2020 included the following:

- Page 26, f.1. Community Council- is the Community Council still meeting?
- Page 27, 3. Being Good Neighbors- is the daily tour of the neighborhood still occurring?
- Pages 31-32- with the report of the increase in police activity, do changes need to be made to the Guest Code of Conduct (VIII), Guest Responsibilities (IX), and/or Guest Personal Rights (X) sections of the Program Manual?
- Page 33, section XI- has RCS altered its operational plan at B2 during the previous six months? City staff reminded RCS staff that because the RCS B2 Program Manual is part of the Use Permit's Conditions of Approval (#7), "No changes may be made that contradict or conflict with the parameters outlined in the use permit issued by the City of Ukiah without receiving approval from the Zoning Administrator utilizing the same review procedures as a Use Permit."
- Page 35, d. Cooperation with the City of Ukiah- the City was receiving performance reports from RCS for the first six months of operation, but these stopped during the recent period. When will RCS begin generating these reports again?
- Page 44, v. Security & Safety- are any changes needed to this section to address the increase in police activity?
- Page 44, v.2. Daytime Measures- this section requires B2 to keep a log of daily staff patrols of the facility, for "enhancing safety in the immediate vicinity, preventing and controlling issues of loitering, unauthorized parking of guest vehicles, abandoned property, shopping carts, and addressing other issues as needed." Could the City review these logs?

4. Virtual City-RCS Meeting: Areas of Concern Assessment and RCS Responses

City staff from the Community Development Department and Ukiah Police Department met virtually with executive staff of RCS and the Building Bridges Homelessness & Housing Support Manager on October 1, 2020. There was productive discussion related to 1-3 above, as well as an assessment and identification of possible solutions to address valid complaints. Areas of concern from #3 (above) and summaries of RCS responses to those concerns are below.

- Page 26, f.1. Community Council- is the Community Council still meeting?
 - o **RCS response:** the Community Council had stopped meeting over the last few months but RCS “is fully committed to continuing this Council and engaging with community partners.” Going forward, the B2 Council will be meeting via Zoom on the second Wednesday of each month, from 1:00 to 2:00 p.m.
- Page 27, 3. Being Good Neighbors- is the daily tour of the neighborhood still occurring?
 - o **RCS response:** B2 staff continue to pick up trash and engage with guests who are loitering, but in-person Community Forums were stopped due to the COVID-19 pandemic. Going forward, RCS B2 staff will be hosting a Community Forum via Zoom on the fourth Wednesday of each month, 5:30-6:30 p.m. Feedback received will be reviewed by the B2 Community Council.
- Pages 31-32- with the report of the increase in police activity, do changes need to be made to the Guest Code of Conduct (VIII), Guest Responsibilities (IX), and/or Guest Personal Rights (X) sections of the Program Manual?
 - o **RCS response:** RCS is reviewing safety issues towards enhancing safety and service outcomes. “The team at B2 were all new to the work when we opened a year ago. They have had opportunities to practice the things they learn during trainings.” “...and RCS is continuously exploring ways to increase employee skill sets and ability to respond to different situations.”
- Page 33, section XI- has RCS altered its operational plan at B2 during the previous six month period?
 - o **RCS response:** RCS has made some changes to the way B2 is operated to increase safety related to COVID-19. “These are temporary changes to comply with the Mendocino County Public Health orders.” They are approved under the temporary use permit granted by the City Manager during the COVID-19 emergency.
 - o “B2 Day Center is closed to the public (but still open to B2 Shelter guests) on the first Monday and Tuesday of each month. This time is used to conduct a monthly deep cleaning of the whole facility. This was initially started because of COVID-19. However, it is a practice we would like to continue as it encourages the whole shelter community to pitch in and keep their bed areas clean.”
 - o “The B2 Day Center was previously open to the public every day from 9 am to 6 pm, with the Shelter opening at 6pm when the Day Center closes. This created a situation where we have many opportunities for tension and conflict during the 6pm transition time, with the B2 staff having to focus on getting all the Day Center guests to leave the property and neighborhood at the same time they are also supposed to be settling people into the shelter. We are now closing the Day Center to the public at 4pm.”
- Page 35, d. Cooperation with the City of Ukiah- the City was receiving performance reports from RCS for the first six months of operation, but these stopped during the recent period. When will RCS begin generating these reports again?

- o **RCS response:** “We had been doing monthly performance reports prior to COVID-19 drastically shifting the way we operate and interfering with our ability to put out cohesive performance reports. We did a presentation of the annual data from our first year of operations at the July 2020 Mendocino County Homeless Services Continuum of Care meeting and I’ve attached slides from that presentation” (Attachment 4). “I have not had time to put it together into a more printable report format, but this will at least give the City some good information.”
- Page 44, v. Security & Safety- are any changes needed to this section to address the increase in police activity?
 - o **RCS response:** See response related to Pages 31-32, above.
- Page 44, v.2. Daytime Measures- this section requires B2 to keep a log of daily staff patrols of the facility, for “enhancing safety in the immediate vicinity, preventing and controlling issues of loitering, unauthorized parking of guest vehicles, abandoned property, shopping carts, and addressing other issues as needed.” Could the City review these logs?
 - o **RCS response:** Incident logs and complaint logs were submitted to the City on October 1.

Community Development Department staff have evaluated RCS’s three changes related to Page 33, Section XI and determined all three to be minor changes that fulfill the intention of the Conditions of Approval. Consequently, no further evaluation is deemed necessary related to those three points.

Additionally, Department staff are satisfied that RCS staff reviewed and assessed complaints and the number of police calls and are putting forward solutions to improve safety and other areas of concern. These areas will be monitored over the next six-month period to evaluate the success of identified solutions and make further adjustments as needed.

Recommendation:

Staff recommends Planning Commission receive the report and provide additional feedback as necessary.



DATE: February 19, 2020
TO: Planning Commission
FROM: Craig Schlatter, Director of Community Development
SUBJECT: **13a. Unfinished Business – 6-Month Report Regarding Community Center and Winter Homeless Shelter at 1045 South State Street**

Background:

On July 26, 2017, Planning Commission adopted findings conditionally approving a Major Use Permit and Site Development Permit to allow a Community Center and Winter Homeless Shelter at 1045 South State Street, for the applicant Redwood Community Services (RCS). As part of the Conditions of Approval, Planning [Community Development] Department Condition #15 required the following:

15. The Director of Community Development and Planning shall report to the Planning Commission once every six months during the first two years of the shelter operation. The Director's report shall include a record of any complaints received from the public or shelter occupants and an assessment on the most effective ways to modify the [Program] plan to address valid complaints.

Given that the approval was for both the Community Center and Winter Homeless Shelter, and the entirety of the project did not receive a Certificate of Occupancy until August 6, 2019, the Director assessed the start of this reporting period as six months after August 6, 2019, or February 6, 2020. This makes the earliest meeting date upon which a report shall be given to the Planning Commission as February 26, 2020.

Discussion:

In preparing this report, the Community Development Director collected, reviewed, and analyzed information from the following sources:

- Site visit at 1045 South State Street on Tuesday, February 18, 2020
- Meeting with members of RCS's executive staff and on-site facility supervisor and RCS's general contractor on Tuesday, February 18, 2020
- Major Use Permit/Site Development Permit Conditions of Approval (Attachment 1)
- Building Bridges B2 Data Report (Attachment 2)
- Number and type of police calls received from January 1, 2019 – January 1, 2020

During this 6-month period, the Community Development Department recorded no complaints received from the public or shelter occupants. Because no complaints were received, no modification of the plan is necessary.

Although no modification to the plan is necessary, staff of RCS have stated they are continuing to make improvements to operations in order to minimize impacts to the surrounding neighborhood.

Recommendation: Staff recommends Planning Commission receive the report and provide additional feedback as necessary.



City of Ukiah

Kevin Thompson, Planning Manager
 Community Development and Planning
 Department
 300 Seminary Avenue Ukiah, CA 95482
 (707)463-6206
 kthompson@cityofukiah.com

October 5, 2017

Camille Schraeder
 631 Orchard Ave.
 Ukiah, CA 95482

RE: Major Use and Site Development Permits for 1045 S. State Street.

Dear Ms. Schraeder:

On July 26, 2017, the Planning Commission approved your request for approval of Major Use Permit and Site Development Permit File (No.: Munis 2748 to allow a Community Center and Winter Homeless Shelter at 1045 South State Street. Please review the Conditions of Approval listed below, sign and return to the Community Development and Planning Department to the address listed above.

**FINAL MAJOR USE PERMIT AND SITE DEVELOPMENT PERMIT
 CONDITIONS OF APPROVAL
 HOMELESS COMMUNITY CENTER AND WINTER HOMELESS SHELTER
 1045 SOUTH STATE STREET
 FILE NO: 2748**

Standard Conditions:

1. All use, construction, or occupancy shall conform to the application approved by the Planning Commission, and to any supporting documents submitted therewith, including maps, sketches, renderings, building elevations, landscape plans, and alike.
2. Any construction shall comply with the "Standard Specifications" for such type of construction now existing or which may hereafter be promulgated by the Engineering Department of the City of Ukiah; except where higher standards are imposed by law, rule, or regulation or by action of the Planning Commission.

Final Conditions of Approval
 Major Use Permit and Site Development Permit
 RCS Community Center and Winter Homeless Shelter
 1045 S. State Street
 File No. 2748

RECEIVED

OCT 30 2017

**CITY OF UKIAH
 BUILDING/ PLANNING DEPARTMENT**

1 **Fire Department Conditions:**

- 2
- 3 3. Applicant shall be required to obtain any permit or approval, which is required by law,
4 regulation, or ordinance, be it required by Local, State, or Federal agency. Specifically, the
5 following fire protection measures shall be completed by the applicant, and approved by the
6 Ukiah Fire Marshal, prior to the opening of the shelter facility:

- 7
- 8 A. One Class 2-A rated fire extinguisher for each building of project, dormitory,
9 showers, and general office space.
- 10 i. If no obstructions are present, an exterior extinguisher can service both the
11 showers and office spaces if located on the exterior landing. Exterior
12 extinguishers shall be securely mounted in a protective case.
- 13 ii. Dormitory extinguisher shall be located in the interior, in close proximity to the
14 exits. T19 Sec. 567 & 568.
- 15
- 16 B. Interior, internally illuminated exit signs with emergency lighting shall be located at
17 exits. This signage shall be hard wired with a battery backup capable of operation for
18 a period of not less than 90 minutes. CFC Sec. 1011.3 & 1011.6.3
- 19
- 20 C. All exit access, exits, and exit discharges shall be continuously maintained and free
21 from obstructions. CFC Sec. 1030.2
- 22
- 23 D. Any drapes, hangings, curtains, and other decorative material that would tend to
24 increase the fire and panic hazard shall be made from a nonflammable material, or
25 shall be treated and maintained in a flame retardant condition with a flame-retardant
26 solution approved by the State Fire Marshal. T-19 Sec. 3.08
- 27
- 28 E. New and existing buildings shall have approved address numbers placed in a
29 position to be plainly legible from the street or road fronting the property. CFC Sec.
30 505.1.
- 31
- 32 F. Prior to receiving an occupancy certificate, the Fire Marshal shall provide an
33 inspection verifying that all conditions for life and safety have been met, and that
34 access to the exits are clearly open and unobstructed. All cots must be in place so
35 that the Fire Marshall can visually see the layout and egress.
- 36

37 **Building Department Conditions:**

- 38
- 39 4. The applicant shall obtain a Building Permit prior to occupancy, or any work requiring a
40 permit in the facility. The following items will be required upon submittal of the Building
41 Permit:
- 42
- 43 A. 1 building permit application
- 44 B. 3 copies of a plot plan showing the property lines, the parking lot, and any
45 structures on the parcel, as well as distances from these items to the property
46 line.

Final Conditions of Approval
Major Use Permit and Site Development Permit
RCS Community Center and Winter Homeless Shelter
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1 C. 3 sets of plans including the building data (building square footage, shelter
2 square footage, occupancy load, etc), a site plan, an existing floor plan, a
3 proposed floor plan, and any other plans or details needed to perform a plan
4 review for the change of use, change of occupancy, and/or remodel.
5

6 5. In addition to any particular condition, which might be imposed, any construction shall
7 comply with all building, fire, electric, plumbing, occupancy, and structural laws, regulations
8 and ordinances in effect at the time a Building Permit application was submitted.
9

10 **Planning Department Conditions:**
11

12 6. The operation of the winter homeless shelter shall be permitted during winter for a duration
13 of six (6) months commencing the first day of operation.
14

15 7. The Homeless Services Community Center Program Plan included as Exhibit A shall be
16 strictly followed and enforced by the applicants. Failure to do so may cause revocation of the
17 Use Permit.
18

19 8. Prior to opening the winter homeless shelter, City staff shall inspect the interior and
20 exterior portions of the facility to ensure that all pertinent components of the approved
21 Homeless Services Community Center Program Plan are in effect.
22

23 9. Shelter staff shall be diligent in disbursing shelter clients from the site, and away from
24 adjoining residences and businesses, a minimum of 1 hour before opening and 1 hour after
25 closing. Loitering is prohibited.
26

27 10. An outdoor area shall be provided for guests that wish to leave the shelter to take breaks
28 from the close quartering of the shelter facility. Shelter staff shall monitor the use of this area
29 to ensure that guests do not cause excessive noise, littering, or other nuisance impacts.
30

31 11. The grounds around the shelter shall be routinely cleared of litter and debris, and the site
32 shall be kept in a neat and clean condition. Additionally, prior to commencing operation of the
33 shelter, the site shall be cleared of all existing debris including but not limited to: scrap metal,
34 inoperable vehicles, and boats.
35

36 12. Shelter staff shall meet with the Ukiah Police Department personnel to discuss proper
37 police contact procedures and law enforcement patrol schedules.
38

39 13. Shelter staff shall provide, bi-weekly meetings with neighbors of the shelter property and
40 staff phone numbers for emergency contacts.
41

42 14. The shelter facility shall be limited to a maximum of 60 overnight guests. The hours of
43 operation are 6:00 p.m. to 9:00 a.m.
44

45 15. The Director of Community Development and Planning shall report to the Planning
46 Commission once every six months during the first two years of the shelter operation. The

Final Conditions of Approval
Major Use Permit and Site Development Permit
RCS Community Center and Winter Homeless Shelter
1045 S. State Street
File No. 2748

1 Director's report shall include a record of any complaints received from the public or shelter
2 occupants and an assessment on the most effective ways to modify the plan to address valid
3 complaints.
4

5 16. Prior to issuance of building permit, the applicant shall resubmit the Program Plan for
6 review and approval by the City.
7
8

9 **Public Works Condition:**

10
11 16. Existing sewer laterals planned to be utilized as part of this project shall be cleaned and
12 tested, and repaired or replaced if required. Sewer connection fees shall be paid at the time
13 of building permit issuance.

14 17. Capital Improvement fees for water service are based on the water meter size. A fee
15 schedule for water meter sizes is available upon request.

16 18. If food preparation or other activities result in the discharge of fats, oils, or grease into
17 the sanitary sewer, a grease interceptor will be required.

18 19. All driveway and parking areas shall be paved with asphaltic concrete, concrete, or
19 other alternative surfacing, subject to approval by the City Engineer.

20 20. All work within the public right-of-way shall be performed by a licensed and properly
21 insured contractor. The contractor shall obtain an encroachment permit for work within, or
22 otherwise affecting, this area. Encroachment permit fee shall be \$45 plus 3% of estimated
23 construction costs.

24 21. If the building permit value is equal to or greater than one-third of the value of the
25 existing structure, the construction, repair or upgrade of curb, gutter, and sidewalk to meet
26 current ADA standards, and the addition of street trees along the subject property street
27 frontages, may be required pursuant to Section 9181 of the Ukiah Municipal Code and to
28 the satisfaction of the City Engineer.

29
30 **Electric Department:**
31

32 22. The existing 100A Service Panel that feeds the proposed shelter (Building C) may be
33 suitable to serve the needs of the shelter, based on the information from the Applicant/Owner.
34 The City of Ukiah Electric Utility Department would normally recommend that the
35 Applicant/Owner determine estimated power demand load/kVA and load calculation
36 information for the proposed service panel/project.
37

- 38 a) Connected kVA and Load calculations – will help to determine if the existing
39 transformer bank or overhead secondary service size is sufficient for the 100A
40 Service Panel that will feed Building C and the two (2) additional buildings at 1045
41 South State Street.

Final Conditions of Approval
Major Use Permit and Site Development Permit
RCS Community Center and Winter Homeless Shelter
1045 S. State Street
File No. 2748
4

1
2 23. There is one (1) existing overhead secondary wire, which currently feeds all three (3)
3 buildings at 1045 South State Street and may or may not need to be upgraded in order to
4 fulfill the Project's service panel requirements.
5

6 24. All future site improvements shall be submitted to the Electric Utility Department for
7 review and comment. At that time, specific service requirements, service voltage, and
8 developer costs and requirements will be determined.
9

10 25. Any fees associated with the addition or replacement of any existing or upgraded
11 electrical facilities (transformers, secondary conductors) to the proposed building site at 1045
12 South State Street will be the responsibility of the applicant/owner.
13

14 If you have any questions, please feel free to contact me at (707) 463-6207 or
15 kthompson@cityofukiah.com.
16
17

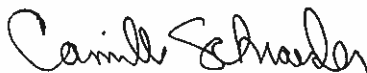
18 **As acknowledgement of receipt of, and agreement to comply with the conditions**
19 **of approval, please sign and return a copy of this letter. This signed letter must**
20 **be returned before the Building Permit can be issued.**
21
22

23 Sincerely,
24

25
26 
27
28
29

30 Kevin Thompson
31 Planning Manager
32
33
34

35 I Camille Schraeder, the applicant/Owner have read and agree to the above
36 Conditions of Approval.
37

38 
39
40

10/25/17

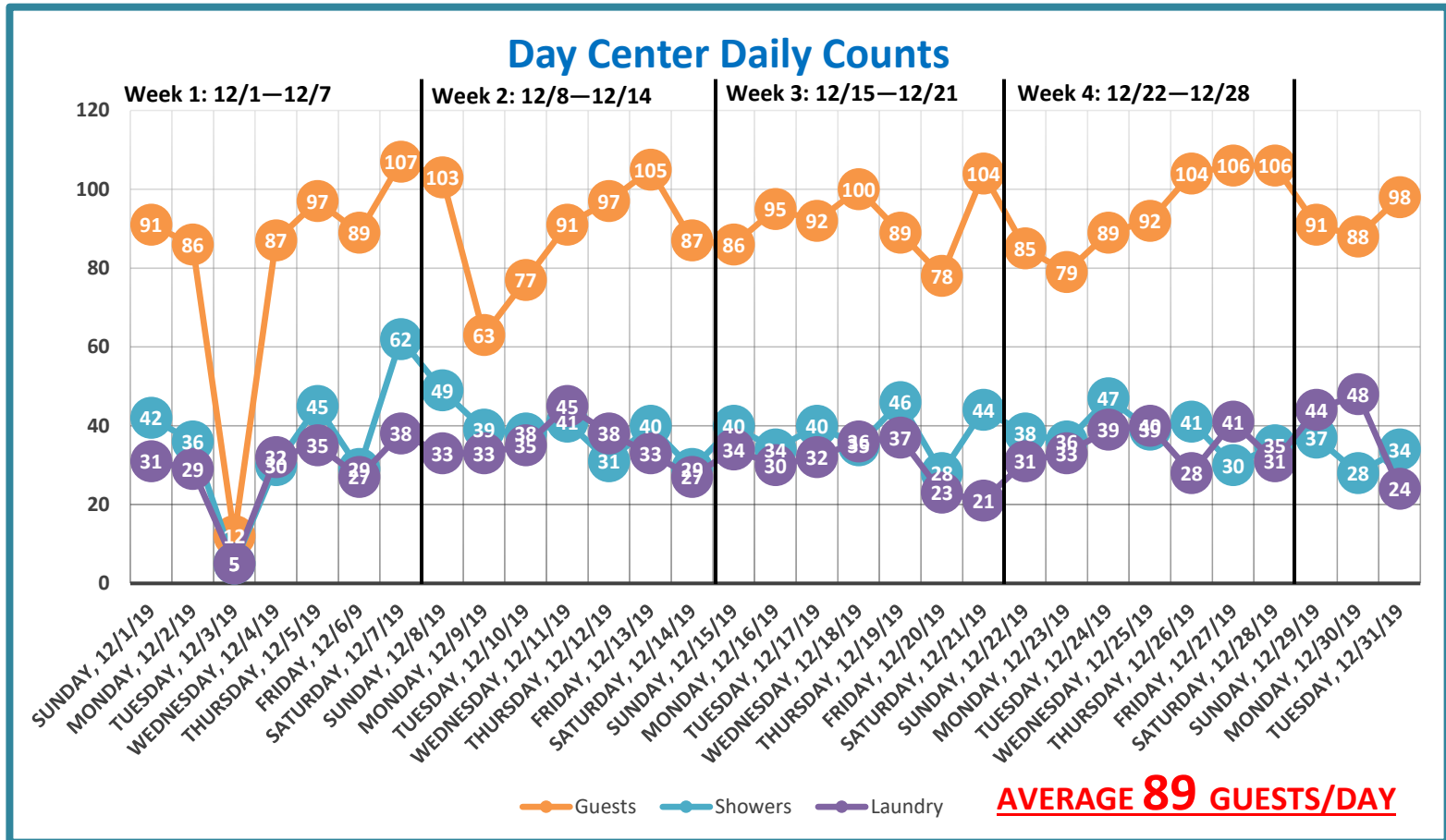
41 Project Proponent/Property Owner
42
43

Date

Final Conditions of Approval
Major Use Permit and Site Development Permit
RCS Community Center and Winter Homeless Shelter
1045 S. State Street
File No. 2748
5

Building Bridges Homeless Resource Center

December 2019 Utilization



1148 December showers
Average 37/day (Nov. average = 42/day)



1013 December laundry loads!
Average 33/day (Nov. average = 27/day)

August visits: 1551 • September visits: 2127
October visits: 2543 • November visits: 2961

2774 total visits in December!



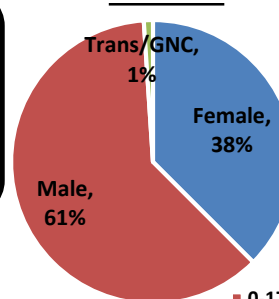
96 individuals provided shelter
for a total of **1463** bed-nights

- 167 people screened since shelter opened
- Average 7 turned away per night

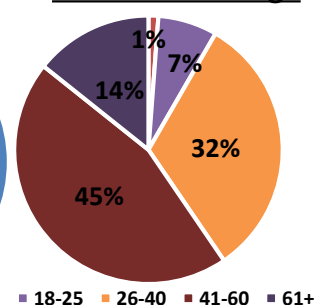
41 exits over the month. Of those:

- 5 exits to permanent housing • 2 exits to short-term stable locations
- 41 exits to the street/unknown

Gender



Shelter Guest Age



Much gratitude to **MCAVHN**, **Manzanita**, **RQMC** (Whole Person Care), **Adventist Health Ukiah Valley** (COMPASS), **Project Sanctuary**, **Legal Services of Northern California**, **Hillside Health Center**, **Volunteers** (mostly B² guests!), & **Redwood Community Services** for working together to provide a variety of excellent services to the guests of B²!

Day Center: Open 7 days a week, from 9am – 6pm
Inland Winter Shelter: Open 7 days a week, from 6pm – 9am
1045 South State Street, Ukiah; 707-234-3270



Building Bridges Day Center Calendar: January 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
EVERY DAY	HOURS	COLOR KEY	1	2	3	4
Shelter Screening 11am-4pm Laundry 9:30am-3:30pm Showers 9:30am-3:30pm Family Only Showers 3:30-4:30pm Computers 9am-5:30pm	Day Center: 7 days/week 9am – 5:45pm Inland Winter Shelter: Nov – April 7 days/week 6pm – 8:45am	- Manzanita - Adventist Health (AHUV) - Legal Services of Northern California (LSNC) - Hillside Health Center - MCAVHN - RCS	HAPPY 2020!! Movies & Games!	Manzanita: Housing Navigation 10:30am-1:30pm AHUV: COMPASS Clinic 12:30 – 2pm Community Forum 4:30-6pm	MCAVHN Harm Reduction Outreach 9am-12pm Hillside: Housing Navigation 1pm – 3pm	Movies & Games!
5	6	7	8	9	10	11
Movies & Games!	HOUSE MEETING 9am Manzanita: Housing Navigation 9:30am-11am MCAVHN Housing Navigation 2pm – 4pm	Hillside: Primary Care Outreach 9:30 – 11:30am	RCS: Housing Navigation 10am—1pm	Manzanita: Housing Navigation 10:30am-1:30pm AHUV: COMPASS Clinic 12:30 – 2pm	MCAVHN Harm Reduction Outreach 9am-12pm Hillside: Housing Navigation 1pm – 3pm	Movies & Games!
12	13	14	15	16	17	18
Movies & Games!	Manzanita: Housing Navigation 9:30am-11am MCAVHN Housing Navigation 2pm – 4pm HOUSE MEETING 4pm	Hillside: Primary Care Outreach 9:30 – 11:30am LSNC: Legal Assistance 2pm – 4pm Laundry closes at 1pm; Showers close at 2:30pm	RCS: Housing Navigation 10am—1pm	Manzanita: Housing Navigation 10:30am-1:30pm AHUV: COMPASS Clinic 12:30 – 2pm	MCAVHN Harm Reduction Outreach 9am-12pm Hillside: Housing Navigation 1pm – 3pm	Movies & Games!
19	20	21	22	23	24	25
Movies & Games!	HOUSE MEETING 9am Manzanita: Housing Navigation 9:30am-11am MCAVHN Housing Navigation 2pm – 4pm	Hillside: Primary Care Outreach 9:30 – 11:30am	RCS: Housing Navigation 10am—1pm	Manzanita: Housing Navigation 10:30am-1:30pm AHUV: COMPASS Clinic 12:30 – 2pm	MCAVHN Harm Reduction Outreach 9am-12pm Hillside: Housing Navigation 1pm – 3pm	Movies & Games!
26	27	28	29	30	31	SOCIAL
Movies & Games!	HOUSE MEETING 9am Manzanita: Housing Navigation 9:30am-11am MCAVHN Housing Navigation 2pm – 4pm	Hillside: Primary Care Outreach 9:30 – 11:30am LSNC: Legal Assistance 2pm – 4pm	RCS: Housing Navigation 10am—1pm	Manzanita: Housing Navigation 10:30am-1:30pm AHUV: COMPASS Clinic 12:30 – 2pm	MCAVHN Harm Reduction Outreach 9am-12pm Hillside: Housing Navigation 1pm – 3pm	Check us out on Facebook! @Redwood Community Services

Building Bridges Inland Winter Shelter Mental Health & Substance Use Data

November 2019

- Total of 95 individuals accessed the shelter during November 2019
- 39% of those are currently or were previously engaged in mental health services

2018—2019 Winter:

- Total of 244 individuals accessed the shelter between November 2018—April 2019
- 43% report substance use challenges
- 66% report mental illness
- 43% currently or were previously engaged in mental health services

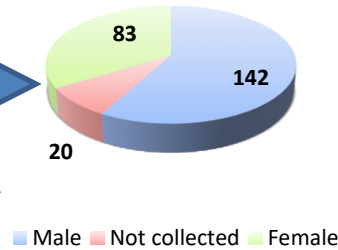
2017—2018 Winter:

- Total of 211 individuals accessed the shelter between November 2017—April 2018
- 37% were engaged in mental health services at the time they stayed at the shelter

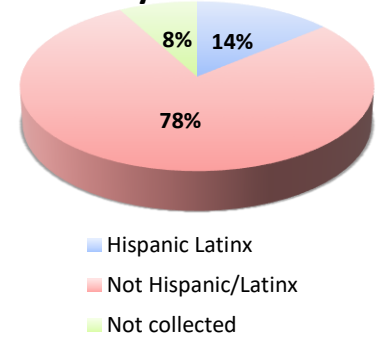
Inland Winter Shelter November 2018 – April 2019 Report

244 unduplicated
individuals
provided with
shelter!

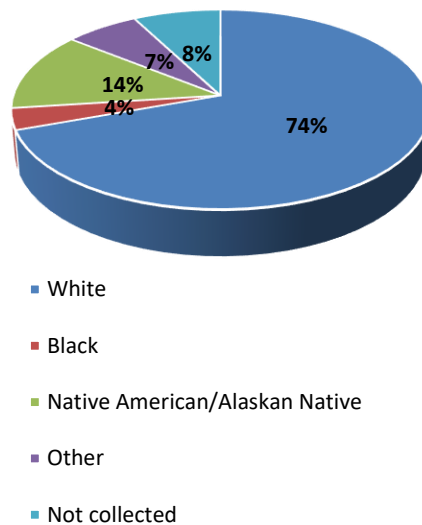
Gender



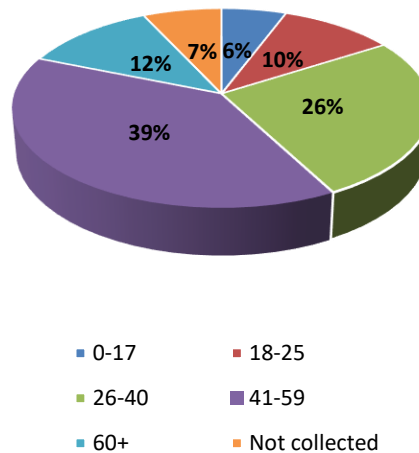
Ethnicity



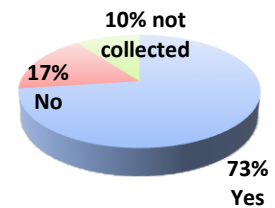
Race



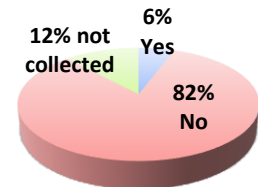
Age



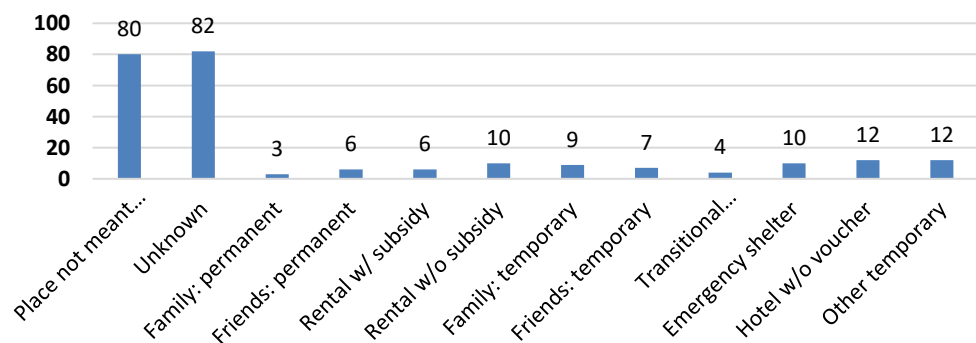
Disabled



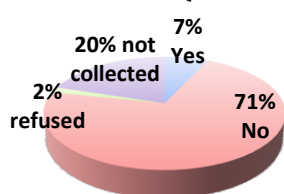
Veteran



Last Exit Destination



LGBTQIA+



Foster Family Agency | Behavioral Health Services | Family Social Services | Skill Building & Empowerment Services
Crisis Response Services | Transitional Services | Residential Services | Homeless Services | Substance Use Services

1045 S. State St. Calls For Service 02/06/2020-08/06/2020 RCS Report Request	
<u>Complaint</u>	<u>Count of Complaint</u>
911 Hangup	4
Agency Assist	6
Animal	2
Assault	19
Bike Stop	2
Brandishing	2
Citizen Assist	2
Civil	1
Disturbance	14
DUI	1
Duplicate Call	1
Fight	11
Follow Up	11
Found Property	1
Informational	34
Mental Health	3
Misc Crime	1
Misc Service	3
Missing Person	1
Public Intoxication	1
Repossessed Vehicle	1
Stolen Vehicle	2
Suspicious Circ	15
Suspicious Person	19
Suspicious Vehicle	2
Theft	15
Threats	2
Transient	1
Trespass	7
Vandalism	1
Warrant Service	1
Welfare Check	3
<u>Grand Total</u>	<u>189</u>

1045 S. State St. Calls For Service 01/01/2020-09/16/2020

<u>Call Type</u>	<u>Count of Complaint</u>	<u>Historical Call Volume</u>		
911 Hangup	4	<u>2018</u>	<u>2019</u>	<u>01/01/2020-09/16/2020</u>
Agency Assist	9	46	117	268
Animal	3			
Assault	19		<u>Month</u>	<u>Count of Complaint</u>
Bike Stop	3		Jan-18	5
Brandishing	3		Feb-18	7
Citizen Assist	2		Mar-18	7
Civil	1		Apr-18	9
Disturbance	26		May-18	3
Drug Complaint	1		Jun-18	0
DUI	1		Jul-18	1
Duplicate Call	1		Aug-18	1
Fight	16		Sep-18	2
Follow Up	16		Oct-18	1
Found Property	1		Nov-18	3
Hazard	1		Dec-18	7
Informational	55		Jan-19	7
Mental Health	3		Feb-19	4
Misc Crime	1		Mar-19	3
Misc Service	4		Apr-19	12
Missing Person	1		May-19	1
Public Intoxication	1		Jun-19	0
Reposessed Vehicle	1		Jul-19	1
Security Check	1		Aug-19	9
Stolen Vehicle	2		Sep-19	7
Suspicious Circ	23		Oct-19	10
Suspicious Person	25		Nov-19	25
Suspicious Vehicle	4		Dec-19	38
Theft	19		Jan-20	42
Threats	5		Feb-20	25
Transient	1		Mar-20	31
Trespass	8		Apr-20	26
Vandalism	1		May-20	37
Violation of Court Order	2		Jun-20	40
Warrant Service	1		Jul-20	28
Welfare Check	3		Aug-20	30
Grand Total	268		09/16/2020	9

Building Bridges

Homeless Resource Center

Manual

February 2020



Redwood Community Services, Inc.

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Building Bridges – Homeless Resource Center PROGRAM MANUAL

I. EXECUTIVE SUMMARY

Building Bridges (B²) is a collaborative project between Redwood Community Services, Inc. (RCS) and partnering agencies, community members, and people experiencing homelessness. RCS proposes to address homelessness in Mendocino County through a multi-faceted homeless resource center designed to provide outreach, safe shelter, and housing related services to people experiencing a housing crisis. This project serves to fill a gap in Mendocino County’s Homeless Services Continuum of Care (MCHSCoC) by providing a centralized location in the Ukiah valley for integrated homeless services and resources.

II. DEFINITIONS OF TERMS & ACRONYMS

Term	Definition
MCHSCoC	Mendocino County Homeless Services Continuum of Care
MCAVHN	Mendocino County Aids and Viral Hepatitis Network
PSH	Permanent Supportive Housing
RCS	Redwood Community Services, Inc.
MCHC	Mendocino Coast Hospitality Center
Harm Reduction	A set of practical strategies and ideas aimed at reducing negative consequences associate with drug use. These strategies range from safer use, to managed use, to abstinence to meet people with substance use challenges “where they’re at,” addressing conditions of use along with the use itself. Because harm reduction demands that interventions and policies designed to serve substance users reflect specific individual and community needs, there is no universal definition or formula for implementing harm reduction.
Housing First	An evidence-based approach that prioritizes access to housing above all other services, focusing on removing all barriers to housing
Literally homeless	An individual or family 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;

Redwood Community Services, Inc.

Term	Definition
	b. Is living in a publicly or privately-operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels or motels paid for by charitable organizations or by federal, state, and local government programs); or c. Is exiting an institution where they have resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately prior to entering that institution.
Chronically homeless	1. An individual or head of household who: a. Has a disability (as defined in this section); b. Lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and c. Has been homeless and living as described in item b continuously for at least 12 months or on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living as described in item b. Stays in institutional care facilities for fewer than 90 days will not constitute as a break in homelessness, but rather such stays are included in the 12 month total, as long as the individual was living or residing in a place not meant for human habitation, safe haven, or an emergency shelter immediately prior to entering the institutional care facility; 2. An individual who has been residing in an institutional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility for fewer than 90 days and met all of the criteria in paragraph 1 of this definition before entering that facility; or 3. A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in paragraphs 1 or 2 of this definition, including a family whose composition has fluctuated while the head of household has been homeless.
Disability	1. A condition that: a. Is expected to be long-continuing or of indefinite duration; b. Substantially impedes the individual's ability to live independently; c. Could be improved by the provision of more suitable housing conditions; and

Redwood Community Services, Inc.

Term	Definition
	d. Is a physical, mental, or emotional impairment, including an impairment caused by alcohol or drug abuse, post-traumatic stress disorder, or brain injury; 2. A developmental disability; or 3. The disease of acquired immunodeficiency syndrome (AIDS) or any conditions arising from the etiologic agent for acquired immunodeficiency syndrome, including infection with the human immunodeficiency virus (HIV).
Low Barrier Shelter/Housing	Low barrier housing involves placing a minimum number of expectations on people who are accommodated in housing, or most often, a shelter. By having few barriers, individuals can access more services. It also gives non-judgmental support to individuals who are already marginalized, enabling staff to assist the individual to identify and plan their own goals, starting with small achievable first steps that rebuild their confidence. This minimal barrier approach ensures people make positive choices on their own rather than forcing their compliance. B² believes a minimal barrier approach is necessary because many of our guests already face challenges beyond abject poverty, such as addiction, mental, emotional and physical illness, financial hardships, social skills, etc. Placing barriers to restrict access to shelters or housing further restricts people from using much-needed services and achieving eventual independence and housing stability.
Diversion	A strategy that prevents homelessness by helping people experiencing a housing crisis and seeking shelter to preserve their current housing situation or make immediate alternative arrangements without having to enter shelter.
MCHSCoC Resource Allocation Priorities by Cohorts (MCHSCoC rev. 5/20/19)	1a. Families with Children Experiencing Homelessness • Department of Education homelessness definition (e.g., McKinney Vento) • Almost by definition, most (if not all) families with children are homegrown Mendocino 1b. Homegrown & Local Individuals Experiencing Homelessness • Individuals experiencing homelessness per HUD definition • Individual has family connections to the community, held a job in Mendocino County prior to being unhoused, and/or attended high school in Mendocino County 2. Established Residents Experiencing Homelessness (other than Homegrown) • Individuals experiencing homelessness HUD definition

Redwood Community Services, Inc.

Term	Definition
	• Individual has no family connections to the community and went to high school outside of Mendocino County • Individual became homeless prior to coming to Mendocino County • Individual has limited or no family or community connections outside Mendocino County • Individual is a year-round resident 3. New-to-Mendocino County Individuals (e.g., out-of-towners) • Individuals experiencing homelessness per HUD • Individual has no family connections to the community and went to high school outside of Mendocino County • Individual has been residing in Mendocino County for six months or less 4. Non-HUD-Defined Individuals Traveling Through Mendocino County • Individuals who are not experiencing HUD-defined homelessness • Individuals passing through on their way to a final destination • Often episodic and seasonal – seldom continuously in Mendocino County year-round

III. OVERVIEW

a. Agency Overview

Redwood Community Services, Inc. (RCS) is a multi-service, private, non-profit agency 501c(3) serving Lake, Mendocino, and Sonoma Counties. The organization began its community services in 1996 through foster care, residential care, and mental health for children, youth, and families. Since then the agency has grown to offer therapeutic afterschool programs, youth resource centers, substance use treatment programs, crisis services, prenatal and parenting support programs, transitional housing, and other services focusing on improving the community.

RCS has been a member of the Mendocino County Homeless Services Continuum of Care (MCHSCoC) since 2010. In 2016, understanding the seriousness of the housing crisis and its effect on mental health services, RCS joined our community partners and expanded services to include the population of people experiencing homelessness.

Redwood Community Services, Inc.

RCS has been nationally accredited through the Council on Accreditation (COA) since 2014. All new programs are evaluated to meet COA standards during the next evaluation for renewal.

1. RCS Vision

A vibrant, healthy, compassionate community where people feel seen, heard, and valued

2. RCS Mission

Empowering communities for long-term success

3. RCS Beliefs

We believe in reshaping vulnerable lives through positive interactions; empowering communities for long-term success; accepting human connection and transforming relationships; and in leading social change and community wellness

4. RCS Commitments

- To our employees: be a workplace that inspires people to be the best they can be
- To our partners: together we create mutual, enduring value
- To our community: be a highly effective and adaptable organization that can respond to community needs

b. RCS Board of Directors

The Board of Directors provides oversight to the agency and all its programs, reviewing agency changes, progress, incidents, and other elements central to operating under the agency mission, vision, and goals. Each RCS program has a Board Director who acts as a point person and meets with the Program Manager to review the program's activities, utilization of services, and plans.

1. 2019 Board of Directors

- Donna Moschetti, Chairperson
- Nancy Borecky, Vice Chairperson
- Cathy Ouellette, Secretary
- Donna Gradek, Treasurer
Debbie Rensen

c. RCS Leadership Team

The Leadership Team is made up of the agency Chief Executive Officer, Chief Operations Officer, Chief Financial Officer, and Agency Directors. The team meets regularly to review the operations of the agency, changes to staffing, program updates, incidents, policy changes, and financial needs, among other items. B² has a Program Director providing administrative support and supervision to the project.

d. RCS Administrative Departments

RCS has developed their administrative infrastructure to provide extensive support to the programs, staff, and clients served by the agency.

1. Human Resources Department

The Human Resources (HR) department is responsible for recruiting and hiring staff, initial and ongoing training of employees, coordinating employee benefits, providing support to supervisors and staff relating to discrimination, harassment, and discipline, and assisting with the agency's public relations.

2. Finance Department

The Financial department is responsible for managing agency funds, accounts receivable and payable, financial reporting on grants, employee payroll processing, and other accounting responsibilities.

3. Quality Assurance Department

The Quality Assurance (QA) department is responsible for conducting internal audits of program client files, monitoring adherence to regulations and policies, maintaining the agency's accreditation, promoting quality improvement, and reviewing contracts and changes to agency documentation.

4. Maintenance Department

The Maintenance department is responsible for the repairs and upkeep of the various facilities maintained by the agency.

5. Information & Technology Department

The Information & Technology (IT) department is responsible for acquiring the technical equipment needed for staff and programs, providing tech support to staff, and managing the agency's electronic data storage systems.

e. Program Overview

Building Bridges (B²) provides specialized support services for people experiencing homelessness who may also be living with mental illness, addictions, and other challenges. B² operates from a low barrier perspective – meaning that there are few to no barriers in place to prohibit people from accessing services and shelter. For example, guests of B² are not required to be sober, compliant with mental health or addiction treatment plans, or to agree to participate in programs to receive services and housing support. Instead, guests are welcomed to B² to find safety among people experiencing similar challenges and access support that meets them where they are at. The goal is not simply to get people off the streets, but to provide a comprehensive array of supports that assist people in achieving stability and moving forward with their lives. By providing shelter, housing connections,

and support in a person-centered environment, B² engages guests to create an atmosphere of trust where opportunities for change can be discovered.

B² is overseen by a Community Council, which is comprised of B² staff, guests, neighboring residents and businesses, partnering agencies and organizations, and other interested community members. B² guests would be invited to contribute by volunteering time and energy toward activities, such as work in the community garden.

Day Resource Center

The community day resource center includes restroom and shower facilities, minimal laundry space with a washer and dryer, a resource room, non-commercial food preparation area, office space, donation sorting and distribution space, a community garden, and a dog run area. B² is built and designed to reduce barriers to access for people with disabilities throughout the whole building. Community and private office space are also available for partnering agencies and providers to utilize to provide services to guests of B². For example, agencies such as Adventist Health Ukiah Valley (AHUV) Street Medicine, MCAVHN, Ford Street Project, and RCS' behavioral health and crisis intervention services, among others, are welcome to utilize B². There is also potential for developing services to treat those B² visitors with co-occurring substance use and mental health disorders in this portion of the facility. The intention is to have a day resource center which can provide integrated services to those who are homeless, assisting them to build resiliency and break barriers to housing.

Emergency Shelter

B² includes an emergency shelter which provides a safe place for guests who are literally homeless, prioritizing access for those most at risk and vulnerable. This shelter space also provides a limited number of cots for the Ukiah Police Department and Redwood Community Crisis Center to access for diversion from the jail or crisis stabilization.

1. Program Mission Statement

Space intentionally left blank for future use.

2. Program Vision Statement

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3. Theory of Change

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4. Housing First Model¹

Housing First is a homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues. Additionally, Housing First is based on the theory that client choice is valuable in housing selection and supportive service participation, and that exercising that choice is likely to make a client more successful in remaining housed and improving their life.² Housing First does not require people experiencing homelessness to address all of their problems, including behavioral health problems, or to graduate through a series of services and programs before they can access housing. Housing First does not mandate participation in services before obtaining housing or to retain housing. The Housing First approach views housing as the foundation for life improvement and enables access to permanent housing without prerequisites or conditions beyond those of a typical renter. Supportive services are offered to support people with housing stability and individual well-being, but participation is not required, as services have been found to be more effective when a person chooses to engage.³ Other approaches do make such requirements for a person to obtain and retain housing.

A Housing First approach can benefit both homeless families and individuals with any degree of service needs. The flexible and responsive nature of a Housing First approach allows it to be tailored to help anyone. As such, a Housing First approach can be applied to help end homelessness for a household who became homeless due to a temporary personal or financial crisis and has limited service needs, only needing help accessing and securing permanent housing. At the same time, Housing First has been found to be a particularly effective approach to end homelessness for high need populations, such as chronically homeless individuals.⁴

¹ National Alliance to End Homelessness. (April 2016). *Fact sheet: Housing First*.

² Tsemberis, S. & Eisenberg, R. (2000). *Pathways to housing: Supported housing for street-dwelling homeless individuals with psychiatric disabilities*.

³ Einbinder, S. & Tull, T. (2007). *The Housing First program for homeless families: Empirical evidence of long-term efficacy to end and prevent family homelessness*.

⁴ Gulcur, L., Stefancic, A., Shinn, M., Tsemberis, S., & Fishcer, S. (2003). *Housing, hospitalization, and cost outcomes for homeless individuals with psychiatric disabilities participating in Continuum of Care and Housing First programmes*.

There is a large and growing evidence base demonstrating that Housing First is an effective solution to homelessness. Consumers in a Housing First model access housing faster and are more likely to remain stably housed.⁵ This is true for both permanent supportive housing (PSH) and rapid re-housing (RRH) programs. PSH has a long-term housing retention rate of up to 98%.⁶ Studies have shown that RRH helps people exit homelessness quickly – in one study, within an average of two months⁷ – and remain housed. A variety of studies have shown that between 75% and 91% of households remain housed a year after being rapidly re-housed.⁸

f. Mendocino County Homeless Services Continuum of Care

RCS is committed to working collaboratively with the Mendocino County Homeless Services Continuum of Care (MCHSCoC) and aims to design programs targeting the homeless population with the following in mind:

MCHSCoC Mission⁹: to create an effective continuum of housing and support services for the homeless of Mendocino County.

MCHSCoC Goals¹⁰:

- Assist homeless persons to obtain affordable housing;
- Integrate the county's providers of service to the homeless and link them with providers of housing, to create a comprehensive program to alleviate homelessness;
- Increase the number of emergency shelter beds, particularly in geographically remote areas of the county, and strengthen the emergency services system;
- Assist individuals and families facing eviction to retain housing;
- Strengthen the support services system for homeless families and individuals in transitional and permanent supportive housing;

⁵ Tsemberis, S. & Eisenberg, R. (2000). Pathways to housing: Supported housing for street-dwelling homeless individuals with psychiatric disabilities.

⁶ Montgomery, A. E., Hill, L., Kane, V., & Culhane, D. (2013). Housing chronically homeless veterans: Evaluating the efficacy of a Housing First approach to HUD-VASH.

⁷ U.S. Department of Housing and Urban Development. (2015). Family options study: Short-term impacts.

⁸ Byrne, T., Treglia, D., Culhane, D., Kuhn, J., & Kane, V. (2015). Predictors of homelessness among families and single adults after exit from homelessness prevention and rapid re-housing programs: Evidence from the Department of Veterans Affairs Supportive Services for Veterans Program.

⁹ County of Mendocino. (2011). Abbreviated Consolidated Plan: Continuum of Care for the Homeless.

¹⁰ County of Mendocino. (2011). Abbreviated Consolidated Plan: Continuum of Care for the Homeless.

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- Increase the number of decent, safe, sanitary, and affordable subsidized permanent housing units, and decent, safe, sanitary, and affordable subsidized permanent units offering support services, for the disabled homeless and those disabled persons at-risk of homelessness without discrimination on the basis of race, color, religion, sex, national origin, familial status, or disability;
- Preserve and retain the affordable housing stock; and
- Increase the supply of supportive housing, which includes structural features and services to enable persons with special needs (including persons with HIV/AIDS) to live in dignity and independence.

IV. NEEDS ANALYSIS

a. Overview

Rural Mendocino County (pop. 88,378) lies on the Pacific coast about 100 miles north of San Francisco, covering 3,506 square miles of mostly mountainous terrain. Geographically, Mendocino County is equal in size to the states of Delaware and Rhode Island combined, but has a population density of less than 25 persons/square mile. With a population of more than 40,000, the greater Ukiah community includes almost half of the county population. Ethnically, Mendocino County is 25% Hispanic, with about 9% being speakers of Spanish only. Racially, the county is 86% White, 6% Native American (primarily from local Pomo tribes), 2% Asian, 1% Black, and 5% of other or multiple races. One of every five (20%) residents live in poverty and the median household income of \$42,980 is only 70% of the statewide median. The Cities of Ukiah (pop. 16,186) and Fort Bragg (pop. 7,672) are the primary service centers for inland and coastal communities, respectively. The area's depressed economy is highlighted by Ukiah's unemployment figures, which in February 2017 stood at 8.1%, compared with 5.2% statewide. The California Family Economic Self-Sufficiency Standard quantifies the costs of basic needs for California's working families. As of 2014, the self-sufficiency standard for a single Mendocino County adult was \$22,212, equivalent to a full-time income at \$10.52 per hour. However, 21% of county residents had incomes below the self-sufficiency standard.¹¹

Despite a relatively small population, Mendocino County has reported one of the highest rates of homelessness in the nation. According to HUD, Mendocino County's homelessness rate in 2009 was

¹¹ Insight Center for Community Economic Development. (2014).

second only to that of the city of Detroit, with 161 out of every 10,000 people experiencing homelessness.¹² HHSA's January 2017 point-in-time homelessness count identified 1,238 homeless individuals. This equates to a current homelessness rate of 140 homeless people per every 10,000, compared to California's statewide rate of 29.8 and the nationwide rate of 17.7.¹³

The county suffers a lack of affordable housing, with a rental vacancy rate of 4.4% in 2013.¹⁴ Much of the housing that does exist is unaffordable for many residents. The Community Development Commission (CDC) reports that 28% of applicants pulled from the waiting list who receive a Housing Choice Voucher can locate housing where they can use that voucher. These and other available HUD-funded programs must utilize the Fair Market Rent rate which, in 90% of available rental units, is below the asking rental rate. More than one-quarter (28%) of county residents live in substandard housing¹⁵ and over half of renters (52%) pay more than one-third of their income for rent.¹⁶

Given that people who are homeless experience encounters with the criminal justice system in disproportionate numbers, it is worth noting that 60% of participants in the county's Adult Drug Court and 53% of Behavioral Health Court participants are homeless at program entry. According to the Mendocino County Probation Department, 80% of its caseload suffers from substance use disorder, mental illness (ranging from mild to chronic and severe), or comorbidity. Of California's 58 counties, in 2015 Mendocino County had the 12th highest rate of felony drug offenses (20.5% compared to 14.2% for the State) and a 3-year recidivism rate of 55.2%, compared to 44.6% for the State.¹⁷ In 2016, the county's rate of substantiated child abuse was 17.7/1,000, more than double the statewide rate of 7.8/1,000, and as of July 2016 the foster care rate of 13.9/1,000 was also more than double the statewide rate of 5.0/1,000.¹⁸ Youth who are transitioning out of the foster care system are at high risk of experiencing homelessness.

Substance abuse is one of the most challenging problems in Mendocino County, which lies in the heart of the rugged "Emerald Triangle" that has for decades provided a convenient cover for the clandestine growth and harvest of marijuana. The resulting widespread culture of acceptance is

¹² Homelessness Research Institute. (2009). *Geography of Homelessness*.

¹³ National Alliance to End Homelessness. (2016). *The State of Homelessness in America*.

¹⁴ US Census. (2013).

¹⁵ Robert Wood Johnson Foundation. (2015). *County Health Rankings*.

¹⁶ Mendocino County HHSA. (2016). *Community Health Needs Assessment*.

¹⁷ California Department of Corrections and Rehabilitation, Office of Research. (2015). *2015 Outcome Evaluation Report*.

¹⁸ UC Berkeley Center for Social Services Research (http://cssr.berkeley.edu/ucb_childwelfare).

reflected in the growth of the local wine economy and the county having more than twice the per capita number of alcohol outlets, compared with statewide rates.¹⁹

Physical, sexual, and emotional trauma are both causes and consequences of homelessness, and Mendocino County's high rates of homelessness are linked to high rates of trauma. At 23%, Mendocino County is fifth highest in the state for the percentage of children who have experienced two or more adverse childhood experiences (ACE).²⁰ Unabated stress hormones released in the wake of traumatic events in childhood produce profound and long-lasting effects on children's brains, which later manifest as disease, addiction, mental illness, violence, and criminal behaviors, often beginning in adolescence.²¹ National research consistently shows that mothers who are homeless are more likely to have significant histories of traumatic stress, interpersonal violence, mental health issues, and substance use problems when compared with their housed counterparts.²² Numerous studies conducted during the past decade identify domestic violence as a primary cause of homelessness in the United States.²³

b. Existing Programs Serving Homeless Population in the Inland Ukiah Valley

Agency/Program/Group	Services
Community Development Commission	• PSH certificates (rental subsidy) • HUD-VASH certificates (rental subsidy) • Housing Choice vouchers • Public housing
Consolidated Tribal Health	• Medical services
Ford Street Project	• Substance abuse treatment (inpatient and outpatient) • Community food bank • Transitional and permanent housing • Case management • Vocational training program

¹⁹ Mendocino County HHSA. (2013). Alcohol Outlets and Our Community.

²⁰ Child and Adolescent Health Measurement Initiative. (2017). Webinar: Integrating a Trauma-Informed Approach into Proposition 47 Proposals.

²¹ Felitti et al. (1998) Relationship of Childhood Abuse and Household Dysfunction to Many of the Leading Causes of Death in Adults. *American Journal of Preventive Medicine*, 14.

²² National Center on Family Homelessness. (2010). *Service and Housing Interventions for Families in Transition: SHIFT Study Final Report*.

²³ National Coalition for the Homeless. (1997). *Fact sheet: Domestic Violence and Homelessness*.

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Agency/Program/Group	Services
Legal Services of Northern California	• Housing rights and public benefits issues
Manzanita Services	• Wellness center • Mental health services for adults • Transportation assistance • Minimal shower access • Support groups • Referrals to housing and other resources
Mendocino Community Health Clinic	• Medical services • Obstetrics and gynecology • Dental care • Mental health care • Substance abuse/opiate treatment services • Some transportation services for the homeless
Mendocino County Aids & Viral Hepatitis Network (MCAVHN)	• Mental health services • Case management • Client advocacy • Client loans and grants • Client social and informational events • Coordinated Entry access point • Food vouchers • Harm reduction information and products • PSH case management • Hepatitis C support groups • HIV/HCV counseling and testing • Housing assistance for rent, mortgage, and utilities • Overdose death prevention • Syringe exchange • Transportation assistance
Mendocino County Health & Human Services Agency (HHSA)	• Public benefits (general assistance, CalFresh, housing assistance, MediCal, CalWorks, etc.) • Case management • Day treatment • HIV/HVC testing, education, and counseling • TB testing • WIC clinic and immunizations • Substance abuse prevention, intervention, and treatment • Prenatal treatment

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Agency/Program/Group	Services
	• Drug court services • Jail diversion services
Mendocino County Youth Project (MYCP)	• Mental health services for youth, ages 0-24 and their families • Transitional housing program for TAY • Street outreach • Crisis intervention • Clothing closet for youth, ages 16-24
Plowshares	• Hot lunches • Meals on Wheels • Mail, phone messages, information, referrals
Project Sanctuary	• Domestic violence shelter • Support groups and counseling • Para-legal assistance • Violence prevention education • Self-defense classes • Motel vouchers • Transitional housing
RCS – Arbor Youth Resource Center	• Drop-in center for transition age youth (15-24) • Substance use treatment • Vocational and employment services • Support groups • Coordinated Entry access point • Clothing closet
RCS – Behavioral Health Services	• Mental health services
RCS – Redwood Community Crisis Center	• Crisis intervention, assessment, and treatment • Crisis drop-in center
RCS – Stepping Stones	• Transitional housing • Mental health services (18+) • Case management • Support groups
Rural Communities Housing Development Corporation	• Sweat-equity housing for families • Subsidized housing for seniors and families • Permanent housing with support for people with SMI
Adventist Health Ukiah Valley	• Urgent health care services • Street outreach

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Agency/Program/Group	Services
	• Case management services

c. Potential for B² to Meet Local Needs

This project serves to fill a gap in our homeless services' continuum of care – providing people without stable housing with a safe place to be during the day and access to resources and services, as well as providing a location for emergency shelter.

d. Benefits to Mendocino County

The benefit provided to those without housing is, first and foremost, a safe place to be. B² aims to produce tangible results in improving the lives of our residents experiencing a housing crisis by providing options for shelter, a safe place during the day, services to assist with acquiring housing and accessing resources, and linking them with additional services available throughout the community. Through outreach, education, and extending invitations for community collaboration, B² will also help raise public awareness about homelessness, create bridges between members of the local community, and produce many other benefits to the community at large. Additionally, through the creation of a Community Council to advise the operations of B², it will empower local citizens to participate directly in an effective solution, giving them a sense of accomplishment and knowledge that they are able to help.

V. FACILITY STRUCTURE & OPERATIONS

a. Program Location & Description

1045 S. State St.
Ukiah, Ca 95482

This property consists of a large structure on nearly 2 acres of open flat land near the Talmage and South State Street crossing. The area is primarily occupied by businesses, with a minimal number of residences along the closest cross street, Thomas Street.

b. Hours of Operation

1. Day Resource Center

The day portion of B² is open 7 days a week, from 9:00am-6:00pm.

2. Inland Winter Shelter

The emergency winter shelter is open 7 nights a week from November 1st to the end of April, from 6:00pm-9:00am. Staff shifts for the shelter are scheduled for half an hour prior to shelter opening and half an hour after shelter closing to provide additional support during this transition time.

c. Target Population

1. Day Resource Center

The target population of the day resource center is those experiencing homelessness and those at risk of homelessness. It is projected that those who access B² the most will be those experiencing chronic homelessness.

i. Day Center Capacity

The day resource center may be able to host up to 60 guests, pending final review and approval by the Fire Marshal. The total number of people in the day resource center shall not exceed the established occupancy limit.

2. Inland Winter Shelter

The emergency shelter prioritizes adults who fall within the definition of chronic homelessness. The primary focus will be on individuals, with families with children being referred to other community resources. However, given availability, families will be accommodated either at the shelter or by placing them in hotels as funding is available. Several cots are reserved for emergency situations (please see the policy section of this manual for more information on Emergency Situation Cots).

Chronic homelessness has a high priority due to its particularly tragic and costly impact on the individual, family, and community. While the cohort who would be provided with shelter at this facility is relatively small compared to the larger homeless population, those experiencing chronic homelessness represent not only the neediest clients served by the wider service system but also the most problematic in terms of resource utilization and associated costs as these clients often have multiple health, co-occurring substance abuse and mental health issues, histories of unemployment, hospitalization, criminal backgrounds, and legal issues. This segment of the homeless population historically tends to utilize a disproportionate share of services and resources.

i. Emergency Shelter Capacity

The emergency winter shelter may have a capacity to serve up to 60 of the community's most vulnerable homeless population. The final layout and number of cots in the shelter shall be reviewed and approved by the Fire Marshal. The number of cots may be lower than 60. The total number of people in the shelter shall not exceed the established occupancy limit.

d. Program Environment

1. Day Resource Center

The day center is set up to be comfortable, welcoming, and informal. The main portion of the space is an open community space, with seating and some tables. B² is built and designed to reduce barriers to access for people with disabilities throughout the whole building. There will be computers available for guests to search for housing, apply for jobs, and access resources online. There is a meeting room with an accordion style dividing wall, which can close to make two separate spaces for private groups to meet. The bathrooms consist of five individual toilet stalls, with full locking doors, multiple urinals in a private space, and four individual shower units, with full locking doors and a dressing area in each unit. Office space is available for guests to meet with service providers, either RCS providers or providers from partnering organizations, such as case managers or care coordinators. There is an exam room with a private bathroom which will be available for the AHUV Street Medicine program and other community partners to utilize. Laundry facilities and minimal food prep space is also be available. The showers, bathrooms, laundry, and food prep space are accessible to both the day center and the shelter portions of B².

2. Inland Winter Shelter

The shelter consists of two open dorms, each with rows of cots. One dorm is primarily used by men but can be for used by all-genders and one for women. There is potential for flexibility in cot assignment, with attention paid to what is needed to provide for the safety of each guest. There is an office space or observation room between the two dorms, allowing for staff to monitor the shelter guests. The shower, restroom, laundry, and food prep space will be accessible to the shelter, though the day center portion of the facility will not be accessible at night.

3. Outside Areas & Additional Resources

There is an outside space within the fenced area for B² guests to utilize. An area within this fenced outside space is designated as a smoking area for tobacco products only. Guests who are smoking must be at least 25 feet away from any door or window of the facility.

There is potential for additional development of projects. The Community Council will collaborate and make decisions regarding new project proposals. These proposals would need to be reviewed by the City of Ukiah, who maintains a seat on the Community Council, to determine if additional permits or alterations to the existing use permit are required. Projects that have been discussed, but not decided on, include a community garden, dog run, and expanded storage space.

e. Health & Safety

B² will follow all federal, state, county regulations regarding Health and Safety for our guests and the facility.

1. Physical Plant

- B² cannot exceed the maximum occupancy, for either the day center or the emergency shelter, authorized by the City of Ukiah Fire Department, which is clearly posted in the facility.
- Doors will not be blocked, floors will be free of tripping hazards, and there will be 44 inches between objects in all walkways to the Exit areas.
- Exits will be clearly marked and Exit Plans will be posted in appropriate areas.
- A map designating the location of the gas main will be conspicuously posted and known to the B²'s on-site emergency-response designee.
- A gas shut-off tool must be attached near the gas main.
- Instructions for using the gas shut-off tool must be posted next to the tool.
- Staff will perform regular facility checks for neatness, cleanliness, and safety. The daily facility inspection will specifically check that all outlets remain safe.
- B² will have a chore list and schedule, to ensure a safe, sanitary, clean, and comfortable environment. Person(s) responsible for tasks indicated on the chore list will be clearly identified and trained.
- Trash inside the facility is contained in appropriate trash receptacles and adequate supplies and equipment for housekeeping functions are available. A schedule is established and posted for collecting and discarding trash. Trash receptacles will be emptied on a regular basis into the trash bins kept outside on the side lot of the facility. The outside trash bins will be locked to deter unauthorized dumping of trash.
- Cleaning supplies are properly labeled and kept in a separate storage area out of the reach of children.
- A Material Safety Data Sheet for Storage of Chemicals will be obtained from the Ukiah Fire Department and maintained where chemicals are stored on site. An additional copy of the sheet must be maintained in a location that can be accessed easily by staff and guests in the event of emergency and will be available upon request.
- A first-aid kit will always be kept on site and staff will be trained in first-aid and CPR. Urgent medical issues will be referred to the Emergency Room and other appropriate medical care providers.
- Fire drills will be regularly conducted and recorded.
- Facility Safety issues will be brought to the attention of the Site Safety Officer and any corrections that must be made will be clearly noted and addressed.

- For facility maintenance issues that are a risk to safety and health, the staff on shift will address it if they can safely do so. If additional repairs are needed, they will notify the Site Safety Officer, who will submit a Maintenance Request.

2. Maintenance

- B² shall maintain a safe environment for guests and has a clearly identified person to whom guests can report maintenance problems.
- Facility maintenance issues will be reported to the Site Safety Officer, who will submit a Maintenance Request.
- Maintenance Requests will be handled by the RCS Maintenance team, as designated in the Maintenance Policy Protocol policy and procedure.
- B² will have a facility maintenance plan that is maintained by the RCS Maintenance team and Properties Manager.
- Routine maintenance is performed by qualified personnel, volunteers, or commercial services, as needed.
- All B² equipment and furnishings are maintained so they are clean, safe, and appropriate for the intended function.

3. Heating & Cooling

B² will maintain a temperature of at least 65 degrees during the winter months and will keep the facility sufficiently cool during the summer.

4. Pest Control

B² will work to prevent pest infestation within the facility and to control or eradicate pests as possible. Precautions, such as wiping up spills and crumbs frequently; checking incoming boxes for insects and rodents, excluding guests' personal belongings; and elevating garbage containers off the floor, will be taken. B² enter will have pest-control inspections when needed.

f. Building a Community

1. Community Council

B² is a collaborative project led by a Community Council that is made up of the following:

- B² guests (of both the day center and shelter)
- Neighboring residents
- Representatives from community partners
- Law enforcement representatives
- City and County staff/representatives
- RCS staff/representatives
- Other community members

There are seats on the Community Council specifically reserved for:

- City of Ukiah representative
- Mendocino County representative
- Mendocino County Health & Human Services representative
- Ukiah Police Department representative
- At least one person who is currently or has recently been homeless
- RCS representative
- Partnering agencies
- Ukiah business owner
- B² neighbor

The Community Council will meet twice a month during the first year of B² operations. Meeting frequency will be reassessed after the first year and the requirement will be adjusted as needed. The purpose of this council will be to review the effectiveness of B², provide a forum for feedback and discussion, develop B² systems, policies, and processes, inform the culture of B², coordinate services between providers, and other items as needed. Meetings are open to the public, except for portions of the meeting dedicated to topics where confidentiality must be protected.

2. B² Groups

B² will regularly host groups for B² guests. These include educational, vocational, substance use, socialization, and housing focused groups.

There will be a Check-In group every other week that will provide an opportunity for guests to give feedback and input on the operations of the facility, as well as a space to mediate any challenges and collaborate on solutions. This Check In group will designate the guest representative(s) who will attend the Community Council meetings.

Additional committees could include a community garden committee, shelter committee, day center committee, development committee, and others as needed.

3. Being Good Neighbors

RCS will develop relationships with the neighboring residents and businesses and establish an open line of communication with the neighborhood, working diligently to mitigate known and future concerns. Neighboring residents, property owners, and businesses will be invited to attend the Community Council meetings. Each neighbor within 300 feet of B² will be provided with the *facility's direct phone number* and will be encouraged to call with any concerns or challenges. B² staff will work with neighboring businesses and law enforcement to prevent or address concerns. B² will make it a daily practice to tour the neighborhood, picking up litter and redirecting B²

guests who may be loitering. B² guests are expected to participate in this practice and contribute in positive ways to the functioning of B² and neighborhood.

4. Key Community Partners

RCS coordinates with other providers, including street outreach, medical services, food resources, emergency shelters, and others, to ensure there is a collaborative approach to addressing the needs of the individuals and families served. B² will maintain a resource list with contact information for providers, services, and agencies in the community. Participants will be referred as needed to community resources, such as:

- **RCS Arbor Youth Resource Center** – The Arbor is a resource center for transition age youth (TAY; ages 15-25), providing groups and classes, youth employment services, and other activities. The Arbor is an access point for TAY interviews and intake in the Coordinated Entry system.
- **Ukiah Police Department (UPD)** – RCS will work collaboratively and cooperatively with the UPD. One of the goals of B², including the emergency shelter, is to reduce the strain placed on the police department by those who are homeless.
- **Adventist Health-Ukiah Valley's Street Medicine Program** – The Street Medicine Program provides a vital service to the community, meeting those who are homeless where they are to provide basic medical care, case management, and connection to more in-depth healthcare services. B² includes an exam room where Street Medicine Program workers can meet with clients.
- **Mendocino Coast Hospitality Center (MCHC)** – RCS has partnered with MCHC to provide many services for the county. MCHC operates a community center and the RRH program on the coast. MCHC also operates the homeless shelter on the coast. RCS coordinates with them for both the RRH program and referring individuals and families in need of emergency shelter on the coast.
- **Community Development Commission (CDC)** – Public housing authority that administers the county's Housing Choice vouchers and Permanent Supportive Housing rent subsidy certificates.
- **Mendocino County AIDS/Viral Hepatitis Network (MCAVHN)** – street outreach and case management for those with addiction and/or chronic illness and/or co-occurring disorders.
- **Manzanita Services** is an adult drop-in center and provides groups and classes, mental health support services, crisis services, and case management.
- **Ford Street Project** – referrals for families with children to their shelter and housing programs. Referrals for substance use treatment and support.
- **Redwood Community Crisis Center (RC3)** – for mental health crisis support services.
- **RCS Behavioral Health Services (BHS)** – for TAY in need of mental health services.

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- Other community resources and services.

VI. SERVICES OFFERED

B² will work to address to needs of those who are homeless by providing a wide array of services and supports, including:

- | | | |
|---|--|---|
| • Bathrooms, Showers, Laundry | • Educational Services | • Medication Support |
| • Community Service & Volunteer Opportunities | • Emergency Winter Shelter (Nov-April) | • Mental Health Services |
| • Resource Navigation (Case Management) | • Food (minimal) | • Peer Support |
| • Donation Closet | • Internet Access | • Phone & Messaging Center, including phone charging stations |
| • Connections to Housing | • Job Listings & Employment Support Services | • Rapid Re-Housing Program |
| • Coordinated Entry | • Linkage to Medical Services | • Support Groups |
| • Counseling | • Lockers & Storage | |
| | • Mailing Address | |

VII. ORGANIZATIONAL & MANAGEMENT PLAN

a. B² Staffing

1. Day Resource Center

- Full-time program manager to oversee and facilitate the day resource center and shelter operations
- Housing Navigator
- Peer Support Counselors
- Additional service providers could include: mental health service providers, case managers, employment services provider, Street Medicine worker, substance use treatment providers
- Volunteers will be utilized where and when possible to provide additional support
- There will be a minimum of two people (at least one of them must always be a fully trained staff member) on duty to supervise the guests and maintain safety.

2. Inland Winter Shelter

- Full-time program manager to oversee the day resource center and shelter
- Full-time shelter supervisor
- Peer Support Counselors
- There will always be a minimum of two staff on duty to supervise the guests and maintain safety, inside and outside. These staff will be “Wide-Awake” and expected to address any problem conditions or behaviors during regular sleeping hours of shelter guests.

3. Staff Training

All staff on duty for any shift will be trained in crisis communication, conflict management, and safety and security protocols. In addition, each staff will participate in an orientation to, which will include a review of the resources available for the guests, both at B² and in the community, and the process for referring to those resources. Each staff position has a training packet detailing the trainings required initially and annually.

b. Financial Plan

1. Fundraising & Outreach

Outreach is a core component of the work done by B². The outreach strategy has two primary goals. First, B² will work with community partners to provide education and raise awareness about homelessness in the community. Utilizing methods such as educational materials, pamphlets, and flyers, attendance of community events and forums, and hosting informational sessions, B² aims to work with the community to reduce the stigma associated with homelessness, as well as collaborating to address the concerns of the whole community.

The second goal is to increase awareness of B²'s role in the community for fundraising efforts. RCS has an established practice of community outreach and raising awareness for fundraising and community support. The agency has over 20 years of experience providing stable services in Mendocino County, with a history of financial stability and successful programs. B² will build on this foundation to develop visibility and sustainability as a program within Mendocino County and will rely on many different sources for funding to operate B² and is committed to thinking creatively to find solutions to funding needs.

2. Potential Funding Sources

- Emergency Solutions Grant (ESG) Rapid Re-Housing (RRH) funds
- ESG Emergency Shelter funds
- Other local, state, and federal grants
- Mendocino County Board of Supervisors
- Mendocino County Health & Human Services Agency
- City of Ukiah

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- Faith-based organizations
- Individual and private donations
- Contributions from community businesses
- Fundraising events and activities
- In-Kind Contributions
 - B² will welcome the contribution of goods and/or services that address the mission and values of RCS and the program. B² will maintain a list of items that are needed and will post this list publicly in B² and through RCS' social media outreach. In-kind donations and contributions play a significant role in keeping the cost of operations down.

VIII. Guest Code of Conduct

- **COOPERATIVE** – B² guests will participate in the creation of a housing plan and will actively engage in the process of acquiring housing. They will also participate in the daily functioning of the facility and cooperate with requests from staff.
- **RESPECTFUL** – Guests will maintain respectful behavior towards all staff, volunteers, guests, and the neighborhood.
- **PEACEFUL** – Guests will not participate in any physical or verbal violent or abusive behavior, including the use of abusive language and/or threats towards others. Violent behavior that threatens the safety of others is grounds for immediate removal from B².
- **SUBSTANCE FREE FACILITY** – No use, possession, and/or sale of alcohol/illicit substances is permitted on B² grounds. Smoking is allowed only in designated outside areas. While guests will not be turned away for being intoxicated, they are expected to refrain from imbibing, ingesting, injecting, or otherwise taking illicit substances while at the day center and shelter. The sale and/or distribution of illicit substances while on B² property is grounds for immediate dismissal from B².
- **CLEAN** – Guests are expected to maintain an acceptable level of personal hygiene and clean up after themselves.
- **PERSONAL SPACE** – Guests of the shelter are to keep their personal space free of clutter and cots are to be made daily.
- **SAFE & PRIVATE** – Guests are entitled to reasonable privacy. No sexual contact of any kind. No firearms will be permitted. Knives and other weapons must be locked in the secured locker by staff. In the shelter area, guests are not allowed in other guest's sleeping areas.
- **NEIGHBORLY** – B² guests will respect the neighborhood by not littering, loitering, or being otherwise disruptive. Quiet time is between 9:00pm and 8:00am and guests are expected to minimize their time spent outside the shelter and keep their noise level down.

IX. Guest Responsibilities

Guests of B² are responsible for the following while visiting and utilizing B² :

- The responsibility to respect the rights of others to feel safe;
- The responsibility to respect the cultural backgrounds of others;
- The responsibility to respect the privacy of others;
- The responsibility to follow the expectations, rules, and Code of Conduct of B² and its programs;
- The responsibility to engage in assistance related to their re-housing plan.
- The responsibility to let B² staff know if unable to keep an appointment and need to reschedule or if unable to return to the shelter by check-in time;
- The responsibility to inform staff if it is perceived that any staff member has breached confidentiality, ethics, or treated anyone unfairly.

X. Guest Personal Rights

B² is committed to recognizing the individual personal rights of individuals, based on basic human needs, laws, and other factors.

Guests have the right:

- To feel safe at B² and associated programs.
- To be treated in a manner that respects dignity and individuality.
- To enjoy a safe and healthful living environment.
- To have reasonable accommodations under fair housing laws, when such accommodations are necessary because of their disability.
- To progress through B² programs at their own level of comfort and according to their own goals.
- To remain in B² and not be involuntarily removed or terminated without reasonable notice, good cause, and due process procedures followed.
- To have access to fair, appropriate, and standardized procedures for determining eligibility, admissions, sanctions, dismissals, and grievances.
- To be afforded reasonable privacy and confidential treatment of personal, social, financial, medical, and behavior health records, except as necessary by law or by consent. This includes the right to privacy regarding their personal belongings. Staff may request that guests show them what is in their bag(s) and pockets.
- To voice concerns, opinions, and make suggestions regarding B² rules and operations.

- To refuse medication, treatment, and services which are not directly related to acquiring housing. Refusal of medication, services, or treatment is not, by itself, cause for dismissal from B².
- Guests have the right to choose health care providers.
- To be informed of their human, legal, and civil rights, and to speak up when they feel they have been violated.
- To confidentiality in accordance with the policy detailed in the Program Procedures section of this document.

XI. PROGRAM POLICIES

a. Changes to the Program Manual

The operations of B² are overseen by the Community Council. Any revisions of this Program Manual must be reviewed and approved by the Community Council. No changes may be made that contradict or conflict with the parameters outlined in the use permit issued by the City of Ukiah without receiving approval from the City Zoning Administrator utilizing the same review procedures as a Use Permit.

b. Collaboration with Law Enforcement

B² is committed to collaborating with the Ukiah Police Department (UPD) and other law enforcement entities to best serve the guests of B², neighboring residents, and community. Law enforcement representatives are invited to participate on the Community Council, where they can directly provide feedback and influence the operations of the program. A regular practice of communication between B² and law enforcement would provide the opportunity to identify potential issues with guests and collaborate on ways to prevent, mitigate, and de-escalate issues.

c. Confidentiality

All information pertaining to guests is covered by RCS' confidentiality policy and procedure. B² will not share information regarding guest history, progress, placement, health, or any other information without their permission. When they enter the program, they will be asked to sign a release of information form allowing RCS to communicate with specific people and agencies, as needed and requested. Guest personal information will only be shared without their permission if it is subpoenaed by a court of law or in the situations described in the policy detailed below regarding mandated reporting.

Part of the role of B²'s Community Council is to review the policies, practices, issues, and changes that come up at B². Part of this review could include discussion of specific incidents that relate to

specific guests. All efforts will be made to generalize the details to prevent revealing the identity of the guest(s) involved, while also providing the information needed to effectively review the incident and any needed changes to policy, procedure, and program operations.

1. Mandated Reporter

RCS employees are mandated reporters and are required by law to report specific incidents or situations to the police department, the Probation Department, or Health & Human Services Agency (HHSA). No supervisor, administrator, or other staff member may impede or prohibit reporting. Guests will be informed of RCS's Mandated Reporter policy.

Children and older adult mandated reporter requirements are regulated by California law, under the Child Abuse and Neglect Reporting Act (CANRA) and the Welfare & Institutions Code for Elder Adults. California law provides for mandatory reporting of physical abuse, neglect, self-neglect, sexual abuse, mental suffering, financial abuse, isolation, abandonment or abduction of a child, elder, or dependent adult.

Duty to Warn: The Tarasoff case in 1974 sparked legislation that covers when clinicians are required to report risks of violence involving adults. While B² employs staff who are not therapists or clinicians, RCS could require staff to follow the elements of this regulation. The Duty to Warn law stipulates that when a clinician or therapist determines that their patient presents a serious danger of violence to another, they incur an obligation to use reasonable care to protect the intended victim against such danger. This may require the therapist to take one or more various steps, depending on the nature of the situation. These steps may call for them to warn the intended victim or others likely to apprise the victims of the danger, to notify the police, or take whatever steps are reasonably necessary under the circumstances.

The appropriate reporting requirements must be followed when the mandated reporter observes the incident, the victim reports abuse has occurred or has knowledge of abuse, and when an injury or condition reasonably leads the mandated reporter to suspect abuse has occurred. The law requires mandated reporters serving children and elder or dependent adults to make a verbal report immediately or as soon as practical, followed by a written report to HHSA on that agencies form. Failure of a mandated reporter to report suspected abuse and/or neglect of a child, elder, or dependent adult is a misdemeanor. When the abuse results in death or great bodily harm, the penalties for failing to report increase.

d. Cooperation with the City of Ukiah

The City of Ukiah Director of Community Development and Planning shall report to the Planning Commission once every six months during the first two years of B² operations. The Director's report shall include a record of any complaints received from the public or shelter occupants and an

assessment on the most effective ways to modify the plan to address valid complaints. RCS and B² will cooperate with the City of Ukiah relating to this process, in coordination with the B² Community Council. This includes providing the City of Ukiah with reports of complaints, performance reports, and other relevant information, as well as welcoming City staff to physically inspect the facility periodically.

e. Coordinated Entry

As a member of the MCHSCoC, RCS participates in the Coordinated Entry (CE) process and follows the CE Program Standard manual established by the MCHSCoC. The primary goal of the CE process is for all MCHSCoC funded assistance to be allocated as effectively as possible and that it is easily accessible, no matter where or how people present. CE prioritizes assistance based on vulnerability and severity of service needs, as well as to match individuals with participating agency programs designed for their level of need and support. People are not screened out for assistance because of perceived barriers to housing or services. The process is Housing First oriented to house people quickly without preconditions or service participation requirements. Emphasis is placed on centering the participant and their choice, which can include location and type of housing, level of services, and other options.

Every guest will be entered into the Coordinated Entry system and will be screened using the Vulnerability Index & Service Prioritization Decision Assistance Tool (VI-SPDAT), which helps identify who should be referred to which housing and support intervention. Individuals and households entered in the CE system are organized on a By Name List (BNL), which is the MCHSCoC-wide waitlist for all participating housing programs. B² staff will work with each guest to identify housing options, specifically permanent housing options, and resources appropriate for them, with the goal of making their experience of homelessness and housing crisis as short as possible.

The VI-SPDAT is a pre-screening tool that is designed to be used by all providers within a community to quickly assess the health and social needs of homeless persons and match them with the most appropriate support and housing interventions that are available. The VI-SPDAT allows service providers to assess and prioritize the people who are homeless based on the acuity of their needs. The VI-SPDAT assesses a broad range of protective and risk factors, such as support networks, deep poverty, domestic violence, disability, and employment history. Using VI-SPDAT throughout the community allows providers to move beyond assisting only those who present at their particular agency and begin to work together to prioritize all homeless people in the community and creates a single database of people experiencing homelessness.

See also: Shelter Screening & Intake.

f. Discharge

B² ensures that when service to a guest is terminated, either voluntarily or involuntarily, employees follow an orderly and respectful process. Discharge may occur when the guest:

- Achieves their goals and is ready to discontinue services;
- No longer wants to stay at the shelter or access B² resources;
- Refuses to adhere to the policies of the shelter (e.g. violent behavior, weapons possession, sale/distribution of illicit substances); or
- Has needs that exceed the resources and expertise of B².

1. Involuntary Discharge

Guests who have repeated violations of B²'s Code of Conduct could be subject to termination and removal from the facility. Guests with violent behaviors or who are engaging in behavior that presents an immediate threat to the safety of others are subject to immediate dismissal from B² and could be banned from returning. The Program Manager must sign off on the decision to ask a guest to leave the day center and the Shelter Supervisor or Program Manager must sign off on the decision to ask a guest to leave the shelter. B² employees should assist guests who are involuntarily discharged with linking to other appropriate services. This may include, among other things, making referrals or providing the guest with resources to self-refer. Staff should remain non-judgmental in their approach and be honest with them about why they are being discharged. A guest may react angrily to involuntary discharge and staff may be the target of that anger. If there are concerns this may happen, staff should ensure they are not alone during the discharge process. All guests who are involuntarily exited from the day center and/or shelter will be told if they are eligible for re-entry, how much time must pass before re-entry, and what the process for re-entry is.

2. Appeal Process

If a guest who has been involuntarily discharged wishes to be considered for re-entry to the day center or shelter, they may take the following steps:

- The guest should request a meeting with the Program Manager (and Shelter Supervisor, if involuntarily discharged from the shelter) and discuss the matter fully with them. The Program Manager will make a decision on any corrective action plan required within the boundaries of their authority, calling on the Community Council for input if necessary and appropriate. The corrective action plan will include details on what is required of the guest in order for them to return, is there a waiting period before they can return, and what should occur if they violate the plan, among other things.

- If the guest is not satisfied with the outcome of meeting with the Program Manager, they may submit a grievance that will be reviewed by the Program Director. The Director will take any corrective action required within 10 days and inform the guest of the resolution.
- Guests have the right to ask assistance of another person to speak on their behalf and/or to help fill out a grievance form.

g. Emergency On-Call Support

The B² manager, shelter supervisor, housing specialist, and care coordinators will rotate being on-call after normal business hours and on weekends to provide back-up support to the shelter staff. The staff at the shelter and day center will have access to the schedule of who is on-call. Neighbors, guests, and community partners can call B² at any time and the staff on shift will work with them, calling for on-call support as needed. Support for the guests will also be available for mental health crisis through the county crisis line. For critical emergencies that require assistance from resources such as the police department, the fire department, or immediate medical attention, guests and staff should call the appropriate emergency department, 911, or (800)222-1222 for Poison Control.

h. Emergency Situation Cots

Every day the shelter is open at least two shelter beds will be utilized for emergency situations. These beds can be accessed by emergency services organizations, such as Redwood Community Crisis Center (RC3), Ukiah Police Department, the Adventist Health Emergency Room, and HHSA Adult Protective Services, between 9:00 am and 5:00 pm. Guests who are referred to the shelter for one of the emergency beds will be accommodated on a day by day basis. The Shelter will stay in regular communication with the referring organization to see if their client still needs to access the emergency bed each day until they are able to be moved into an ongoing shelter bed or they exit the shelter. Beds that are not utilized by emergency services by 5:00 pm each day will be assigned to another person seeking shelter, utilizing the Shelter Intake policy for prioritization, for one night only. If emergency services are seeking a bed for someone after 5:00 pm or if the emergency beds are already being utilized, the Shelter will strive to accommodate that need by working with the referring organization to come up with alternative options. Alternative options may include, but aren't limited to, connecting the person with another community-based shelter or housing resource, working with another shelter guest to find alternative accommodations to free up a cot for the guest being referred, or working with the referring organization to find other accommodations for the guest they are referring for the night.

i. Food

The day resource center will have minimal snacks, coffee, and tea available for guests. Examples of the kinds of snacks could include granola bars, nuts, fruit, pastries, sandwiches, chips, and other

prepackaged pre-prepared foods. The availability of these could be dependent on donations and is not guaranteed. There will be a microwave, toaster, and sink available for guests to use during the day to heat foods such as canned soup. Guests are responsible for cleaning up after themselves. There will be no major food preparation conducted at B² and B² is not set up to store food items belonging to guests. Food is not permitted to be prepared or eaten in the shelter portion of B². Guests in need of food services will be referred to Plowshares, the Food Bank, and other community resources.

j. Grievances

Participants of RCS programs, neighbors, members of the community, and representatives from other agencies, businesses, and organizations may make complaints regarding RCS, B² and its staff, and any component of RCS' services at any time. Those with complaints or grievances should first attempt to resolve it informally by discussing the problem with program staff. If a resolution cannot be agreed upon or if any party feels it is needed, a formal complaint or grievance may be made by letter, on a complaint form, or reported directly to the Program Manager/Supervisor and/or an RCS Director.

Complaint forms can be found at any RCS office, as well as on the RCS website (www.redwoodcommunityservices.org). Completed forms can be mailed to B² or given directly to any staff person on duty in any RCS office. If given to a staff member, that staff is responsible for ensuring the form is sealed in an envelope and given to the Program Manager or an RCS Director within 24 hours. B² will also have a locked box for guests to drop their grievance forms in, which will be checked once a week. The Program Manager or Director will personally address, in a timely manner, any complaint received. The complainant will be addressed, either in writing or verbally, and steps will be taken to remedy the situation. RCS respects the right of individuals to make complaints and there will be no retaliation against the complaining party.

k. Guest Aftercare & Follow-up

Guests may continue to utilize the day center after acquiring housing for up to a year, based on level of need for support and assistance. RCS asks guests to maintain contact with B² for at least a year after acquiring housing to track outcomes, specifically whether or not the participant maintains permanent housing. Follow-up will occur in the form of a survey at 6 months and 1 year after exit to housing. Gift cards may be provided as incentives to participants for completing the follow-up surveys.

I. HMIS

RCS utilizes the Homeless Management Information System (HMIS), in coordination with the MCHSCoC, to collect information on the guests of B². HMIS is managed and administered by the Mendocino County Health & Human Services Agency (HHS). It is used in Coordinated Entry and to collect and manage data associated with assessments and referrals.

m. Incident Reporting

Incidents relating to the safety, security, health, and wellbeing of B² guests, staff, visitors, and facilities will be reported to the Program Manager, Program Director, Community Council, and other necessary entities in a timely manner and in compliance with federal, state, and local regulations and RCS policy. Incidents will be reviewed and those involved will be debriefed, with focus being given on what can be done to prevent reoccurrence.

n. Individualized Housing Plan

The vision of B² is for each guest to find housing as quickly as possible. Each guest of B² will be supported in creating and implementing an individualized housing plan that includes what their resources are (personal and professional), what options may be available to them (identifying those options that are part of their natural support system first), what steps they can take to obtain and secure housing, who they can ask for help, financial resources and needs, and what support they may need and access to assist them with acquiring and sustaining housing. This plan will be reviewed regularly with the guest and updated as needed. Guests are expected to participate in the creation of this plan and to actively engage in the steps they have identified to acquire housing.

o. Laundry

The laundry facilities are available for use by both the day center and the shelter. While staff will monitor the laundry area, B² is not responsible for guest items that are damaged, misplaced, lost, or stolen in the laundry area. Guests who misuse the machines may be restricted from utilizing the machines for a specified period.

1. Day Center

Guests must sign up with staff each day for a laundry time slot. B² may limit the number of times each week a guest can do laundry and how many belongings they may wash, depending on how many people are wanting to use the resource. Staff must supervise the use of the laundry machines. B² may limit operation of the laundry facility to specific hours, depending on staff availability, how many people are requesting to use the machines, and other factors.

2. Inland Winter Shelter

- Clean bedding will be provided to each new guest. Once admitted, each guest's bedding will be washed at least every seven (7) days.
- Shelter guests will be assigned a laundry day on admit. Each guest may do one laundry bag on their assigned laundry day. Staff will monitor guests doing their laundry but are not required to handle the guests' laundry.
- On the scheduled laundry day for their cot, the guest is to strip their cot and put soiled bedding into the dirty laundry receptacle in each dormitory. Staff will reissue clean bedding for the guest to remake their cot each week.

p. Medication

B² will provide a locked storage compartment, accessible only to staff, to store guest medication. Medication must be labeled with the guest's name and logged on the proper form. Guests are responsible for taking their medication as prescribed, filling their prescriptions, and properly disposing of their medication, if necessary. B² is not responsible for administering medication to the guests. Guests must adhere to the following relating to medication:

- Medication stored by B² must be in a bottle, vial, or dosette, and be properly labeled with the guest's name, pharmacy, physician, the medication name, and dosage.
- Each guest's medication will be stored in an individual labeled container within a locked cabinet in the staff office.
- Medications will be returned to the pharmacy and marked "for disposal" when a guest has not returned to B² for their medications for a period of one week.
- Containers of mixed pills will be accepted for storage until the pharmacy can be contacted for proper dispensing and packaging of medications. If necessary, the mixed pills will be returned to the pharmacy for proper disposal.
- Staff is not responsible for ensuring guests' adherence to their medication regimen. However, good judgment should be used, and the Program Manager/Shelter Supervisor notified if a guest has not been taking their medication or taking too much or too little.

1. Guest Guidelines for Self-Administration

- The guest will administer the medication according to the time, route, and frequency of the prescription or instructions.
- The guest is entitled to take their medication out of the locked storage and take it with them. Staff must sign the medication in and out.

2. Staff Guidelines for Self-Administration

- Staff will provide guests with a private place to self-administer medications.

- Staff are expected to either add a pharmacy printed medication administration record (MAR) to the medication binder when a guest enters B² or, if this is not available, to create a MAR using the appropriate form.
- The MAR requests that staff ask guests their physician name, pharmacy, and allergies.
- Staff must record and initial on the appropriate log when medications have been taken.
- A signature sheet will be kept current with new staff who initial for medication.

3. SHARPS Container

B² has a SHARPS container secured within the service provider office, which will be locked when not in use. For guests who need to discard needles, they may do so in this SHARPS container.

q. Non-Discrimination

RCS is a culturally diverse agency that does not discriminate based on age, gender, sexual orientation, religion, nationality, ethnicity, and disability. In fact, RCS embraces the cultural differences that make each person unique. RCS is in the service of bringing people together and healing relationships. By recognizing and embracing the diversity of the people we serve, we create a community that is more aware and accepting of the differences in all of us. RCS will provide each participant with the best available services regardless of race, ethnicity, gender, age, socioeconomic status, geographic location, religion, sexual orientation, or language. Services will be delivered with sensitivity, dignity, respect, professionalism, and appreciation, putting each participant at the center of decision-making, with a focus on strengths and resources.

1. Fair Housing Regulations

The Fair Employment and Housing Act (FEHA – see www.dfeh.ca.gov/) specifically provides protection from harassment or discrimination in housing. FEHA prohibits discrimination and harassment in all aspects of housing, including sales and rentals, evictions, terms and conditions, mortgage loans and insurance, and land use and zoning. It requires housing providers to make reasonable accommodations in rules and practices to permit persons with disabilities to use and enjoy a dwelling and to allow persons with disabilities to make reasonable modifications of the premises.

2. Reasonable Accommodation

- B² staff will not ask questions about a guest's disability, unless it is directly related to the provision of service to the guest.
- If a guest requests an exception to a policy or procedure as an accommodation of their disability, B² will grant the accommodation when the accommodation is both reasonable and necessary.

When a reasonable accommodation request is made, B² manager may obtain medical verification from the requestor that the accommodation is reasonable and necessary. Admission to B² will not be denied because of disability.

r. Parking Lot Use

The parking lot is for use by staff and visitors to B². Car camping and camping in general on B² grounds is not permitted.

s. Personal Belongings

Due to limited space, guests are asked to limit the volume of personal belongings they bring inside B² (both the day center and shelter). RCS is not responsible for any lost, stolen, or damaged personal items that guests leave at B², whether they are left in lockers or elsewhere in the community space. At no time will the day center or emergency shelter permit the storage of firearms, perishables, alcohol, or illicit substances.

1. Day Center

Guests at B² must take their belongings with them when they leave, except for those items they make arrangements to keep in lockers or available storage. Limited locker space may be available to guests and will be prioritized for those seeking a secure place to keep their medication and items related to their healthcare. Personal belongings left by guests of B² will be considered abandoned after seven days and disposed of.

2. Inland Winter Shelter

Storage space is available inside the shelter on a limited basis. Each cot has a plastic bin with a lid assigned to it for the storage of personal belongings. Shelter guests are expected to keep their belongings contained within this bin and the space underneath their assigned cot. Guests who do not return to stay at the shelter or who are dismissed from the shelter must take their belongings with them. Personal belongings of people who are no longer guests of the shelter will be considered abandoned after seven days and will be disposed of.

t. Pets

Pets will be permitted on a case by case basis. Some limited kennel and crate spaces are available outside for the Day Center and inside for the Inland Winter Shelter. Kennels and crates are available on a first-come, first-serve basis, though priority will be given to guests with service animals. Additional reasonable accommodations will be made as needed for guests with service animals. Animals must have the ability to remain quiet throughout the night. B² will have information available for guests regarding resources for pet vaccinations, spay and neutering services, and other pet care needs. B² will work with guests and County Animal Control to ensure pets are properly vaccinated

and licensed with the county. The following conditions apply to pets being permitted on the facility grounds:

- The premises shall be kept in a clean and sanitary manner by the daily removal of waste and using disinfectants to prevent the accumulation of flies, spread of disease, and offensive odor.
- Animal odors shall not be detectable beyond the lot lines of the property.
- The enclosure and/or run for dogs shall be screened by a nontransparent fence of a minimum six feet in height.
- Pets are not to be left unattended at any time. B² staff are not responsible for the care or monitoring of any pet.
- Pets spending the night will be kept indoors.
- All dogs must be licensed in Mendocino County.
- Excessive noise from animals is prohibited. Chapter 1 Article 6 of the City of Ukiah City Code shall apply to all animal nuisance complaints related to noise generated on site.

u. Progressive Engagement & Diversion

Progressive engagement recognizes that there is no way to accurately predict how much help someone may need to end their homelessness and avoid a return to the streets or shelter. While many people can successfully exit homelessness and avoid immediately returning with a small amount of assistance, there are no dependable predictors to guide the amount of assistance needed. In this approach, participants are initially offered "light-touch" assistance, including help creating a reasonable housing placement and stabilization plan, housing information and search assistance, and, as available, limited financial assistance for arrears, first month's rent, or security deposit. B² staff will regularly re-assess housing barriers and seek to close cases as soon as housing retention barriers are resolved. Assistance is provided on an "as-needed basis" to keep a participant housed and, within funding constraints, RCS offers more intensive support, additional rental assistance, or step-up referrals and help to access community-based assistance.

Diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternative housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing. The main difference between diversion and other permanent housing-focused interventions centers on the point at which intervention occurs. Prevention targets people at risk of imminent homelessness; diversion targets people as they are applying for entry into shelter; and rapid re-housing targets people who are already homeless.

v. Security & Safety

There will always be staff on site at B² during hours of operation. Staff are trained in first aid and CPR, conflict management and de-escalation techniques, and on effective security protocols. There will be an identified lead staff for each shift who will be the point person for security and safety issues. Issues relating to security and safety will be first addressed by the staff on site. There will be additional support available to address incidents as needed, which staff can access through the emergency on-call system. Incidents that present a threat to immediate safety and well-being and/or include law violations will be reported to the police department. Staff will be trained in the agency policies and process for cooperating and collaborating with law enforcement, to best promote effective response to incidents.

1. Nighttime Measures

Additional security measures will include nighttime lighting and cameras overlooking the parking lot and side yard, with monitoring screens inside the staff space on the shelter side of B². Shelter staff will perform perimeter checks regularly throughout the night. The immediate neighbors of B² will be provided with the number for B²'s direct line and emergency on-call number to provide them with a method for reporting concerns, complaints, or problems as they arise. Overnight shelter guests will be asked to declare if they have a weapon prior to entering the shelter. No firearms will be allowed on the premises. Knives must be locked in the secured locker accessible only to staff. Signs will be posted specifying that camping and loitering outside of the facility is not permitted at any time. The fence gates enclosing B² and side yard will be locked at any time B² is closed, including at night for those months the shelter is closed. The open area of the property will be kept clear to allow for easy visibility for law enforcement.

2. Daytime Measures

B² will maintain a practice of patrolling a one-mile radius around the facility at least once per day, picking up litter, promoting cleanliness, engaging with neighbors, enhancing safety in the immediate vicinity, preventing and controlling issues of loitering, unauthorized parking of guest vehicles, abandoned property, shopping carts, and addressing other issues as needed. These patrols will be documented on a log, with details recorded regarding incidents, time of patrol, neighbors interacted with, etc. For those times that the emergency shelter is closed, staff will be scheduled in a way to monitor the facility and deter loitering for the evening transition time when the day center closes. In addition, those guests who receive complaints for loitering after hours will not be permitted to utilize B² for a specified period in accordance with the Involuntary Discharge policy.

w. Shelter Daily Entry & Exit

Shelter guests are required to check in daily with staff prior to leaving the shelter in the morning to indicate that they will return to the shelter that evening. Guests who do not check in with staff by 9:00 am will lose their cot and must go through the screening process again. The shelter opens to guests at 6:00 pm. Guests must sign in when they arrive at the shelter each evening. They must arrive by 8:00 pm or make prior arrangements for a late arrival. Guests who have not arrived by 8:00 pm will lose their cot and must go through the intake process again. Guests are not to leave after 8:00 pm. Shelter quiet time begins at 9:00 pm. Guests leaving the property after 8:00 pm will be considered self-discharged. Any exceptions to this policy will be made on a case-by-case basis by prior arrangement with staff based on a need for reasonable accommodations. For example, exceptions may be made to accommodate employment, medical needs, and once in a lifetime type events.

Guests can exit the shelter and lose their cot on a voluntary or involuntary basis. If a guest leaves the shelter voluntarily, they may go through the regular screening process for re-entry. Guests who are involuntarily terminated may be eligible for the *Second Chance* process, where re-entry could be possible with a mediated resolution and contract. All guests involuntarily exited from the shelter can access the *Grievance Process* for possible re-admittance.

Spots will not be held for guests who will be away from the shelter for a night. Reasonable accommodation requests can be submitted in the case of a medical emergency or other situation that may necessitate a short stay elsewhere.

x. Shelter Guest Orientation

- Each guest will be assigned a cot, linens, blanket, and pillow.
- Guests should be shown their cot, the bathroom facilities, smoking area, activities area, etc.
- Guests are given the Shelter Orientation to read. If a guest needs special accommodation, shelter staff will read the Shelter Orientation to them and answer any questions.
- House rules and other policies will be reviewed and places where they are posted should be pointed out.
- Fire exits will be pointed out.
- Returning guests should be re-oriented each time they have been absent for 30 days or more.

y. Shelter Screening & Intake

The purpose of the shelter is to assist those in our community who are at the greatest risk of negative effects from exposure to the elements. Eligibility for this shelter will NOT be based on a first-come, first-serve basis, but will instead be based on the highest level of need. When there is an open bed and more than one person waiting to fill an open spot at the shelter, entry will be determined by the

highest level of need as determined by the VI-SPDAT completed as part of the Coordinated Entry process, with Mendocino County residency being the deciding factor in the case of tie. During this screening process guests who need additional supports for health and safety will be identified and assisted with accessing services or resources appropriate to their needs.

Guests wanting to enter the shelter must be screened by B² staff. Screenings are conducted during the hours that the Day Center is open, depending on staff availability. Data collected during this screening includes the name, gender, age, ethnicity, number of persons in household, housing and disability status, and Mendocino County residency status. Guests are required to sign the B² Guest Code of Conduct & Agreement.

People required to register as sex offenders will not be permitted in the shelter. The shelter intake process will include checking for the potential guest on the Megan's Law website. In addition, individuals known to have open warrants will not be permitted for entry until they have resolved the issue with law enforcement.

B² will provide accommodations which protect the family unit whenever possible, allowing parents and children to remain together.

z. Shelter Sleeping Area

- At a minimum, the shelter provides guests with a cot.
- Each guest is supplied with sheets, a pillow and pillowcase, and at least one blanket. Linens are changed with each change of guest and, if occupied continuously by one-person, clean linens are provided at least once a week.
- The shelter implements routine procedures for disinfecting the cot and its cover with each change of guest.
- As available, appropriate cribs or cots will be provided to people with children.
- All children's furniture and equipment meet national safety standards. Donated furniture and equipment must also meet these standards.
- Each cot has a tote assigned to it for guests to use for their personal belongings. Guests must keep their belongings contained to the tote and the space underneath their cot.

aa. Showers & Restrooms

B² provides access to functional, clean, and reasonably private toilets, wash basins, and showers, with units accessible to guests with disabilities. Guests are expected to keep their showers to less than 15 minutes. Persons with infants and young children will be provided adequate space and equipment, such as portable tubs and basins, for the bathing and changing of infants and young children. The shelter will attempt to accommodate guests' special needs in the provision of facilities.

- Shower and toilet facilities are maintained in working order, with hot and cold running water. Hot water used for washing and bathing will not exceed 104 degrees Fahrenheit.
- Showers have non-skid strips and other safety measures in place.
- Showers are accessible during day center operational hours, closing as needed depending on staff availability.
- Showers are accessible during shelter hours to shelter guests from 6:00pm until 9:00pm.
- Showers are available on a first-come, first-serve basis.
- B² provides toilet tissue, soap, and a means for washing and drying hands.
- Towels and soap will be provided for showers, with availability of towels based on donations.
- Trash receptacles will be in each toilet staff for the disposal of personal hygiene products, such as tampons and pads.
- The bathroom will include a baby changing station.
- To the extent practical, B² will provide for guests' special needs. If accommodation cannot be made, alternative arrangements will be made with other agencies when possible.

bb. Substance Use

While drugs and alcohol are not allowed on the premises, B² does not require sobriety as a condition for entry. B² utilizes a non-judgmental approach that attempts to meet people “where they are at” with their substance use. Instead of denying services to people who are using, B² tries to give opportunities for them to minimize the harms associated with substance abuse. Staff will not ask guests to be abstinent, emphasizing that they cannot use, sell, or distribute substances in B². Staff should help guests recognize that some ways of using substances are clearly safer than others. Staff should recognize the realities of poverty, class, racism, social isolation, past trauma, gender-based and sexuality-based discrimination, and other social factors that affect a person’s vulnerability to and capacity for effectively dealing with substance use.

1. Practicing Harm Reduction

- Staff should support guests with harm reduction relating to substance use. Examples of this includes, but are not limited to:
 - Encouraging a guest who has decided to reduce the amount of substance they consume in a day;
 - Listening and honoring a guest’s story about how they became dependent on a substance (or multiple);
 - Talking with them about ways they can use in a safer way and reduce the impacts or risks it places on themselves or others;
 - Helping a guest get past the shame of being addicted so that they can make conscious choices about what they want to do about it; and

- Giving guests information on how to use more safely to keep them disease free, which will lead to more options in the future.
- When a guest has been found drinking, using, selling/distributing, and/or in possession of alcohol and/or illicit substances while they are on B² grounds, staff will instruct them to leave the property, specifying the conditions for reentry as outlined in the Involuntary Discharge policy.
- When guests of B² have been found to have paraphernalia associated with illicit substances, staff will ask them to discard of it or remove the item from the property. Guests who refuse to comply with the request from staff will be instructed to leave the property and notified of the conditions for reentry as outlined in the Involuntary Discharge policy.
- When guests are intoxicated while at B², they will be asked to stay to themselves and minimize their interactions with other guests. Staff will provide supportive services as appropriate and as staff are available, intervening to address behavior that interferes with the safety and wellbeing of other guests, visitors, and staff. Guests are subject to the B² Code of Conduct and policies, regardless of their sobriety status.

cc. Telephones

B² has a phone available during operating hours to make and receive calls and contact the fire department, paramedics, police, and site supervisor personnel. B² also has or provides access to a phone that guests can use within reasonable limits. This phone is made as private as possible. B² takes incoming emergency phone messages for guests during business hours and has a process for making these messages available to them. To protect guest confidentiality, messages are taken without confirming whether the individual is a guest of B².

dd. Violations of the Rules

B² uses a low barrier framework, which means that policies that make it difficult for guests to enter shelter, stay in shelter, or access housing and income opportunities have been adjusted to minimize barriers to shelter, housing, and services. When guests violate the code of conduct or are engaging in behaviors that are challenging, staff will speak with those guests with a goal of maintaining the guest's use of B² or stay at the shelter. Communication, collaborative problem solving, conflict management, and resolution are central to addressing problematic behavior and rule violations. Staff will work with guests to create agreements about behavior and what is expected. There are not a certain number of rule violations that will automatically lead to discharge from the shelter. Staff will document those incidents that are creating conflicts, challenges, and barriers for guests and staff. These incidents will be reviewed by the Program Manager, Shelter Supervisor, staff team, and Community Council, as appropriate. Non-violent violations will be subject to verbal and written notices with action steps for the guest to come into compliance. Guests who are not able to come into compliance and have repeated violations could be subject to termination and removal from the

facility. Guests with violent behaviors are subject to immediate dismissal from B² and could be banned from returning. Please see the Discharge section of the Program Policies for more information.

ee. Violent Behavior

A guest will be told to leave B² when staff has witnessed them, they have admitted to, or there is sufficient evidence to substantiate violent or physically intrusive incident(s) against others on B² grounds or they have repeatedly targeted another individual. This includes, but is not limited to:

- Hitting, kicking, slapping, pushing
- Throwing objects at someone
- Any unwanted physical contact
- Being verbally abusive repeatedly to the same person

Staff will intervene in conflicts, if they can do so safely, and encourage those involved to work things out respectfully, offer to mediate, and name abusive behavior. When tension is high, staff will prioritize being in common areas with clients. If a guest is an immediate threat to the safety of others, they will be required to leave B². Whenever possible, the decision to tell a guest to leave should be discussed with the Program Manager and/or Shelter Supervisor. However, for threats to immediate safety staff is empowered to make that decision to protect others and themselves, notifying the Program Manager as soon as it is safe. For violent incidents, an incident report must be completed. Please see the Discharge and Incident Reporting sections for more information.

ff. Visitors at the Shelter

The shelter does not permit guests to have visitors.

- Exceptions to the “no visitors” policy includes Case Managers, Probation/Parole Officers, Clergy, designated members of open 12-step meetings, and other individuals providing services to B² guests who have been approved by B² management.

gg. Volunteers

B² will utilize volunteers to help provide a full range of services. Volunteers can assist with janitorial tasks, intake, entry, and orientation to the shelter, organization and distribution of donation items, serving snacks, facilitating groups and activities, and other service opportunities. The screening, background checks, and selection of volunteers follow the RCS Volunteer Policy and Procedure protocols. Volunteers would receive an orientation and trainings as needed for the tasks they will be conducting and would be overseen by the B² program manager and/or shelter supervisor.

1. Community Service

Redwood Community Services, Inc.

RCS will accept volunteers wishing to complete their court ordered community service hours. These volunteers can assist with janitorial tasks, organization and distribution of donation items, orientation to the shelter, laundry, and other service opportunities. These volunteers must be overseen by B² staff and not left alone in the facility.

hh. Weapons

Firearms, including BB guns and explosive devices, are not allowed on B² grounds. Other weapons must be checked in with B² staff prior to entry. Staff will make the determination as to what constitutes a weapon and whether B² will accept the item into the locked check-in cabinet. Knives, spears, swords, clubs, and Tasers are considered weapons, but work tools, sports equipment, and other items could also be required to be checked in. Items which require check-in must be tagged with the guest's name and date of check-in. All checked items must be immediately stored in a locked box or cabinet. Guests may retrieve their item(s) when they are ready to leave the facility. All checked items will be recorded on a log, with the date they were checked in and then the date they are retrieved will be recorded.

XII. PROGRAM EVALUATION

a. Evaluation Plan

B²'s performance will be monitored internally within RCS. RCS' Quality Assurance department will audit B²'s charts and documents bi-annually to monitor compliance with regulations, internal policies, and any relevant standards. Evaluation efforts shall be informed by metrics established annually by the MCHSCoC.

In addition, B² will regularly report on goals, progress, and outcomes to the RCS Board of Directors, funders, and the community.

b. Goals, Objectives, & Outcomes

Section intentionally left blank for future use. To be developed by the Community Council.

Objectives	Outcomes
GOAL 1. Provide a seamless flow of services and resource navigation.	
1a.	
GOAL 2. Develop a coordinated homeless outreach center that can be a hub for outreach services to homeless individuals.	
2a.	

Redwood Community Services, Inc.

Objectives	Outcomes
GOAL 3. Reduce the impacts of homelessness.	
3a.	
GOAL 4. Connect people with housing and assist them with sustaining it.	
4a.	

c. Tools

- Guest satisfaction surveys conducted quarterly for B² and monthly for the shelter.
- Bi-annual guest chart audits
- Guest follow-up surveys
- VI-SPDAT, initial and follow-up
- HMIS intake data and regular updates

d. Reports

- Quarterly guest satisfaction survey summaries
- HMIS bi-annual performance reports
- Bi-annual guest chart audit summary
- Annual Program Evaluation Report

e. Ethical Considerations

Section intentionally left blank for future use.

XIII. Appendices

a. Principles of Harm Reduction

Principles of Harm Reduction

 harmreduction.org/about-us/principles-of-harm-reduction/

Harm reduction is a set of practical strategies and ideas aimed at reducing negative consequences associated with drug use. Harm Reduction is also a movement for social justice built on a belief in, and respect for, the rights of people who use drugs.

Harm reduction incorporates a spectrum of strategies from safer use, to managed use to abstinence to meet drug users “where they’re at,” addressing conditions of use along with the use itself. Because harm reduction demands that interventions and policies designed to serve drug users reflect specific individual and community needs, there is no universal definition of or formula for implementing harm reduction.

However, HRC considers the following principles central to harm reduction practice.

- Accepts, for better and or worse, that licit and illicit drug use is part of our world and chooses to work to minimize its harmful effects rather than simply ignore or condemn them.
- Understands drug use as a complex, multi-faceted phenomenon that encompasses a continuum of behaviors from severe abuse to total abstinence, and acknowledges that some ways of using drugs are clearly safer than others.
- Establishes quality of individual and community life and well-being—not necessarily cessation of all drug use—as the criteria for successful interventions and policies.
- Calls for the non-judgmental, non-coercive provision of services and resources to people who use drugs and the communities in which they live in order to assist them in reducing attendant harm.
- Ensures that drug users and those with a history of drug use routinely have a real voice in the creation of programs and policies designed to serve them.
- Affirms drugs users themselves as the primary agents of reducing the harms of their drug use, and seeks to empower users to share information and support each other in strategies which meet their actual conditions of use.
- Recognizes that the realities of poverty, class, racism, social isolation, past trauma, sex-based discrimination and other social inequalities affect both people’s vulnerability to and capacity for effectively dealing with drug-related harm.
- Does not attempt to minimize or ignore the real and tragic harm and danger associated with licit and illicit drug use.

b. Five Keys to Effective Emergency Shelter



c. Fact Sheet: Housing First



| WHAT IS HOUSING FIRST?

Housing First is a homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues. Additionally, Housing First is based on the theory that client choice is valuable in housing selection and supportive service participation, and that exercising that choice is likely to make a client more successful in remaining housed and improving their life.ⁱ

| HOW IS HOUSING FIRST DIFFERENT FROM OTHER APPROACHES?

Housing First does not require people experiencing homelessness to address the all of their problems including behavioral health problems, or to graduate through a series of services programs before they can access housing. Housing First does not mandate participation in services either before obtaining housing or in order to retain housing. The Housing First approach views housing as the foundation for life improvement and enables access to permanent housing without prerequisites or conditions beyond those of a typical renter. Supportive services are offered to support people with housing stability and individual well-being, but participation is not required as services have been found to be more effective when a person chooses to engage.ⁱⁱ Other approaches do make such requirements in order for a person to obtain and retain housing.

| WHO CAN BE HELPED BY HOUSING FIRST?

A Housing First approach can benefit both homeless families and individuals with any degree of service needs. The flexible and responsive nature of a Housing First approach allows it to be tailored to help anyone. As such, a Housing First approach can be applied to help end homelessness for a household who became homeless due to a temporary personal or financial crisis and has limited service needs, only needing help accessing and securing permanent housing. At the same time, Housing First has been found to be particularly effective approach to end homelessness for high need populations, such as chronically homeless individuals.ⁱⁱⁱ

| WHAT ARE THE ELEMENTS OF A HOUSING FIRST PROGRAM?

Housing First programs often provide rental assistance that varies in duration depending on the household's needs. Consumers sign a standard lease and are able to access supports as necessary to help them do so. A variety of voluntary services may be used to promote housing stability and well-being during and following housing placement.

Two common program models follow the Housing First approach but differ in implementation. Permanent supportive housing (PSH) is targeted to individuals and families with chronic illnesses, disabilities, mental health issues, or substance use disorders who have experienced long-term or repeated homelessness. It provides longterm rental assistance and supportive services.

A second program model, rapid re-housing, is employed for a wide variety of individuals and

families. It provides short-term rental assistance and services. The goals are to help people obtain housing quickly, increase self-sufficiency, and remain housed. The Core Components of rapid re-housing—housing identification, rent and move-in assistance, and case management and services—operationalize Housing First principals.

I DOES HOUSING FIRST WORK?

There is a large and growing evidence base demonstrating that Housing First is an effective solution to homelessness. Consumers in a Housing First model access housing faster^{iv} and are more likely to remain stably housed.^v This is true for both PSH and rapid re-housing programs. PSH has a long-term housing retention rate of up to 98 percent.^{vi} Studies have shown that rapid re-housing helps people exit homelessness quickly—in one study, an average of two months^{vii}—and remain housed. A variety of studies have shown that between 75 percent and 91 percent of households remain housed a year after being rapidly re-housed.^{viii}

More extensive studies have been completed on PSH finding that clients report an increase in perceived levels of autonomy, choice, and control in Housing First programs. A majority of clients are found to participate in the optional supportive services provided,^{ix} often resulting in greater housing stability. Clients using supportive services are more likely to

participate in job training programs, attend school, discontinue substance use, have fewer instances of domestic violence,^x and spend fewer days hospitalized than those not participating.^{xi}

Finally, permanent supportive housing has been found to be cost efficient. Providing access to housing generally results in cost savings for communities because housed people are less likely to use emergency services, including hospitals, jails, and emergency shelter, than those who are homeless. One study found an average cost savings on emergency services of \$31,545 per person housed in a Housing First program over the course of two years.^{xii} Another study showed that a Housing First program could cost up to \$23,000 less per consumer per year than a shelter program.^{xiii}

ⁱTsemberis, S. & Eisenberg, R. Pathways to Housing: Supported Housing for Street-Dwelling Homeless Individuals with Psychiatric Disabilities. 2000.

ⁱⁱEinbinder, S. & Tull, T. The Housing First Program for Homeless Families: Empirical Evidence of Long-term Efficacy to End and Prevent Family Homelessness. 2007.

ⁱⁱⁱGulcur, L., Stefancic, A., Shinn, M., Tsemberis, S., & Fishcer, S. Housing, Hospitalization, and Cost Outcomes for Homeless Individuals with Psychiatric Disabilities Participating in Continuum of Care and Housing First Programmes. 2003.

^{iv}Gulcur, L., Stefancic, A., Shinn, M., Tsemberis, S., & Fishcer, S. Housing, Hospitalization, and Cost Outcomes for Homeless Individuals with Psychiatric Disabilities Participating in Continuum of Care and Housing First programs. 2003.

^vTsemberis, S. & Eisenberg, R. Pathways to Housing: Supported Housing for Street-Dwelling Homeless Individuals with Psychiatric Disabilities. 2000.

^{vi}Montgomery, A.E., Hill, L., Kane, V., & Culhane, D. Housing Chronically Homeless Veterans: Evaluating the Efficacy of a Housing First Approach to HUD-VASH. 2013.

^{vii}U.S. Department of Housing and Urban Development. Family Options Study: Short-Term Impacts. 2015.

^{viii}Byrne, T., Treglia, D., Culhane, D., Kuhn, J., & Kane, V. Predictors of Homelessness Among Families and Single Adults After Exit from Homelessness Prevention and Rapid Re-Housing Programs: Evidence from the Department of Veterans Affairs Supportive Services for Veterans Program. 2015.

^{ix}Tsemberis, S., Gulcur, L., & Nakae, M. Housing First, Consumer Choice, and Harm Reduction for Homeless Individuals with a Dual Diagnosis. 2004.

^xEinbinder, S. & Tull, T. The Housing First Program for Homeless Families: Empirical Evidence of Long-term Efficacy to End and Prevent Family Homelessness. 2007.

^{xi}Gulcur, L., Stefancic, A., Shinn, M., Tsemberis, S., & Fishcer, S. Housing, Hospitalization, and Cost Outcomes for Homeless Individuals with Psychiatric Disabilities Participating in Continuum of Care and Housing First programs. 2003.

^{xii}Perlman, J. & Parvinsky, J. Denver Housing First Collaborative: Cost Benefit Analysis and Program Outcomes Report. 2006.

^{xiii}Tsemberis, S. & Stefancic, A. Housing First for Long-Term Shelter Dwellers with Psychiatric Disabilities in a Suburban County: A Four-Year Study of Housing Access and Retention. 2007.

d. Comparing Low Barrier & High Barrier Shelter

	Low Barrier, Housing Focused Shelter Philosophy	Practices	High Barrier, Transitional Shelter Philosophy	Practices
Safety and Order	- Consider the safety of household if unsheltered - Believes excessive rulemaking and can be traumatizing to some survivors of domestic violence - Violating rules not necessarily cause for discharge	- Very few criteria for people they will not accept - Staff trained in conflict resolution and de-escalation techniques try to avoid discharge for out of control behaviors	- Consider the safety of clients and staff in shelter - Addresses safety concerns by minimizing loss of control over environment - Violation of rules are grounds for discharge	- Restrictive criteria that requires sobriety - Clients discharged because they are not able to follow the rules, sometimes not allowed to return for long periods of time
Substance Use	- Believe temptation for people in recovery is everywhere and that shelter cannot truly protect anyone from it - Believes it is not necessary for households to be clean and sober to obtain or maintain permanent housing - See people using substances as more vulnerable to harm if unsheltered	- Accepts people who are intoxicated - Staff trained in harm reduction, recognize signs of a health crisis when people are intoxicated	- Believe allowing intoxicated people in shelter will threaten the sobriety of people in recovery - Believe they are better able to help people who are clean and sober	Does not accept people who are intoxicated, conducts breathalyzer or drug tests
Exit to permanent housing	Sees the primary purpose of entire organization, including shelter, as quickly exiting people back to permanent housing	- Resources are invested in, and reallocated to, rapid re-housing or financial assistance to expedite exit to housing - Messaging to clients clear that the goal is to return to permanent housing as quickly as possible, the shelter is not your home - Within a few days after entry, every person is assisted to create a plan	Sees the primary purpose of shelter as supporting people to gain employment, increase income, and stay sober while resolving their own housing challenges	- Very few resources invested in rental subsidies, housing location, or financial assistance - Messaging to clients is around the need for self-improvement, signage in shelter may say "welcome home"

Case Management and Services	Case management in shelter is focused on connecting people to housing as quickly as possible	to rapidly exit to housing - Services in shelter are minimal and focused on obtaining housing, services once households exit to housing are home-based and focused on housing stability - Clients drive their case plans and develop their own goals for obtaining housing - Continued stay in shelter is not contingent on participation in case management	Case management in shelter is focused on helping people obtain employment, increase income, and learn life skills	- Services in shelter are robust as funding allows, some “after care” services once households exit shelter, but these are minimal - Case plans are standardized and may be linear regardless of client’s unique situation - Clients may be discharged for not participating in case management or accomplishing goals on case plan
Access	- Weights the expense of longer hours of operation against the increased time to engage with clients and the safety of clients during the day - Believe people who are more difficult to accommodate are least likely to find shelter elsewhere and more likely to sleep outside if not accommodated	- Shelter access is 24/7 - Clients are not required to pay for shelter beds - Allow people to store belongings - People are not turned away because they have pets that are not service animals - Couples without children can remain together	- Believe clients should be out working towards goals such as employment, and should not remain in the shelter - Limitations on space, staff time, and other concerns make it impossible to accommodate everyone	- Clients must leave shelter during the day - Cannot accommodate people with pets - Sleeping areas are not conducive to couples without children remaining together

e. Trauma-Informed Approach & Trauma-Specific Interventions

SAMHSA's six key principles of a trauma-informed approach and trauma-specific interventions address trauma's consequences and facilitate healing.

- **Trauma-Informed Approach**

According to SAMHSA's concept of a trauma-informed approach, "A program, organization, or system that is trauma-informed:

- *Realizes* the widespread impact of trauma and understands potential paths for recovery;
- *Recognizes* the signs and symptoms of trauma in clients, families, staff, and others involved with the system;
- *Responds* by fully integrating knowledge about trauma into policies, procedures, and practices; and
- Seeks to actively resist *re-traumatization*."

A trauma-informed approach can be implemented in any type of service setting or organization and is distinct from trauma-specific interventions or treatments that are designed specifically to address the consequences of trauma and to facilitate healing.

- **SAMHSA's Six Key Principles of a Trauma-Informed Approach**

A trauma-informed approach reflects adherence to six key principles rather than a prescribed set of practices or procedures. These principles may be generalizable across multiple types of settings, although terminology and application may be setting- or sector-specific:

1. Safety
2. Trustworthiness and Transparency
3. Peer support
4. Collaboration and mutuality
5. Empowerment, voice and choice
6. Cultural, Historical, and Gender Issues

From SAMHSA's perspective, it is critical to promote the linkage to recovery and resilience for those individuals and families impacted by trauma. Consistent with SAMHSA's definition of recovery, services and supports that are trauma-informed build on the best evidence available and consumer and family engagement, empowerment, and collaboration.

- **Trauma-Specific Interventions**

Trauma-specific intervention programs generally recognize the following:

- The survivor's need to be respected, informed, connected, and hopeful regarding their own recovery
- The interrelation between trauma and symptoms of trauma such as substance abuse, eating disorders, depression, and anxiety
- The need to work in a collaborative way with survivors, family and friends of the survivor, and other human services agencies in a manner that will empower survivors and consumers

Building Bridges

Homeless Resource Center
1045 South State Street, Ukiah
707-234-3270

Data Report
August 6, 2019 – June 30, 2020

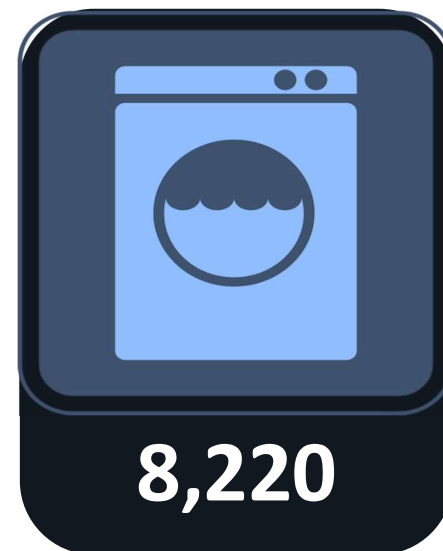


Looking at the Numbers

August 6, 2019 – June 30, 2020



29,746 confirmed visits



Inland Winter Shelter

October 28, 2019 – June 30, 2020

TOTAL GUESTS:
291



16
families
with
children



Average
length of
stay
53 nights

Average 10 people sought shelter every night



Average 7 turned away due to no open beds

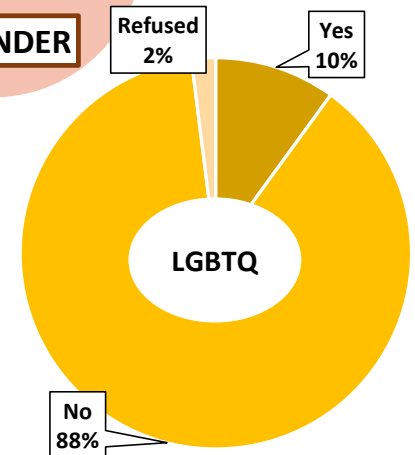
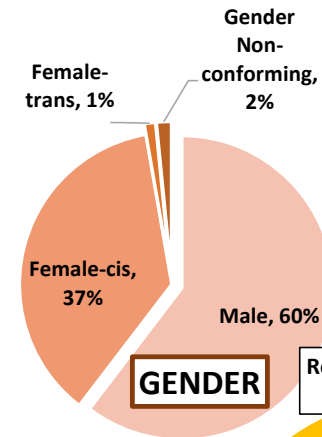
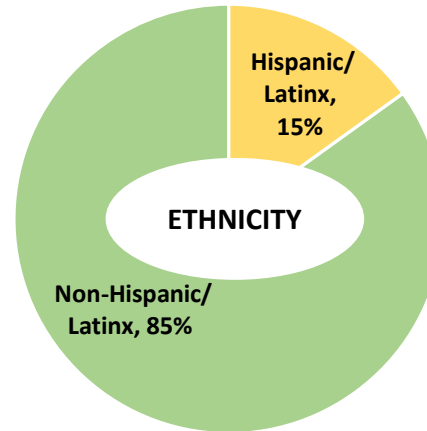
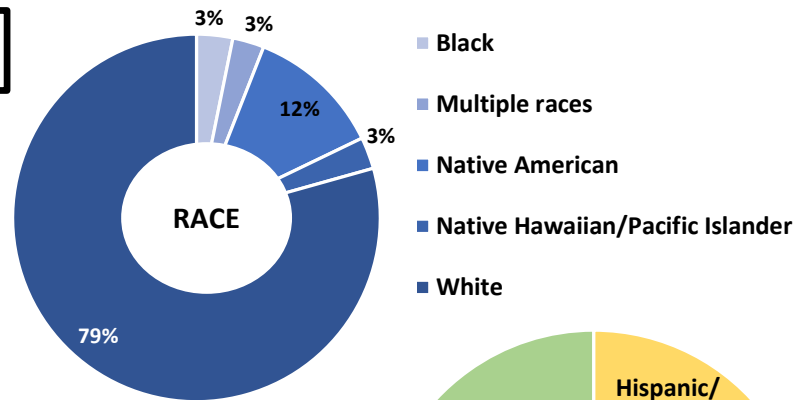
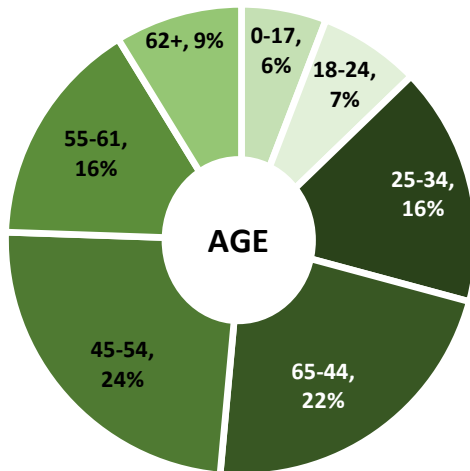


individuals screened
for the shelter:

378

Shelter Guest Demographics

TOTAL GUESTS: 291



Shelter Guest Demographics

TOTAL GUESTS: 291

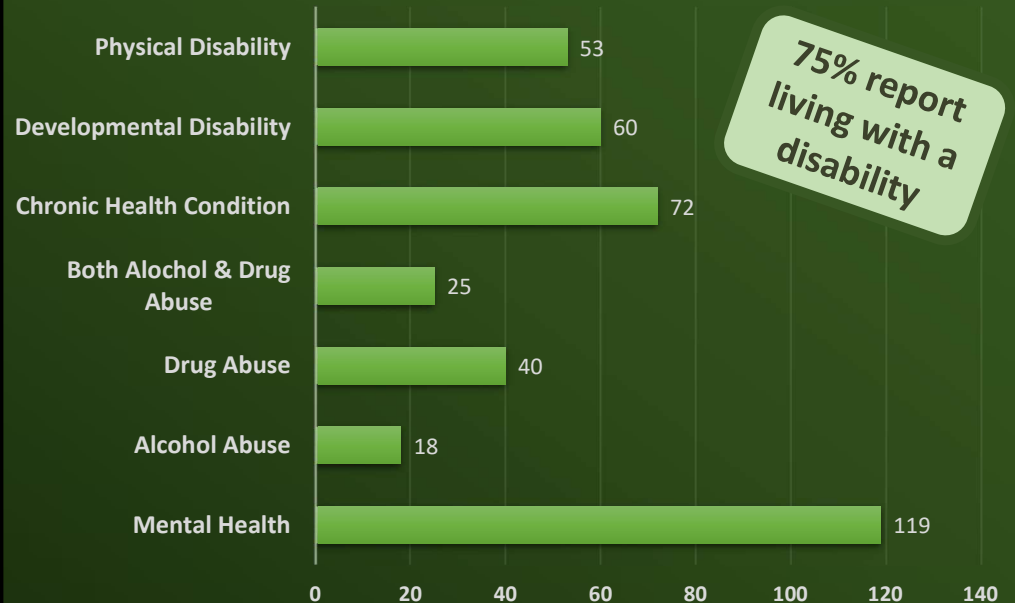


56% report having experienced domestic violence

~~~~~  
10% reported that they were fleeing domestic violence

**STOP**  
DOMESTIC VIOLENCE

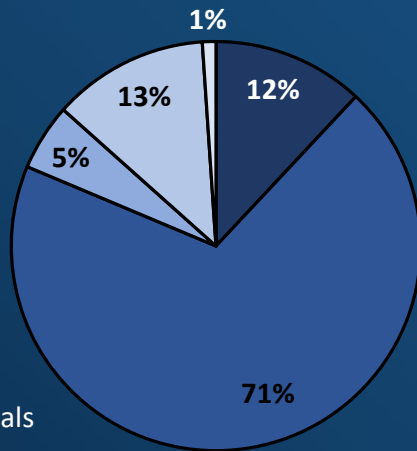
## DISABILITY BARRIERS



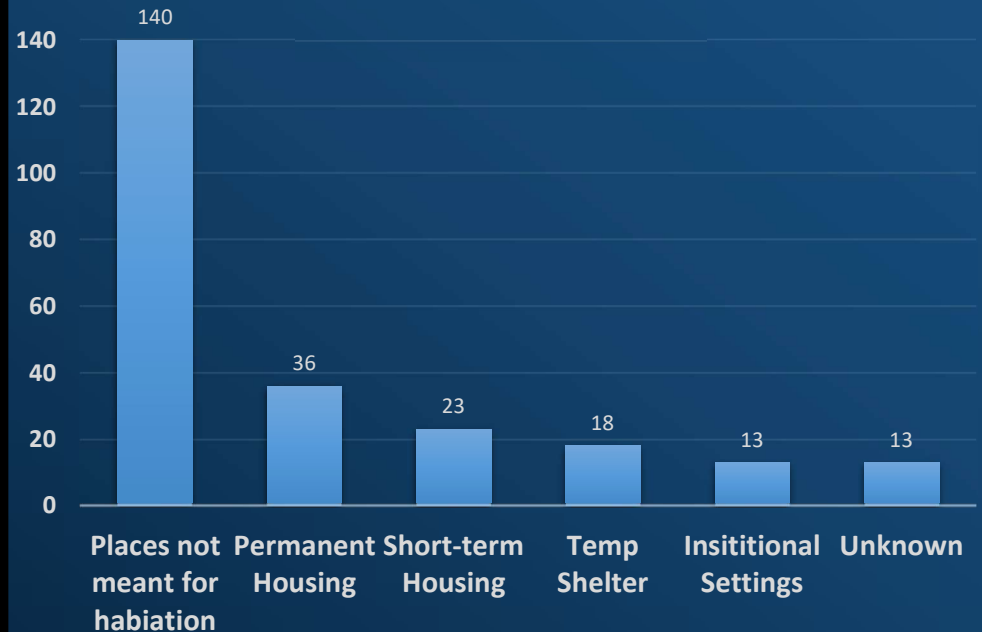
# Shelter Data Continued

## MENDOCINO COUNTY CONNECTIVITY

- Families w/ children
- Homegrown/local individuals
- Established residents exp. Homelessness
- New to Mendo individuals
- Not homeless individuals



## EXIT DATA



# Housing Programs

## Rapid Re-Housing

- **Served 51 individuals in:**
  - 25 households
    - 12 are families with children
  - ✓ **48 individuals acquired & have sustained permanent housing during the time period**

## Homelessness Prevention

- **Served 12 individuals in:**
  - 6 households
    - 3 are families with children
  - ✓ **All 6 households were prevented from entering homelessness**





*Thank You*

***We're so grateful for the opportunity to serve the community through Building Bridges.***

***Many thanks to Mendocino County, the City of Ukiah, and all the partners through the Mendocino County Homeless Services Continuum of Care.***